

Johnson Controls, Inc.  
Madison Systems Branch  
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Tel 608-226-5100 Fax 608-222-9490



Tor Ewald  
General Manager, ECO Corporation

[REDACTED]  
[REDACTED] Tor Ewald

Dear Tor,

The Commonwealth Management Energy Retrofit was a successful project for Johnson Controls Inc. due to the teamwork that was evident throughout the process. The purpose of this letter is to provide you this letter of reference so that other companies may have the confidence to initiate similar projects at their facilities.

Your role as the Owners Representative provided the leadership that was essential to bridging the contractor selection process with project execution. As the primary negotiator, for the customer, you provided firm but fair decisions that enabled us to move through the project without costly delays. When problems came up you would always drive to resolution in the most expedient manner.

What made your approach unique was the balance of the daily cadence with the development of the "big picture". Few construction managers have the ability to keep that end game in mind while mired in project details. Your inspiring understanding of technology and process made a big difference in the outcomes of this project. One of the most important outcomes of the Commonwealth Project is energy savings. Most owner representatives do not have this knowledge in their lexicon. Your expertise in project management, technology and sustainability made this project smooth for the customer and manageable for the contractors.

It was obvious that your working relationship with the Commonwealth Management team was built on clear communications. Although their organization re-structured during the course of the project, and added complexity to the flow of communications, you handled each interaction with care and diligence.

Moving forward we would welcome the opportunity to work together on a similar project.

Warmest Regards,

A handwritten signature in black ink that reads "Charles K. McGinnis".

Charles K. McGinnis  
U.S. Director-Commercial Energy Solutions