



July 1st, 2016

To whom it may concern,

Letter of Reference – Highmark Erectors, Inc.

At the request of Highmark Erectors, Inc., I am happy to provide this letter of reference. Roughrider Electric Cooperative, Inc. has employed the services of Highmark Erectors, Inc. on several substation projects over the past few years. Some of these projects include:

- Russian Creek Substation: 41.6 – 12.47kV 10 MVA – New
- Sundance Substation: 41.6 – 12.47kV 10 MVA – New
- Skunk Hill Substation: 41.6 – 12.47kV 10 MVA – New
- South Heart Substation: 230-115kV – Breaker Addition
- Sakakawea Substation: 69-12.47kV – 3 Feeder Bay Addition

Over the course of these projects we have come to know and trust Highmark. They have provided us with quality products and services and have become our “Contractor of Choice” for substation projects. Highmark seems to be more concerned with making customers happy with their substations than they are about making money.

As Manager of Engineering for Innovative Energy Alliance and therefore for Roughrider Electric Cooperative, I am happy to recommend Highmark Erectors, Inc. and would be happy to answer any questions you may have with regard to their job performance. Please feel free to contact me at the numbers or email listed below.

Thank You

Robert Kelly, P.E.

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