

Public Service Electric and Gas Company

80 Park Plaza – T8, Newark, NJ 07102



October 31, 2019

RE: Letter of Reference - Concord Engineering Group, Inc.

To whom it may Concern,

I manage the PSE&G Hospital Efficiency Program as part of the Carbon Abatement commitment to New Jersey that PSE&G has undertaken. This is an award-winning program by PSE&G, and has resulted in enormous energy savings for the participants as well as improvements to the hospitals infrastructure that is vital to clinical care.

Concord Engineering has been working with us as an engineer of record for a multitude of major projects since the program's inception in 2009. Our experience with them has been exemplary, based on the completion of over 20 projects involving energy efficiency upgrades to central plant chilled water systems, steam production, HVAC and electrical systems for the clinical and non-patient areas.

This work required a deep understanding of Healthcare codes, hospital operations, design of central utilities plants and phasing to perform work while the hospitals remained opened.

I would be pleased to speak further on this matter as needed.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Mike Savage", is positioned above the typed name.

Mike Savage, RA, PMP, CEM

PSE&G Customer Solutions – Energy Services

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Member – PSEG Diversity and Inclusion Council