



HARVARD UNIVERSITY
Harvard Real Estate Services

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August 16, 2005

Maryann Thompson
Maryann Thompson Architects
14 Hillside Avenue
Cambridge, MA 02140

Re: Zero Arrow Street Theatre

Dear Maryann:

I am writing to say what a distinct pleasure it has been to have worked with you and your staff on the design and completion of the American Repertory Theatre's (ART's) Blackbox Theatre at Zero Arrow Street. This project presented significant challenges, in terms of both schedule and cost-control. We were able to meet our goal of opening the theater in December (on time and within budget), even though your contract was awarded in May.

During the accelerated design schedule, your firm worked quickly and collaboratively with both the owner and the construction manager, A.J. Martini, in establishing a financially feasible, programmatically responsive, and aesthetically creative design. During the equally fast-paced construction schedule, your staff was readily available to answer questions from the field and process shop drawings in an extremely timely manner. Moreover, I appreciated how your staff developed a recognizably strong working relationship, during construction, with Martini's construction team.

Your firm's abilities and attitude played a significant role in completing this project on time and within budget. I look forward to future collaborations.

Sincerely,

Priscilla Noetzel-Wilson
Senior Project Manager, HRES