

Con Edison *Development*

April 12, 2004

Mr. Terence Waldron, P.E.
Waldron Construction, LLC
Suite G-1
37 Industrial Drive
Exeter, NH 03833

Subject: **CEEMI Dual Fuel Conversion Project**

Dear Terence,

On behalf of Con Edison Energy Massachusetts, Inc. (CEEMI), I wanted to congratulate Waldron Construction for a job well done at our West Springfield plant. The conversion of the plant from natural gas only firing to dual fuel has now been completed and I believe the project can be safely called an unqualified success.

Waldron performed a number of roles in this project including the design and construction of the oil receiving, storage and forwarding facilities and modification of the plant controls. In addition, Waldron provided essential support to other contractors on the project involved in modifying the turbines and Selective Catalytic Reduction system. We are pleased with Waldron's performance in all of these areas.

The challenges on this job involved both the budget and the schedule. Our Board had laid out very stringent criteria with respect to capital cost and the project's financial viability was highly dependent on being available for dispatch on oil in early January 2004. CEEMI's success in completing the project on time and within budget was due in large part to the skill and commitment of the Waldron team. In particular, I would like to recognize the efforts of David Forbes, Marc LeTourneau and Jeremy Smith. Marc's work in managing the construction and supporting our other contractors, and Jeremy's efforts in modifying the controls and interfacing with the turbine and SCR manufacturers were both very important. As Project Director, Dave was an essential element in maintaining the project schedule and making three contractors function like a single team.

Once again, congratulations and thanks to all at Waldron for doing such an excellent job at CEEMI.

Sincerely



Vincent G. White
Manager, Project Development