

NTIA Project Narrative



Francestown, NH

Fiber for Francestown and Hancock New Hampshire



Hancock, NH

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A. Executive Summary

Francestown and Hancock are two very small and very rural neighboring towns in southwestern New Hampshire. While our towns on the surface may look like Currier and Ives postcards, in reality, they both face challenges due to their rural location and hilly, forested terrain, including, very importantly, access to high speed, reliable internet. Recently Francestown and Hancock have come together to try to bring universal fiber optic internet to every residence, business, and cultural anchor in our towns, through a partnership with Hub66, a small and committed internet service provider.

In Hancock, 33% of households are unserved (meaning download speeds of less than 25Mbps and upload speeds of less than 3Mbps) and 14% of Francestown's homes are unserved, with many more residences in each town severely underserved, meaning they have connectivity but it is inconsistent, and their speeds barely meet the qualifying FCC broadband standards. Parts of each town have access to DSL through Consolidated Communications (CCI) and parts of each town have access to forty year old copper coaxial cable technology through Comcast. A mere 4 Hancock homes have access to fiber optic cable out of approximately 884 households, and only 170 Francestown residences have access to fiber optic through TDS (Telephone and Data Systems) out of approximately 807 households.

If you live in Francestown or Hancock, those numbers are scary. And frustrating. We cannot educate our kids, work remotely, access telehealth for our majority older population, or attract young families to buy homes when so many of our residents remain unserved and underserved by the FCC's antiquated standard, much less the rapidly increasing standards of the near future. Lack of fiber connectivity also has the potential to negatively impact real estate values and impact whether people even choose to buy houses in our communities, with local real estate agents reporting that clients won't even look at homes without high speed connectivity.

To make matters worse, in the last two years, 24 of our surrounding towns have successfully created public-private partnerships with Consolidated Communications (CCI) to bring universal fiber optic cable to their small, rural towns in the Monadnock Region. Nearly all of these recently wired neighboring towns had unserved populations of around 80% or more, so the service providers potentially could pick up high numbers of new customers when they wired a town for fiber optic.

This public-private partnership has not been possible in Hancock or Francestown, despite multiple attempts on our part, because our percentages of unserved populations are too low for CCI and other service providers to make a profit. Individually and over multiple years, both Francestown's Broadband Committee and Hancock's Telecommunications Committee have issued Requests For Proposals (RFP) to internet service providers, pursued various grant opportunities, chased CARES funding, and reached out to state and federal representatives for support.

Francestown and Hancock cannot compete as viable places to live when we are surrounded by towns with universal fiber optic. As just one example, Sandwich, NH, to the north of us recently installed universal fiber optic through CARES grant funds and saw their town's number of voters increase by 200 in just one year. We can only imagine what that did for the local economy.

Francestown and Hancock - historically two of the "crown jewels" in the Monadnock Region - are in real danger of being left behind economically, culturally and population-wise. We are

becoming last mile towns, part of the digital divide. We need government funding support to bring our towns into the 21st century.

The partnership for this project includes our two New Hampshire towns - Hancock and Frankestown, and Hub66, an internet service provider. Frankestown is serving as the Lead Applicant and fiduciary agent for this application and project. The project team includes incredibly dedicated and experienced Town Administrators, staff, and teams of volunteers. The Hub66 team working on this project has over 70 years of combined experience in the field.

Hub66 is committed to the sustainability of this fiber project in the towns of Frankestown and Hancock. It will be led by experienced professionals who will be meeting with and addressing customers and stakeholders concerns throughout the project. The Hub66 approach is based on fiber to the home solution, a more expensive option, but more reliable and longer lasting. Hub66 will exceed FCC requirements for connection speeds. In addition, customer service is Hub66's foundation and they are committed to ensuring that the residents of both communities in the partnership are given a quality and effective product.

The key expected outcome for this project is fiber directly to every home, business and cultural anchor institution in the towns of Frankestown and Hancock. This would result in 1,691 connected households and at least 69 connected businesses and 10 anchor cultural institutions. Students could access remote learning, ailing seniors could meet with their doctors through telehealth, and entrepreneurs could start and run businesses from their homes. With this type of access, we expect that both towns will attract more young families and businesses who see reliable, high-speed connectivity as being as essential as electricity. In both the short and longer term, we see this level of connectivity contributing substantially to the quality of life and economic viability of our towns.

B. Description of Partnership

The partnership for this project includes two towns in New Hampshire - Hancock and Francestown, and Hub66, an internet service provider. Francestown is serving as the Lead Applicant and fiduciary agent for this application and project.

Our covered partnership can best be described as “the little engine that could.” Neither Francestown nor Hancock has an economic development office. We don’t have grant writers or paid lobbyists. Between our two towns we don’t even have a stop light. We are two volunteer broadband committees joining together partially out of desperation and partially out of wild optimism.

Our broadband committees are made up of townspeople who span economic, educational, political and age ranges: a lawyer, a software engineer, an EMT, head of a non-profit, a filmmaker etc. What we all have in common is a passionate desire to bring 21st century broadband technology to Francestown and Hancock in order to save our beloved towns from economic, cultural, and population decline.

Hub66 is a motivated company filled with experienced and talented people whose mission it is to bring reliable, high speed internet to very rural populations.



About the Town of Francestown

Francestown, New Hampshire was incorporated, June 8, 1772 and named for then Governor John Wentworth’s new bride, Frances Deering. Francestown is centered by a village of ordered houses which illustrate New England architecture throughout the ages. The Town Common, at the end of the village, is adorned by the Old Meeting House, the Town Hall (f.k.a. Francestown Academy) and a row of humble horse sheds, all white and clean as if to pop from the pages of *Yankee Magazine*. Francestown was notable for having the finest deposit of soapstone that

drove an impressive commercial revolution to include banks, hotels and one of the nation’s oldest continually operating general stores. Although the past 250 years have brought about technological and societal change, Francestown’s inhabitants remain as “*hopeful, ambitious, strong-hearted, and in deep earnest*” as they have always been.

About the Town of Hancock

Hancock, New Hampshire, incorporated November 5, 1779, is a quaint and historic community nestled in the Monadnock Region and named for one of its original proprietors and first signer of the Declaration of Independence, John Hancock. Nearly every building on Main St in “downtown” Hancock is listed on the National Register of Historic Places. Hancock’s Meetinghouse is home to Paul Revere’s bell #236, which continues to chime on the hour, day and night.

W.W. Hayward has been quoted in an 1879 address as saying: “No pleasanter homes can be found anywhere than here; no truer hearts, no better men and women. They make good citizens and good members of society.” The same rings true today, as the community continues its commitment to historic preservation, land protection and education.



About Hub66

Hub66 offers affordable, high speed internet as a necessary public service, instead of an urban luxury, by working with rural municipalities to bridge infrastructure costs and bring affordable Fiber Optic & Wireless technology to end-users.

Hub66 was founded by a group of internet users located in New England who became frustrated with decaying Internet services from large providers. With a group of individuals spanning multiple ISP’s, everyone suffered from large ping spikes, constant outages, lack of bandwidth, or disproportional download/upload offerings. With one provider, the Hub66 founders saw as much as 15+ outages/month on a FTTH network run by a major telco. All in all, the founders never felt like customers, but always like passengers on a runaway train. They felt that ISP’s should have a technology focus, not a utility focus, to ensure good customer service and constant upgrades are built into the business plan.

They started developing Hub66 in 2018 with the goal of transparency and trust. Hub66 routes packets over a couple routers right onto the Internet through major data centers, connecting customers directly with services like Amazon Web Services, Netflix, etc. Hub66 doesn’t use Hub66 servers to inspect packets, run DNS inquiries, or the like. Hub66 DNS inquiries use public servers like Google or Cloudflare. Hub66 does one thing: they get people on the internet as fast as possible.

Getting internet connectivity is typically about finding the best solution for running infrastructure at an affordable rate, and by keeping the equipment up-to-date to prevent constant failure of old

equipment. Hub66 implements hybrid solutions, including both FTTH & Fixed Wireless services to find infrastructure solutions that work.

Hub66 is about creative thinking, bringing fresh energy to areas that have been ignored by major telcos. They partner with carrier-grade fiber providers, tower climbers, and construction crews to deliver custom solutions to areas at an affordable price.

Bi. Table of Funded Project Participants and Unfunded Informal Collaborators

Name	Address	Administrative Role	Scope of Work	Proposed Funding Amount
Town of Francestown	27 Main Street Francestown NH 03043	Applicant	Project Manager; Grant Manager; Fiduciary Agent	\$5,036,620.68*
Town of Hancock	50 Main Street PO Box 6 Hancock NH 03449	Collaborator	n/a	n/a*
Hub66	100 Powdermill Rd, Suite 197, Acton, MA 01720	Collaborator (Contractor - Design, Build & Maintain Fiber Optic Network)	n/a	n/a*

*The Town of Francestown is serving as the Lead Applicant and Fiduciary Agent for this partnership. All funding will go to the Town of Francestown, and Francestown in turn will pay the Collaborator/Contractor (Hub66) and the Town of Hancock for expenses incurred on the project.

Bii. Resumes of Key Personnel



Jamie Pike, Town Administrator, Town of Francestown

Jamie Pike has been Francestown's Town Administrator since 2015. Prior to his current role, he served as an Administrative Assistance for the Town of Chichester New Hampshire, where he maintained the town's financial records, prepared government-wide financial statements and analyses, and managed several projects and grants exceeding \$1M each, among many other duties. Jamie received training through the NH Bureau of Education and Training 2020/21 as a Certified Public Manager – Level I.

Jonathan M. Coyne, Town Administrator, Hancock

Jonathan Coyne is a results oriented professional with 25 years of progressive leadership experience leading and managing the complexities and challenges of diverse operational initiatives within the United States Army; a direct and decisive professional, with the cross-function management skills to manage the execution of core operational, training, and administrative functions to drive overall bottom-line performance. Possess outstanding leadership skills, tested and proven in cross-cultural environment, with the ability to quickly and effectively adapt to a broad spectrum of operating challenges and complex operational needs. Jonathan has been the Town Administrator in Hancock, NH since 2018. Prior to his current role, Jonathan served in the United States Army for over 25 years. He holds a B.S. in Business Administration.



Andrea J. Vient

Lead Project Manager, Hub66

Technology leader with over 25 years of experience across industries, multiple platforms, technologies and lines of business. Leading WISP and FTTH Install planning across 20+ communities in NH, VT and MA. Andrea comes with a background in managing software development programs, including managing scope, project resources, budget, and schedule. Andrea managed 300+ resources and \$35m annual budget in that field. Ensured all tasks and deliverables were complete. Operated and owned Real Estate Development, a company focused on rehabilitating residential properties in need of significant repair in addition to new construction. Provided

hands-on management of contractors across all trades, oversaw construction, managed budgets and schedules.



Michael Mateja

IT Design & Outside Plant Manager, Hub66

Creative designer of IT systems that are able to perform at higher levels and on lower budgets than traditional systems. Focused on the most current manufacturers & technology changes, Michael orients the company towards bringing more value to consumers without the traditional overhead associated with those services. Prior to Hub66, Michael had a background in both IT & Finance, with a primary focus on cost reduction strategies, related to IT, by reducing extraneous expenses and making consolidated buying decisions.

Declan O'Connell

Senior Development Engineer, Hub66

Technology innovator for over 35 years with a background in radio design and construction. Declan heads Hub66 installation operations, both training staff for Fiber (FTTH) and Wireless (WISP) installations, as well as heading customer relations and logistics. He engineers RF monitoring, customer premise equipment, and manages the overall customer experience. Declan previously owned Grasshopper Wireless Networks, an independent WISP offering Internet services in Sandwich, NH for over a decade. Prior to Grasshopper, Declan was also involved in the Cyberpine Wireless Cooperative and Tamworth Wireless Cooperative, serving underserved communities for Internet services.



C. Broadband Project Description

This project will cover approximately 108 total miles and deliver high-speed fiber broadband service to the towns of Hancock and Frankestown for both residential and commercial customers. Both towns are small rural areas and are surrounded by highly rural areas located in southwestern New Hampshire.

Hub66's solution would provide these areas with the service they need to ensure proper education, bandwidth, and more importantly, all areas of the towns are interconnected with a reliable internet. As mentioned previously, both towns have many unserved residents due to the nature of being rural in hilly, forested terrain. More important, connections that presently exist are unreliable and non-conforming to FCC standards. Hub66 will exceed the FCC requirements and that of its competitors.

The Hub66 pricing model will be based on fiber to the home solution, a more expensive option, but more reliable and longer lasting. Hub66's substantial in-kind contribution to this projects supports this solution of getting fiber to each home.

Hub66 manages:

- Design
- Installation Services (ie: home installation, ongoing customer service)
- Installation of subscriber drops (if over-lashing another carrier, that carrier performs the fiber drops)
- Internet Service Provider services (routing, IP space, network cross-connects, etc)
- Administrative services including marketing & financial
- Splicing technicians

Partner companies completely or partially manage these parts of Hub66 solutions:

- Pole inventory audit services
- Construction Management services
- Middle Mile fiber
- Splicing technicians
- Ongoing support of the Fiber Network

FTTH & Fixed Wireless - Speeds & Price

Hub66 offers a 1 gbps speeds over Hub66 Fiber networks. The Hub66 philosophy is to remove the complications with purchasing internet. Individual usage does not significantly increase the cost of the network. The majority of fiber expense is involved with the last-mile infrastructure build, not in backhaul data services.

Hub66 charges the same \$89 to all users in all markets. Hub66 also offers a discounted offering of \$69/month to help existing DSL and Cable customer's transition from legacy services to the new and improved technology.

Hub66 technology has no data caps; however, Hub66 terms and conditions assume standard residential usage and do not allow for advanced commercial/industrial uses at the home such as hosting web servers or other commercial uses. Hub66 does not throttle any customer speeds unless that customer is subscribing to a discounted or seasonal program.

Due to both towns being rural and having smaller populations, the residents are at a disadvantage due to costs associated with infrastructure of providing the broadband and have

limited resources to pay for these types of projects. Therefore, it is incumbent upon grant programs, like this one offered by NTIA, to provide a foundation and resource in order to ensure all the citizens of these communities have the same fairness and equity in their coverage as the citizens in larger, more urban settings enjoy.

COVID-19 has brought about the significant need in having communication for healthcare, education, tele-working, entertainment, and interaction with family and friends. Both these communities suffered from the lack of adequate service and no service at all and need a funding resource such as NTIA to achieve equitable access.

The total budget for this project, which would get high-speed fiber connectivity to the entire towns of Frankestown and Hancock, is \$6,457,206. There is no expected revenue for this project, however, the contribution made by Hub66 with project discounts and in-kind costs would amount to \$1,436,254, or a 22% total contribution, resulting in a request from the NTIA grant program of \$5,036,620 from the NTIA grant program. Hub66's in-kind contribution in part supports the cost of the street to home connections in this project.

D. Description of the Area to Be Served

The Towns of Frankestown and Hancock are both small, rural towns located in Hillsborough County, New Hampshire, and are part of an area known as the Monadnock Region.

Frankestown is approximately 30.7 square miles and Hancock is approximately 31.2 square miles. The area is heavily forested, the terrain is hilly, and there are multiple rivers, streams, ponds, lakes, and marsh areas. Many of the area's secondary roads are dirt or gravel. Both towns have small staff teams and police departments and volunteer fire departments.

Substantial work in each of the towns is done by groups of committed residents who volunteer their time to support the quality of life and wellbeing of their fellow residents.



While the landscape of the area is beautiful, it does present some challenges, especially in terms of connectivity. Cellular phone service is poor in most areas of both towns, and as noted in other areas of this application, high speed internet connections are not available to everyone and are unreliable in many cases. As we were working together to prepare this application, for example, two members of our working group - one in Frankestown and one in Hancock - dropped off one of our Zoom calls due to poor connectivity.

Also of note is the aging population of both towns - the median age is 50.5 in Frankestown and 56.5 in Hancock. Both towns are interested in attracting young families and increasingly those young families see reliable high-speed internet access as a necessity, as well as the ability for their older population to access telehealth options.

The following census blocks will be served by this project:

- Hancock: Blocks 2000 through 2120 in State Code 33, County Code 11, and Tract 215
- Frankestown: Blocks 1000 through 1138 in State Code 33, County Code 11, and Tract 240

Demographics of Frankestown and Hancock

	Frankestown	Hancock
Total Population <i>(2019 estimate, US Census)</i>	1,593	1,656
Gender <i>(2015-19 ACS*)</i>	50.8% Male / 49.2% Female	46.8% Male / 53.2% Female
Median Age <i>(2015-19 ACS*)</i>	50.5	56.5
Median Household Income <i>(2015-19 ACS*)</i>	\$102,721	\$69,609
Race/Ethnicity <i>(2010 US Census)</i>	97.30% White, 0.07% African American, 0.34% Native American, 0.27% Asian, 0.47% from other races, and 1.55% from two or more races. Hispanic or Latino of any race were 0.54% of the population.	97.4% white, 0.4% African American, 0.1% Native American, 0.8% Asian, 0.0% Native Hawaiian or Pacific Islander, 0.2% some other race, and 1.1% from two or more races. Hispanic or Latino of any race were 1% of the population.

*American Community Survey (ACS)

There are 113 unserved households in Frankestown (14% of households) and 292 unserved households in Hancock (33% of households), for a total of 405 unserved households. Across both towns, there are also 69 businesses and 10 community anchor institutions that will benefit from access to high-speed fiber connectivity. In total, through this project, 807 households in Frankestown, and 884 households in Hancock will gain access to fiber connectivity. Zoomable maps of the service area are available here: <http://randbrooksoftware.com/ntia/>

E. Statutory Funding Priorities

This project addresses the statutory funding priorities in the following ways:

- 113 households in Frankestown and 292 households in Hancock are unserved.
- In addition, there are a substantial number of households in Frankestown and Hancock that may have access to service that meets the 25Mbps/3Mbps threshold, but that service is unreliable and inconsistent.
- Frankestown and Hancock have populations of well under 50,000 people, with approximate 2019 populations of 1,593 and 1,656 respectively.
- Frankestown and Hancock are rural areas.
- The project plan is to provide all households in both towns with access up to speeds of 1 Gbps symmetrical.
- The project plan is for an all fiber installation, setting both towns up for successfully weathering the evolution of technology.

F. Description of How the Project Addresses the Evaluation Criteria

Level of Impact

As a last mile project, this project will have a substantial impact on the lives of people in Frankestown and Hancock. There are 113 unserved households in Frankestown (14% of households) and 292 unserved households in Hancock (33% of households), for a total of 405 unserved households. Across both towns, there are also 69 businesses and 10 community anchor institutions that will benefit from access to high-speed fiber connectivity. In total, through this project, 807 households in Frankestown, and 884 households in Hancock will gain access to fiber connectivity.

Affordability

Hub66 charges the same \$89 to all users in all markets. Hub66 also offers a discounted offering of \$69/month to help existing DSL and Cable customer's transition from legacy services to the new and improved technology.

Technical Approach

Hub66 is committed to the sustainability of the fiber project in the towns of Frankestown and Hancock. It will be led by experienced individuals, professionalism, meeting with and addressing customers and stakeholders concerns throughout the project. The Hub66 approach is based on fiber to the home solution, a more expensive option, but more reliable and longer lasting. Hub66 will exceed FCC requirements for connection speeds. In addition, customer service is Hub66's foundation and they are committed to ensuring that the residents of both communities in the partnership are given a quality and effective product.

Hub66 is committed to this project in collaboration with Frankestown and Hancock by providing over a 20% contribution to the project as well as overall management of the project and many years beyond. Hub66 will strive to keep pricing affordable and take every opportunity available to ensure that residents of both communities have their service needs met with exceptional customer service, and more importantly not leaving the cost or current serviceability to future generations.

Organizational Capability

As demonstrated by the collaborative effort undertaken to complete this application, both Frankestown and Hancock have incredibly dedicated and experienced Town Administrators, staff, and teams of volunteers. Frankestown's Town Administrator, Jamie Pike, has specific

experience with managing substantial grants within town government. The Hub66 team working on this project has over 70 years of combined experience in the field.

Expected Outcomes

The key expected outcome for this project is fiber directly to every home, business and cultural anchor institution in the towns of Frankestown and Hancock. This would result in 1,691 connected households and at least 69 connected businesses and 10 anchor community institutions. With this type of access, we expect that both towns will attract more young families and businesses who see reliable, high-speed connectivity as being as essential as electricity. We see students being able to learn remotely, entrepreneurs being able to start e-commerce businesses, seniors being able to access their health care providers online, and children and grandchildren knowing that when they visit relatives they will have adequate access to the internet. In both the short and longer term, we see this level of connectivity contributing substantially to the quality of life and economic health of our towns.

G. Ability to Scale

This project will provide exceptional service to the residents, government, and commercial sectors. The system will be new and will be able to scale with any new technological advances, as well as have the ability to expand with community growth.

Hub66 is committed to ensuring the best technology and connectivity for its customers and will provide one of the best services available and more importantly will be able to scale and offer newer capabilities using this infrastructure.

H. Project Plan

Work Plan - Project Completion 12 months			
Tasks	Timeline	Outputs	Outcomes
1. Grant award	Day 1, Month 1	NTIA Grant notification	Grant awarded
2. Project kickoff	Month 1 & 2	Kickoff meeting scheduled and project plan confirmed	Kickoff meeting completed
3. Contractor selection process	Month 2	RFP written and released	RFP released and proposals solicited
	Month 2 & 3	Contractor selection meetings	Contract signed with selected contractor
4. ISP selection process	Month 2 & 3	RFP written and released	RFP released and proposals solicited
	Month 2 & 3	Contractor selection meetings	Contract signed with selected contractor
5. Engineering	Month 4	Backbone engineering	Network backbone designed and engineered
	Month 4	Lateral engineering	Laterals designed and engineered
6. Environmental review and permitting	Month 4	Environmental review and permitting conducted	Permitting secured (mitigation work completed if needed)
7. Pole licensing	Month 5	Agreements	Agreements secured
	Month 5	Make ready applications	Applications completed and submitted to utilities
	Month 5 & 6	Make ready field work	Field work completed
8. Construction	Months 6- 11	Backbone construction	Backbone for network constructed
	Month 11	Electronic installation	Electronics for network constructed
9. Test and turn up of network	Month 12	Network testing and turn on	Network tested, operations validated, network turned on

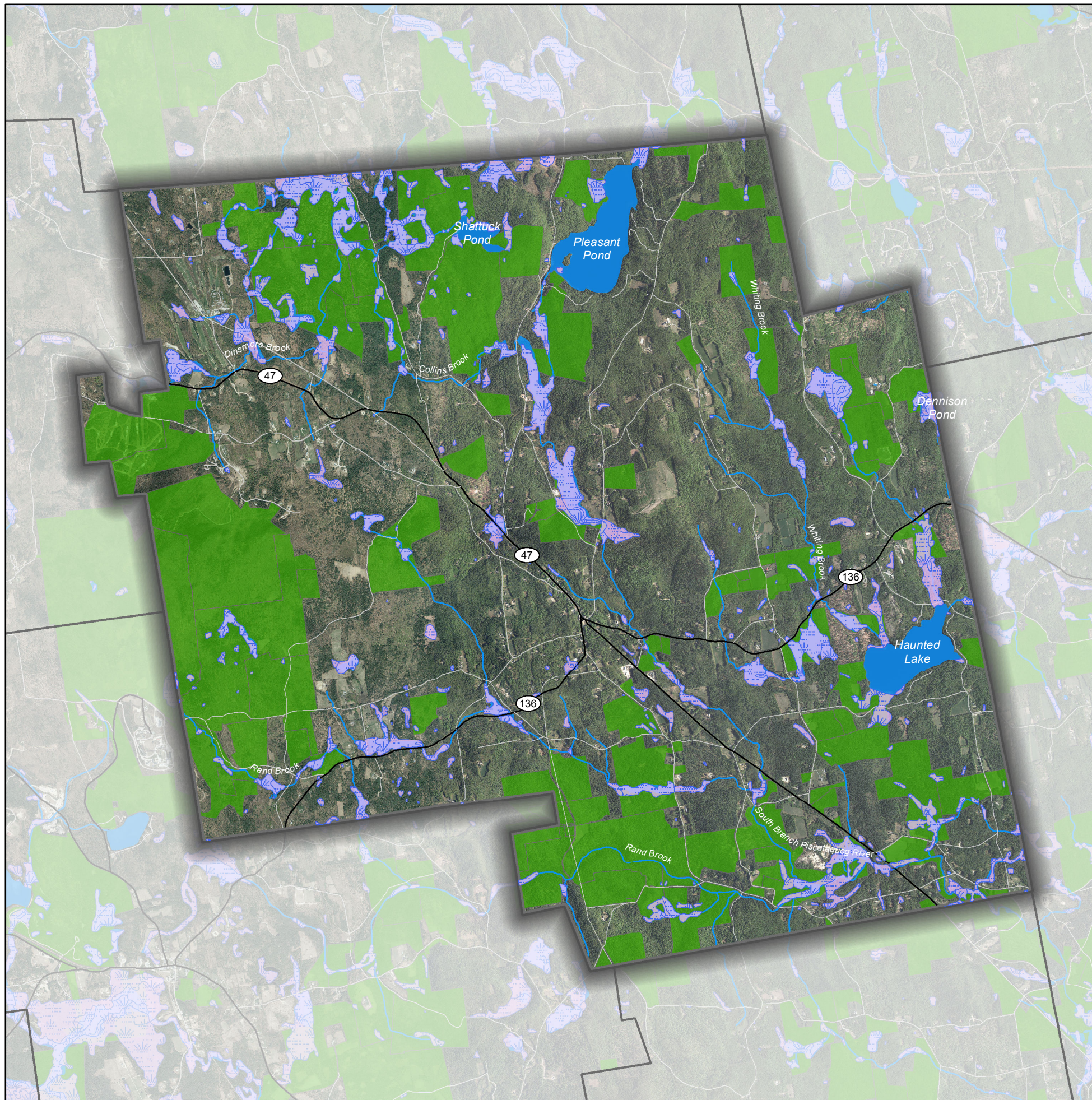
I. Description of Physical Project Area

The Towns of Francestown and Hancock are both small, rural towns located in Hillsborough County, New Hampshire. Francestown is approximately 30.7 square miles and Hancock is approximately 31.2 square miles. The area is heavily forested, the terrain is hilly, and there are multiple rivers, streams, ponds, lakes, and marsh areas. Many of the area's secondary roads are dirt or gravel.

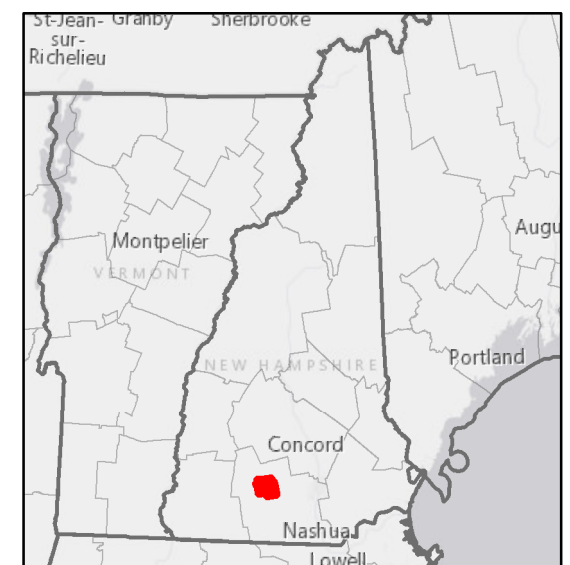
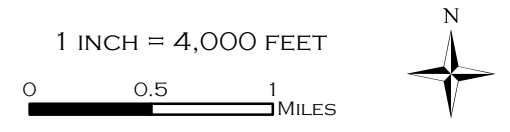
Hub66, working with Francestown and Hancock, does not foresee any disruption or disturbing of any properties that would require special approvals. Additionally, we do not anticipate that the project will create any adverse environmental impacts. The project will use mostly existing utility pole infrastructure to extend networks throughout both communities in a confined space area. All areas thus far have mostly been identified and network infrastructure routing has been discussed with member communities. If for any reason there were any cases of historical or environmental concerns, all parties would fully comply with state, federal, and local regulations and requirements. The following two pages show maps of wetlands and conservation areas in Francestown and Hancock.

TOWN OF FRANCESTOWN NEW HAMPSHIRE

WETLANDS & CONSERVED LANDS



-  WETLANDS
-  CONSERVED LANDS
-  TOWN BOUNDARIES
-  ROADS
-  STREAMS AND RIVERS
-  LAKES AND PONDS



Coordinate system:
NAD_1983_StatePlane_NH
Data sources:
NH GRANIT & NHDES
Prepared by Zak Brohinsky
Resilience Planning & Design
August 2020

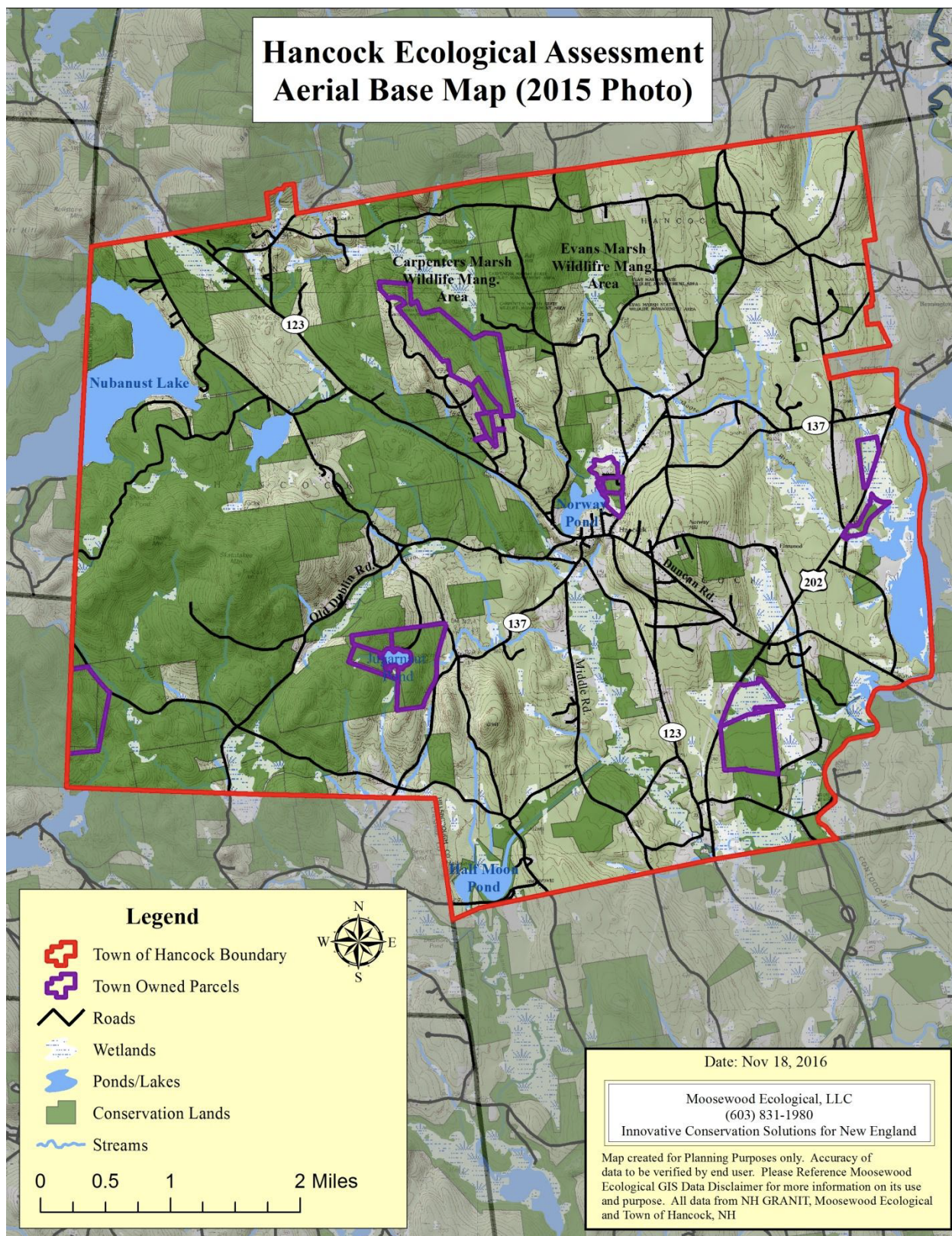


Figure 1 Town of Hancock USGS topographic base map showing selected town-owned properties.

J. Description of Support

At the time of application, Hub66 (broadband service provider) is not the recipient of any other grant dollars from any state or federal agency for broadband expansion. Up to this point, Hub66 has been self financing projects.

K. Incorporation of Strong Labor Standards

This project will focus on equity and, more importantly, pay the prevailing wages mandated by Franconia and Hancock.

Hub66 is dedicated to hiring labor of all backgrounds and has dedicated itself to overall inclusiveness.

Hub66's Diversity, Inclusion, and Equity Policy Statement is:

"Hub66 is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion.

Hub66 believes that their human capital is the most valuable asset they have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but Hub66's reputation and company's achievement as well.

Hub66 embraces and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

Hub66's diversity initiatives are applicable—but not limited—to their practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

All employees of Hub66 have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.

All employees are also required to attend and complete annual diversity awareness training to enhance their knowledge to fulfill this responsibility.

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's diversity policy and initiatives should seek assistance from a supervisor or an HR representative."