

# Kendal<sup>®</sup> Communities Development Company

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THOMAS C. MILLER  
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Nacy Panzica  
Panzica Construction Co.  
6680 Beta Drive  
Mayfield Village, OH 44143

Dear Nacy:

I want to thank you very much for your letter of March 24, 1995. It was a real pleasure for me to have worked with you and Tim on Kendal at Oberlin. I really enjoyed our breakfasts since they gave us the opportunity to discuss one on one the "issues of the day." I know it was a sacrifice for you to get up and on the road early in order to make those meetings.

You mention in your letter the team approach, and I couldn't agree more that it is essential to the success of a project like Kendal at Oberlin. As problems arose, they were met head on and resolved quickly and fairly. During construction, you and Tim were always available and ready to do whatever was necessary to keep things moving. During design, Tim and Eric effectively kept on top of the budget, so that going back and doing value engineering after the fact was not needed.

I wish you continued success in the future. As always, Panzica Construction is welcome to have any potential clients contact KCDC. After July, these inquiries should be directed to Tim Reed. I will however be furnishing you with my new address and phone number and will be happy to hear from you at any time.

Very truly yours,



Thomas C. Miller

TCM:jms

cc: Tim Panzica  
Tim Reed

The Kendal Communities Development Company is a not-for-profit organization that plans and develops continuing care retirement communities and other programs for the aging.