



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

September 9, 2016

Dear To whom it may concern,

National Conductor Contracting, Inc. (NCC) recently completed the McKenzie Electric Roundup Substation project under my direction. NCC performed the project as specified, submitted timely documents and met every request in a timely manner. NCC crews were very professional and worked in a safe and efficient manner. As a result of HDR's experience with NCC on the Roundup Substation, NCC was awarded additional projects and continues to perform well.

National Conductor wants the customer to be satisfied and goes out of their way to meet or exceed the customer's expectations. National Conductor met every expectation. National Conductor takes great pride in the quality of their work.

If you have any questions regarding my experience with National, 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.