

— ONE —
AMERICA
WORKS



CONNECTING HEARTLAND INNOVATION

BUILDING THE TRUST NETWORK

2023 IMPACT REPORT

CONTENTS

A Letter from Patrick	3
Our Reach. Building the Trust Network.	4
The competitive edge of the Heartland.	4
Top 10 U.S. Manufacturing States	6
The Effects of Remote Work	6
The Heartland Advantage: The Land. The Legacy.	7
Venture Capital off the coast	8
Emerging Technologies in the Heartland	9
Quantum Computing	9
Hard-tech	9
Investment in Healthcare	10
Defense and Cybersecurity	10
Sports Tech	11
Legislative impacts on industry.	11
The Need for Connection and Discovery	12
Our Future. Our Impact.	13



A LETTER FROM PATRICK

One America Works has a simple yet powerful mission: connecting individuals from diverse locations to the thriving innovation economy. Historically, this high-growth, well-paying sector has often been limited to a select few, typically those residing in areas like Silicon Valley. If you happened to work at Google or Facebook, or studied at Stanford, you had a relatively straightforward path into this world.

But here's the exciting part: Silicon Valley is more than just a physical place; it's a Trust Network that extends far beyond its geographical boundaries. In today's interconnected world, you can be an AI engineer for Facebook while living in Pittsburgh or run a company backed by a16Z from Austin. These individuals may not be physically located in Silicon Valley, but they are undoubtedly part of the expansive Trust Network that radiates from it.

Across America, there are remarkable individuals brimming with innovative ideas and unwavering determination. Our nation, its people, economy, and technology stand to grow exponentially when we lower the barriers to entry into this Trust Network and collaborate more effectively.

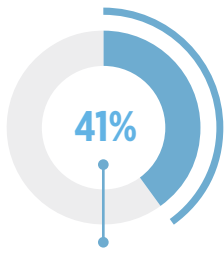
This is where One America Works steps in, serving as the bridge to unlock potential and broaden this network. What we're witnessing is the boundless potential of connecting more individuals from diverse places, a key ingredient in harnessing the collective creativity and energy needed to tackle our most significant challenges. We've helped drive this narrative forward for the past 6 years, nationally through publications like *The Economist* & *WSJ* and as well as locally through one of our several events.

Looking ahead, we remain committed to driving this conduit of change by shining a spotlight on the incredible stories emerging from the innovation economy in America's heartland. Our country's future is bright, and we're eager to continue forging ahead.

A handwritten signature in black ink, appearing to read 'P. McKenna'. The signature is stylized and fluid, with a long horizontal line extending to the right.

Patrick McKenna
Founder, One America Works

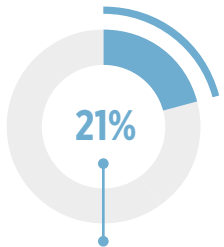
OUR REACH. BUILDING THE TRUST NETWORK.



2023 OAW SUBSCRIBER ENGAGEMENT RATE

From the beginning, One America Works has been highlighting the incredible talent and valuable opportunity to bring more people into the innovation economy through storytelling and convening.

Our bi-weekly Mid-point newsletter is rapidly growing. Since its inception in 2018, our [average email open rate](#) was approximately 17%-28%. In 2023, our Mid-point newsletter open rates surged to now average over 40%. With over 12K subscribers and an engaged online community, our tech community seems to be tuned in more than ever—our goal—to keep the network plugged in and connected.



2023 INDUSTRY AVERAGE

Source: Mailchimp

As recapped in our previous year's [impact report](#), when we launched One America Works, our efforts focused more around virtual recruiting events and connecting tech workers to cities. The acceleration of remote work caused by the pandemic and the surge of tech into the heartland caused these virtual hiring events to become central, connecting more than 5,000 tech workers across the country to over 100 fast growing tech firms.

With massive post-covid layoffs in big tech and shifts in distributed work, a new opportunity to focus on high growth companies and connecting more capital to the heartland became apparent. Innovators in

the heartland are expanding. More importantly, they are hiring where the workforce is strong. These founders need to find the right talent and connect with investors and resources to help them scale. Our vision at One America Works has become more and more clear. Wherever the talent is, whatever the stage—the need for connection is critical.

“Silicon Valley is no longer a place. It’s a trust network.”

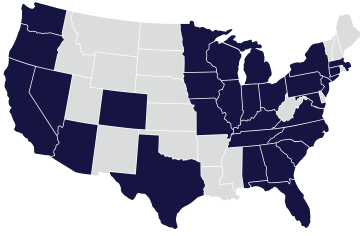
The real strength of Silicon Valley is the strength of the network. While our focus in 2023 has continued to be on tech talent and the innovation economy, our efforts have zeroed in on *strengthening the network between founders and venture capital and expanding investment into more cities.*

Silicon Valley is no longer a place. It's a trust network.

THE COMPETITIVE EDGE OF THE HEARTLAND.

Hard tech industries like electric vehicles, semiconductors, robotics, and agritech are booming today, and it's no coincidence that the American Heartland is at the center of this growth. The combination of legacy industrial workforce talent, leading research universities in hard sciences and a welcoming, lower-cost business environment add up. But there's much more, from infrastructure to regulatory factors, that gives the region a competitive advantage over coastal tech hubs.

According to research by [CNBC](#), North Carolina, Texas, Colorado, Nevada, Utah, and Tennessee are some of America's best states to do business in. What these states have in common is a welcoming business environment and the resources to help build and scale companies. Our [2022 impact report](#) discussed the strength of the midwest workforce as a key opportunity for supporting the growth of tech off the coast.



OAW HAS ENGAGED 30+ STATES IN OUR NETWORK

Location is also crucial when it comes to the supply chain. It makes far more logistical sense to produce silicon chips and auto parts in the center of the country, closer to automakers and other manufacturing operations who need to use these assets. Finally, a factor often overlooked is the natural environment that differentiates the Heartland from the coasts. Water, a critical element in most manufacturing processes, is scarce in places like California. Robotics, EV production, Agri-tech and other hard tech industries which require large quantities of water are better suited to be built in locations with an abundance of it.

NEW 2023 INITIATIVES in the heartland are launching as city leaders are discovering their unique niche and capitalizing on their local strengths.

- The Hardtech Indiana initiative launched in 2023. Hardtech Indiana is a coalition of over 20 organizations working together to elevate the hardtech ecosystem. According to MNI, [Industry Select](#) reports Indiana is one of the top 10 manufacturing states in the nation.
- Pittsburgh launched the [Robotics Factory](#), a regional accelerator to further support it's globally recognized robotics ecosystem. Powered by support from the U.S. EDA Build Back Better program with \$63M in investment committed to the region.
- The Ohio Tech Boom continues with a number of new announcements in 2023 including new Google data centers, the new Department of Defense [innovation hub](#), Honda and LG Energy \$4.4 billion investment in a new [EV battery plant](#) and more
- TSMC Triples Arizona Chip Factory Investment to \$40 Billion. Before the first Arizona TSMC fab opens its doors in 2024, the company has already committed to building a second—and has announced that it will spend \$40 billion on it. TSMC originally committed \$12 billion to build an Arizona-based semiconductor fabrication plant in 2020, which was already a record investment for the company outside of Taiwan.
- Hyundai, SK to Build New Battery Plant in Georgia—Hyundai Motor Group and SK announced a new battery manufacturing plant in the U.S. state of Georgia to supply the Korean automaker's U.S. assembly plants. The companies aim to begin operations in 2025 and said “stakeholders estimate it will create more than 3,500 new jobs through approximately \$4-5 billion of investment” in Georgia's Bartow County.
- Hyundai separately broke ground in October on a \$5.54 billion electric vehicle (EV) and battery plant in Georgia's Bryan County. Hyundai is calling its Georgia project Metaplant America. It's collectively bringing around over 8,000 jobs to the state.

These are just a few of many announcements. Our point here: the Heartland is booming and the time for discovery is now. Each of these massive investments in technical plants creates opportunity. The creation of more EV-battery plants, will in turn fuel the creation of more EV-battery innovation propelling us to the next phase of Heartland based innovation.

City leaders are discovering their unique niche and capitalizing on their local strengths.

America's Heartland is booming and the time for discovery is now.



The power of the industrial era is experiencing a tremendous shift.

Top 10 U.S. Manufacturing States

State	Mfg. Jobs	Mfg. Companies
California	1,385,974	23,078
Texas	1,088,582	17,637
Ohio	864,867	14,907
Illinois	735,084	14,660
Michigan	711,807	12,238
Pennsylvania	710,372	13,511
New York	378,345	13,996
Indiana	585,789	8,188
Wisconsin	574,469	9,242
North Carolina	554,784	8,723

Source: MNI

The mammoth revolutionizing of the industrial era continues. Our first [visionary video](#) project summarizes well the evolution of what we see happening and why we do what we do for the tech industry. The power of the industrial era is experiencing a tremendous shift which will lead to another benefit: entrepreneurial efforts for tech talent.

THE EFFECTS OF REMOTE WORK

From tech worker to tech founder

Bound at home at the outset of the Covid-19 pandemic, millions of Americans started a business either out of necessity after losing their jobs or because remote work opened up opportunities. Following the initial spike in 2020, business creation has been plateauing at a much higher level than pre-pandemic, the Census numbers show. More than 5 million businesses were created in the US last year, a sign that the entrepreneurship boom spawned by the pandemic may be long lasting.

5.4 million startups formed in 2021. 5.05 million news startups emerged in 2022. According to the U.S. Census Bureau, the average number of startups formed annually are approximately 4 million.

As companies like Meta, Amazon, Google, and Microsoft lay off thousands of workers, their highly skilled alumni are [flooding the market](#). Although Ex-Googlers weren't happy with the "cold" way they were notified of layoffs, they may have been pleasantly surprised by their severance packages. For example, Google is paying [16 weeks of severance](#), plus 2022 bonuses gave aspiring entrepreneurs runway to pursue business ideas and take risks.

With less urgency to find a new job and 3 years of remote work experience to draw from, these Big Tech alumni may be reevaluating their future. As remote flexibility, shorter workweeks, and a better quality of life take priority, many tech workers are joining smaller companies, freelancing, or even starting their own businesses. But where will new entrepreneurs choose to set up shop?

During the pandemic, millions of Americans started a business.



Innovation in the Heartland

Innovation in the heartland is coming fast. As workers with specialized knowledge are upskilled, they will take this expertise and innovate. In this year's Mid-point collection, we featured Ilya Preston, co-founder and CEO of PAXAFE, an Indianapolis based company that specializes in smart packaging technology. A perfect example

of innovation in the heartland, Ilya harnessed his expertise and experience in logistics together with his experience in healthcare to create a dynamic company.

One of our most popular Mid-Point editions was titled, "[Where is the Next Uber?](#)" Our point, the decentralization of tech outside Silicon Valley and into smaller cities combined with an increasingly remote workforce leads us to conclude that the next Uber, Airbnb and Square is likely being built today in one of the new tech cities around the country—in places like Austin, Atlanta, and Columbus.

The next
Uber,
Airbnb,
Square is
likely being
built today
in one of
the new
tech cities
around the
country.

The land in
the midwest
partnered
with the
progress in
innovation is
incomparable.

THE HEARTLAND ADVANTAGE: THE LAND. THE LEGACY.

In addition to a strong workforce and legacy industries, another undeniable asset is a key obvious, but underestimated element: the land. The land in the midwest partnered with the progress in innovation is incomparable.

All tech is not in the cloud. The physical elements that power certain elements of tech essentially need land. Advanced technologies, robotics, life sciences research, agritech, e-commerce and more require land; warehouse space, production facilities and more. Powerhouses like Amazon, unicorns like Tesla and the Intels of the world require land.

The surge of tech's impact on land became apparent years ago. Back in 2017, Amazon received an astounding [238 bids from U.S. cities](#) to host its new headquarters, HQ2. City leaders convened to vye for the opportunity to host this estimated [\\$5B, 50,000 new job investment](#). Fast forward to 2022 where [Intel makes an astounding \\$20B investment](#) in a new chip factory in Ohio. In August 2023, [Google announces plans to invest \\$1.7 billion](#) in an Ohio data center to strengthen technical infrastructure.

The tech boom happening in places like in Ohio and Pennsylvania aren't surprising considering the vast and beautiful land which has long spurred the growth of manufacturing and agriculture related industries.

Location is also crucial when it comes to the supply chain. It makes far more logistical sense to produce silicon chips and auto parts in the center of the country, closer to automakers and other manufacturing operations. Finally, a factor often overlooked is the natural environment that differentiates the Heartland from the coasts. The advances in technologies and solutions for land development, warehousing, supply chain logistics will continue to advance off the coast. In our Mid-point interview with Gather AI, Pittsburgh based co-founder Sankalp Arora shared about the explosive growth in its warehouse technology business.

300+

ENGAGED 300+ VENTURE CAPITAL FIRMS ACROSS 20+ STATES

1,000

VC <> STARTUP INTRODUCTIONS ACROSS 30 STATES

The rise of venture as been increasing in non-west coast regions.

VENTURE CAPITAL OFF THE COAST

Part of what we do at One America Works is building the network where those natural introductions and connections can be made within regions. Small to mid sized cities are their own trust networks so connecting the network in a natural and organic way could just lead you to the next unicorn.

For the past 5 years, in partnership with Comeback Capital, we've hosted the *Connecting the Coasts to the Heartland* event connecting founders with venture capital firms. We've engaged over 300 investors in our network and facilitated 1:1 introductions to over 1,000 startups across over 30 states.

While the overall VC picture looked pretty grim in 2022, some bright spots emerged that may tell us something about the future direction of the innovation economy. Until recently, best known as a leading indicator of decline, Pittsburgh and its tech startup scene are showing impressive signs of life. In 2022, it experienced a remarkable increase of 15% in VC investment over 2021, bucking the trend of the broader national decline of 30%.

The rise of venture has been increasing in non-west coast regions over the past few quarters. One America Works tracks 13 key tech hub regions and we found the venture capital trends to track similarly. The below chart is pulled from Ernst & Young Venture Capital Investment Trends table. Note: we included San Francisco (including our 13 key tech hubs) as a comparative to gauge what's happening in Silicon Valley. We're working hard at One America Works to build these trust networks so we can see a more equitable spread of investment throughout the Heartland.

2023 has been a challenging time for venture investment, but heartland cities have typically remained more consistent and resilient than San Francisco.

City	2010		2019		2020		2021		2022		2023	
Phoenix	0.9	44	1.33	120	0.71	106	1.42	135	1.38	133	0.93	70
Pittsburgh	0.22	63	2.89	125	0.36	141	0.25	93	0.54	95	1.2	44
Atlanta	0.62	104	1.34	192	2.3	218	3.62	272	2.02	214	0.98	109
Austin	0.73	148	2.41	337	2.49	335	5.9	351	4.88	351	2.23	204
Charlotte	0.5	15	0.15	28	0.66	40	0.74	52	0.28	36	0.22	31
Salt Lake City	0.27	74	1.19	175	1.43	164	3.38	185	1.88	162	0.76	83
Dallas-Ft. Worth	0.56	93	4.21	193	1.72	199	3	217	4.53	207	1.1	103
Columbus	0.02	28	0.56	54	1.67	52	1.67	67	0.7	63	0.34	35
Nashville	0.4	34	1.02	97	0.44	63	1.06	92	1.44	84	1.21	51
Denver	0.65	143	2.35	361	3.35	332	6.19	325	5.09	310	1.84	166
Indianapolis	0.8	27	0.43	78	0.38	71	0.69	71	0.54	75	0.14	46
Kansas City	0.9	24	0.44	53	0.12	42	0.39	54	0.56	45	0.14	28
Chicago	1.53	122	2.1	338	2.92	336	5.67	391	5.16	326	1.53	177
San Francisco	10.92	1400	52.64	3400	59.14	3400	124.98	4000	68.37	3000	44.46	1500

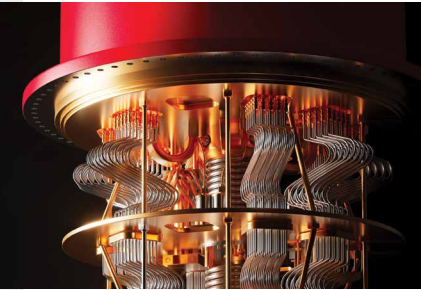
Deal Value (\$b)
Number of Deals

Source: Crunchbase as of Oct 3, 2023 Ernst & Young, LLP
Deal Value (\$b) - (i.e. 1.53= \$1.53B; 0.54 = \$540 million; 0.02= \$20 million)

EMERGING TECHNOLOGIES IN THE HEARTLAND

We've highlighted in several Mid-point newsletters our hunch with emerging technologies. The following highlighted industries are not necessarily what one might tag as fastest growing or representative of the largest in dollar amounts, but areas where there's a high probability of growth and opportunities. Here are a few insights:

These are industries with a high probability of growth



Tech hubs are constructed by the relentless pursuit of knowledge.

Quantum Computing

In a recent Mid-Point, Patrick discussed the future of quantum computing. According to [Statista](#), the market for quantum computing is likely to be the largest contributor to the market for quantum technologies, as optimistic forecasts suggest that the market revenue has the potential to amount to 93 billion U.S. dollars by 2040, and our research highlights that the Heartland, specifically Illinois, is primed to be at the center of this market.

In May 2023, [Google entered](#) into a massive partnership with both the University of Tokyo and the University of Chicago to the tune of \$100M. While Google's investment is impressive, IBM is leading the quantum charge with its own [Discovery Accelerator Institute](#) in partnership with the University of Illinois and \$200M in funding.

While quantum's immediate applications might still reside in academia's ivory towers, the potential is vast. Envision smarter AI, accelerated drug discoveries, and countless other revolutions.

Tech hubs don't merely emerge; they're constructed by the relentless pursuit of knowledge. Illinois is currently that crucible of brilliance. The race is on and the world will see if Chicago becomes the birthplace of the quantum era.

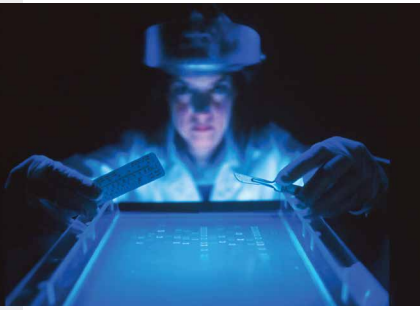


Hard-tech

Software has already eaten much of the world. So what comes next? I think we're going to see a consistent rise of software + hardware companies: "Hard Tech". Hard tech industries consist of products like electric vehicles, semiconductors, robotics, and agtech. While software companies typically automate processes that we're doing today, hard tech companies build a completely new way of doing things. Software may help a farm run more efficiently, but a hard tech company will literally build a new type of farm from the ground up. Hard tech thrives in the Heartland.

Hard tech requires a diverse workforce beyond software engineers. Building robotics requires electrical engineers, mechanical engineers, machinists, and a customer base—all of which are located around the manufacturing capitals of the country. Other products, like silicon chip production, require similar skill sets and have other needs like 10,000,000 gallons of water a day—something hard to acquire on the dry west coast. These needs are why hard tech companies, like those that focus on EV's, have primarily set up across the Midwest.

Hard tech companies have primarily set up across the Midwest.



Investment in Healthcare

Many sources including CB insights and [Ernst & Young](#) are zeroing in on growth in healthcare as a top tech category. What is less known, is that the American Heartland is, and always has been, at the core component of innovative solutions. From the development of medicines, engineering systems and the production of alternative energy sources, cities like [Pittsburgh](#), [Dallas](#), and [Denver](#) have contributed to making our world a better place.

Between [1948 and 1955](#), Polio was a growing epidemic around the world. Many families were avoiding crowds, staying indoors, and regularly checking for symptoms. Those affected were treated in isolated wards (sounds familiar?). In the early 1950s, [Jonas Salk](#) developed a Polio vaccine in the research facilities of the University of Pittsburgh. The first recipients were local [children attending Arsenal Elementary School](#). After progressively larger tests and consistent positive results, Dr. Salk's invention turned this disease into something that is nearly non-existent today.

Breakthroughs in healthcare and how healthcare information is transferred we believe will see exponential growth. See our [interview](#) with founder of Cyto Venture, Dietrich Stephan.

Breakthroughs in healthcare and how healthcare information is transferred will see exponential growth.



Defense and Cybersecurity

Hot war in Ukraine, cold war on the horizon with China and a newly expanded battlefield to cyber and space are all creating an unstable world. Will emerging technology [shift the global balance of power](#)? Will interdependent supply chains [strengthen or weaken](#) national security? Will soaring inflation and economic instability escalate tensions with emerging economies? And most importantly, how will our country respond to these challenges and continue to lead the world by example as the United States has done so many times before?

While the future remains uncertain, we can count on the Heartland to play a critical role in shaping our future leadership position and bolstering our defenses.

Ensuring that our country is less vulnerable to the manufacture of critical components like semiconductors. Over [\\$200B in private investments](#), according to [McKinsey](#), have already flooded into U.S. Semiconductor production, building new advanced facilities across Ohio, Texas, Arizona, and other Heartland states. The talent, logistics, and speed needed to produce these complex components drew this investment to the region. The [\\$39B Chips Act](#) bolsters this activity, targeted to support U.S. suppliers and offset higher operating costs. These chips are critical, primarily to mitigate vulnerabilities as much as possible. Out of the planned 50 expansion projects, over 85% of them are being [built in the Heartland](#).

According to [Statista](#), due to the increased risks of data security and privacy, the cybersecurity market has grown exponentially with revenue increasing from US\$83 billion in 2016 to US\$139 in 2021. The Statista report also projects that the majority of growth from the cybersecurity industry will come from the U.S.

We can count on the Heartland to play a critical role in bolstering our defenses.



The sports tech market is already at \$20B and predicted to skyrocket.

Sports Tech

The [On3 NIL Valuation](#) is the industry's leading index that sets high school and college athletes' projected annual value (PAV). It notes the NIL marketplace is currently estimated at **\$750M-\$1B** and that growth is projected to reach a \$3-\$5B industry in the next five years. Much of this growth is expected in group licensing and brands gaining sophistication in utilizing this athlete marketing channel. As mentioned in our [September 14 Mid-point](#), sports is a big business. The U.S. market is a colossal [\\$83 billion industry](#). But here's the kicker: the sports tech market is already at \$20B and predicted to skyrocket to an astonishing \$55.14 billion by 2030. Entrepreneurs have capitalized on "sport-tech-tangent" industries.

Recent announcements by major universities and conferences across Indianapolis have put a spotlight on the enormous financial value of college sports with the [Top 5 university athletic programs](#) each grossing over \$200 million annually, and the "Power 5" conferences—the Big10, SEC, ACC, Pac-12, and Big 12—raking in a staggering \$3.3B in revenue annually. Along with success comes competition, regulation and litigation. College sports is about to enter a massive innovation cycle and tech startups are lining up.

LEGISLATIVE IMPACTS ON INDUSTRY.

It is becoming increasingly true that legislation will make its mark on the shifts and opportunities in tech. For example, just one legislation shift in sports relating to NIL (name and image likeness) has taken an almost non-existent category and birthed an [almost \\$1B industry](#) in less than 5 years.

The legislation is governed by state law and where no state law exists, universities can create their own guidelines. Our Mid-Point episode featuring Pittsburgh based founder [Jordan Rooney](#) with Jaster Athletes highlights how this one simple change in NIL legislation accelerated his branding business in sports with the use of AI.

Industries like autonomous and electric vehicles are heavily impacted by state legislation. Pennsylvania's [new](#)

[autonomous vehicle law](#) will no doubt support the growth and attractiveness of Pittsburgh's growing robotics industry of over 100 robotics companies.

Opportunities in fintech continue to emerge and the ubiquitous nature of data sharing and exchange continue to open a quagmire of compliance in the regulatory environment. One of our founder interviews featured [Josh Sanchez](#) from [FloatMe](#), one of the leading platforms for improving finances, with millions of members and a team of 70 in San Antonio, TX. A [McKinsey report](#) forecasts that revenues in the fintech industry will grow almost three times faster than the traditional banking sector between 2022 and 2028.

[Brandy Burch](#) with [benefitbay](#) discussed in her Mid-point interview the favorable changes

in health insurance legislation in 2020 leading to a boom in growth and opportunity.

There are also some not so savory founder stories involving bitcoin, blockchain and stints like FTX which will continue to stir both emotion and the probability of the oversight of legislation into tech. The shifting environment has contributed to the carefulness venture capitalists will take when making an investment—the stakes are higher and every founder's case needs to be stronger.

While there's many different sides of any proposed legislation, the fact is founders and investors will need to keep a closer watch than ever on state and federal legislation relating to their industries, both the opportunities a change provides or a potential risk.



The Mid-Point: Steve Case, Revolution



The Mid-Point: Nida Ansari, Founder and CEO of Karmic...



The Mid-Point: Ray Leach, CEO of Jumpstart



The Mid-Point: Brandy Burch, founder of Benefitbay



The Mid-Point: Jordan Rooney - Jaster Athletes



The Mid-Point: Interview with Ana Kraft founder and CEO ...



The Mid-Point: Kyle Maggard, founder & CEO of Over Easy

THE NEED FOR CONNECTION AND DISCOVERY

As the world shifts and changes, we look for a center. The landscape is changing and our communities need more collaboration, more connection. **Our goal: to help our tech communities be better connected and to highlight the places of opportunities for founders, investors and community leaders to distribute more opportunity to more people.** Our in-person and virtual events and most of all our nonprofit media channel is our way to CONNECT the world.

This year, we successfully launched our Mid-point podcast with the inaugural episode featuring Steve Case, the mastermind behind AOL and the Rise of the Rest. We launched a suite of 20+ videos featuring founder stories, event recaps and a newly released documentary recapping our most recent venture tour.

Our efforts have always centered around building quality, not quantity. Our growth of investors in our network to 300 venture firms across 30+ states continue to show interest in gaining an intro into the impressive, but often overlooked, entrepreneurs in Heartland-based tech hubs. This concept propelled us to launch, OAW Connect, a series of virtual events connecting founders and venture. Through our nonprofit media channels, we're making that connection stronger.

We've hosted 9 virtual recruiting events with 9,500+ participants and facilitated over 300 one to one connections between founders and investors. Our 10 city events brought together 1,200 founders, 300 investors and 150 city and economic development leaders. Our role is to be the convener and the storyteller.

9500+
ENGAGED AT LIVE AND VIRTUAL EVENTS

The power of connectedness

The power of that connectedness is where opportunity happens. As the opening letter from Patrick notes, it's the connections and opportunities that need to be shared—the invitation to the network. The world has changed at a beyond believable accelerated pace and that opening up of the world has also on the other side caused a difficulty in cutting through the noise to get to the right resources and the right connection. With investors being more cautious and thoughtful of when they are going to write that check and to whom and for how much, it's reliant on the quality of connections.

We continue to elevate the stories of founders and tech leaders across the country. We've published over 150 news stories to our 12,000+ subscriber base and push out the stories weekly of how founders are taking advantage of the stable heartland workforce and high value mid sized cities to grow their ventures. Founders like Ana Kraft from Xena Workwear based in Milwaukee and Kyle Maggard with Overeasy based in Cleveland are innovating and hiring across the heartland.

OUR IMPACT.

This year, we're celebrating a collective impact of \$60M into the heartland.

\$60M

**COLLECTIVE IMPACT
INTO THE HEARTLAND**

100+
BIG TECH FIRMS
ENGAGED

1000+
ECONOMIC DEVELOPMENT
LEADERS ENGAGED

300+
INVESTORS
ENGAGED

10
KEY EVENTS

5000+
JOBS PROMOTED

10%
PLACEMENT RATE

30+
CITIES ENGAGED

OUR NEXT CHAPTER is continuing to build upon our strengths as a nonprofit media source to tell the untold stories of success and overcoming challenges from all parts of our country. Our shift into focusing on connecting founders and venture capital will deepen. We've seen first hand the need for founders to break through to that next round of investment and tap into the "Trust Network" to grow and expand. Without this expansion and connection, a founder's dream can easily fail simply due to lack of access to more capital.

- **We will continue to elevate the stories of entrepreneurs and companies across the Heartland** who are building the Innovation Economy; highlighting strengths, perseverance, ingenuity and excellence of the people behind the innovation.
- **We're committed to promoting positivity and optimism for all people across all regions of America.** In a world that often looks grim, we intend to be a source of thoughtful and inspiring information to give the innovation community a place to convene, collaborate and make the world better, one story at a time.
- **We're going to accelerate the growth of the Silicon Valley Trust Network** and ensure that all capable, intelligent, and hard working entrepreneurs are no longer limited to resources within their immediate communities.

Our next phase will be to continue pushing this connectivity across the country.

When we started One America Works, we had a vision of fostering the connection between all people across America. We wanted to build a world where more Americans were involved in the rapidly growing innovation economy. And we help create a country where your success was no longer limited by the place you grew up.

We have made incredible strides in achieving these goals over the past 6 years. Now, living in Indianapolis and working for a company in San Francisco is almost the norm. Companies that start in Pittsburgh commonly receive investment from VC's based in Palo Alto.

Our next phase will be to continue pushing this connectivity across the country using storytelling and investment.

—ONE— AMERICA WORKS

One America Works is a civic organization, founded by [Patrick McKenna](#), that believes we can overcome our biggest challenges in America by investing in expanding connections and working together. We convene entrepreneurs, investors and community leaders to share their stories and open access to the innovation trust network that is key to success in the next wave of transformation and growth.