



4503 Coleman Street, Suite 105,
Bismarck, ND 58503-2007
(701) 557-9701

August 1, 2016

Dear To whom it may concern,

Highmark Erectors, Inc. (Highmark) has completed many substation projects under my direction, both during my time at HDR and during my time at my previous employer. Highmark has worked on small distribution substation modification projects all the way up to complete large 230kV to 115kV transmission substations. No matter the size of the project, Highmark crews are attentive to the requirements of the specifications, and to changes that occur during construction.

Highmark wants the customer to be satisfied and goes out of their way to meet or exceed the customers expectations. Highmark goes the extra mile. Highmark takes great pride in the quality of their work and this is evident from the management clear down through every laborer.

Highmark is a preferred contractor for our substation projects. They put in the extra effort and time to meet deadlines, and even beat the deadlines, when possible. I appreciate the chance to work Highmark on a regular basis, because I know each project will be complete, on time and on budget.

If you have any questions regarding my experience with Highmark, please don't hesitate to contact me at 701-557-9749.

Sincerely,

A handwritten signature in black ink that reads "Daniel L. Asplund". The signature is written in a cursive, flowing style.

Daniel L. Asplund
Senior Project Manager
HDR Engineering, Inc.