

TO: Jason Swanson  
FROM: Fred Hubbell  
RE: Letter of Recommendation for Chad Michael Cox Forty under 40  
DATE: December 4, 2014

I am writing to recommend Chad M Cox to be named to your Forty under 40 list for 2015. I have known Chad for over three years and worked very closely with him in his role as Chair of the Board of Directors of Des Moines Social Club.

Besides working full time in his day job, Chad has devoted significant personal time and has brought excellent judgment, leadership and determination to the role of Board Chair at the Social Club.

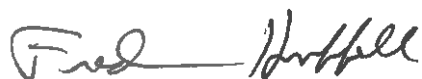
When Chad took on the job of Board Chair, the Social Club was a relatively new organization going through the purchase and renovation of a large historical building together with a sizeable capital fund drive, while maintaining ongoing Club activities. Chad has provided overall direction and leadership to the successful fruition of those projects and the emergence of the Social Club as a key gathering place for those interested in arts and culture in Metro Des Moines.

His leadership also has enabled the Board to attract many new, talented people to join the Board of the Social Club and to help restructure and enhance the management team at the Club. His willingness to devote the time and attention required over the last three years speaks highly of his commitment to help Metro Des Moines attract and retain young talent through support of local non-profit organizations.

Chad's leadership exemplifies a commitment to strong ethics, inclusiveness and a willingness to effectively deal with difficult issues which provides an excellent role model for other board members and non-profit groups.

I think Chad would make an excellent addition to the Forty under 40 list and highly recommend him for this recognition.

Best regards,

A handwritten signature in black ink that reads "Fred Hubbell". The signature is fluid and cursive, with the first name "Fred" and last name "Hubbell" clearly distinguishable.

Fred S. Hubbell