

# **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

## **Fiscal Year 2020 Budget Justification to Congress**

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# **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

## **Introduction**

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Originally established in 1958 as the National Cultural Center and an independently administered bureau of the Smithsonian (P.L. 85-874), the John F. Kennedy Center for the Performing Arts was designated a living memorial to President Kennedy in 1964. The original act of 1958 charged the Board of Trustees with responsibility for constructing and administering the nation's center for the performing arts. The Kennedy Center was constructed with a combination of private contributions (\$34.5 million), federal matching funds (\$23.0 million), and long-term revenue bonds held by the U. S. Department of Treasury (\$20.4 million).

Construction began in 1964 and the facility opened to the public in 1971 with three major operating theaters. In 1972, the Board of Trustees requested assistance from Congress to meet the growing needs and interests of the millions of memorial visitors to the Center. Subsequently in 1972, Congress authorized funds through the National Park Service to provide the Board assistance with maintenance, security, and other services necessary to operate and maintain the building. From fiscal year 1972 until fiscal year 1995, the National Park Service received direct appropriations for the operation and repair of the presidential memorial.

In the early 1990's, the Kennedy Center Board of Trustees sought a new and more efficient approach to management of the Kennedy Center building, with one entity responsible both for the physical plant and for the activities of the presidential memorial. In 1994, with bipartisan support from Congress, OMB and the Secretary of the Interior, Congress enacted P. L. 103-279, authorizing the transfer to the Board of all appropriated fund responsibilities.

Since the start of fiscal year 1995, the Board has been responsible for all operations of the Kennedy Center, including both the management and expenditure of appropriated funds for operation, maintenance, and capital repair of the presidential memorial as well as its artistic programming. The direct federal funding provided to the Kennedy Center is used for the operation, maintenance, and capital repair of the presidential memorial.

The Center fulfills its obligation as a living memorial to the late President Kennedy through the presentation of performing arts programming and through education activities in the District of Columbia, all 50 states and around the world. The building houses eight stages. Six of the theaters have approximately 7,200 combined seats.

The two Millennium Stages in the Grand Foyer offer free performances at 6:00 p.m. every day of the year, hosting artists and performing arts groups from across the Nation and around the globe. Funded privately, these stages provide free attendance for upwards of 500 visitors each night.

The Center presents several nationally televised programs each year, designed to enhance the public's recognition and appreciation for the performing arts. These programs include the Kennedy Center Honors and the Kennedy Center Mark Twain Prize for American Humor. The Kennedy Center presents over 80 percent of the more than 2,000 performances offered annually in the facility, with many of the performances presented by the Center's resident

orchestra and opera, the National Symphony Orchestra and the Washington National Opera. The other 20 percent of performances include rentals of the theaters to local, national, and international performance groups such as Washington Performing Arts, the Washington Ballet and other groups such as Getty Music and the Gospel Music Heritage Month Foundation. The Center hosts in excess of 3 million patrons and visitors annually from the United States and around the world.

The Kennedy Center is a national leader in arts education and arts integration, creating and disseminating innovative programs and resources in person, on-line, and in print. Committed to increasing opportunities for all people to participate in, learn about, and understand the arts, the Center offers programs and events that strive to reflect the nation and its communities, and that are accessible and inclusive for all. These programs and resources directly impact students, teachers and administrators from pre-kindergarten through college across the country as well as families and the general public. Program activities and resources reach all 50 states and contribute to a well-rounded education in alignment with the Every Student Succeeds Act. The Kennedy Center Education Program receives support from the U.S. Department of Education for these programs through a competitive grant program funded through the Department of Labor, Health and Human Services, Education, and Related Agencies Appropriations.

### **The Kennedy Center Building**

The original Kennedy Center building consists of approximately 1.5 million square feet of usable floor space on 17 acres of land. The building contains eight stages, two public restaurants, nine function/special event rooms, five public galleries/halls/foyers, and approximately 78,000 square feet of administrative offices. In addition, the Kennedy Center Facilities Management staff maintains complex HVAC systems, 27 elevators and six sets of escalators, 133 restrooms, more than 2,000 doors, 13 mechanical rooms, 108 crystal chandeliers, and 200 valuable paintings, sculptures, tapestries and textiles. Support systems in the building often operate at capacity in excess of 18 hours a day, 365 days a year.

### **The Kennedy Center Expansion (The REACH)**

The Kennedy Center Expansion Project (named the REACH) will provide the first major renovation of the Center's campus. The design, which was conceived by internationally acclaimed architect Steven Holl, will create new space for arts education classrooms, rehearsal space, and new and more intimate performance space. The design consists of three above-ground pavilions linked underground by a series of studios, classrooms, meeting rooms, a small auditorium, a covered passenger drop-off area and support spaces. It will also provide an urban greenspace for families and audiences to visit and attend performances. The project also includes a pedestrian access bridge, linking the Center's new landscape to the Rock Creek Trail and enabling patrons and visitors to connect with Georgetown and the National Mall.

The project site is 4.6 acres. The completed expansion will have approximately 72,000 gross square feet of interior space on three levels plus 8,900 gross square feet of subgrade parking, 33,500 gross square feet of garage access roads, and approximately 130,200 square feet of landscaping. The REACH is scheduled to open to the public on September 7, 2019. This project is currently on track to receive a LEED Gold rating.

## **Request for Two-Year Spending Authority**

The Kennedy Center is requesting two-year spending authority to provide the institution with greater flexibility in maintaining the functions of the memorial, in light of the limitations encountered by contracting, spending and personnel cycles.

The Kennedy Center is open 18 hours per day, 365 days a year, hosting in excess of 3 million patrons and visitors annually from the United States and around the world. Due to the daily stream of visitors and patrons, and with the peak timing of performances occurring in the evenings and weekends, the period for significant maintenance for key operational systems is often limited. The narrow windows for maintenance are often restricted to six or seven hours past midnight and on Monday mornings, a day when few performances occur. The problem is compounded as acquisition timelines can take a number of months to ensure proper procurement of services. A two-year spending authority would allow the Center's facilities staff the ability to assess, schedule and procure vital staff and maintenance in a facility that has, by its nature, limited flexibility in the timing of this work.

The seasons for the National Symphony Orchestra and the Washington National Opera begin in October, along with the Kennedy Center's dance, jazz, chamber music and hip-hop seasons. As a result, the Kennedy Center experiences a significant influx of patrons and visitors during the months of October and November. If funding lapses during this period, the Kennedy Center is required to reduce its federal workforce during a busy time of the year. This situation causes stress on the facilities and remedies have to be postponed until funds are appropriated.

A two-year spending authority would provide the Center with more flexibility to address the issues described above and enable the Center to be more prudent and efficient in contracting and spending the appropriated resources.

# THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

## Fiscal Year 2019 President's Budget

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The Kennedy Center's fiscal year 2019 President's Budget is \$37.49 million. Within this level, Operations and Maintenance is funded at \$24.49 million, and Capital Repair and Restoration is funded at \$13 million, the latter to remain available until expended.

## Fiscal Year 2019 Appropriation

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On February 15, 2019, President Trump signed into law the Consolidated Appropriations Act, 2019 (PL 116-6). Within that legislation, the Kennedy Center was appropriated \$41.29 million. Operations and Maintenance is funded at \$24.49 million, and Capital Repair and Restoration is funded at \$16.80 million, the latter to remain available until expended.

## Fiscal Year 2020 Budget Request

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The Kennedy Center's funding request for fiscal year 2020 is \$39.69 million. Within this level, Operations and Maintenance is funded at \$25.69 million, and Capital Repair and Restoration is funded at \$14 million, the latter to remain available until expended.

**The Kennedy Center's federal appropriations are dedicated to the maintenance, upkeep, security, and capital restoration of the memorial. No discretionary programs are included.**

All sources of cost and expense described herein have been carefully prioritized within the budget request. The Center continues to prioritize among Operations and Maintenance needs in order to maintain a level of resources required to keep the presidential memorial open and provide critical maintenance and security services.

The Operations and Maintenance (O&M) request is an increase of \$1.2 million or 4.9% more than the fiscal year 2019 Appropriation. One of the main drivers for this increase is related to the full operational and maintenance costs associated with the REACH. The fiscal year 2019 Appropriation included partial year funding as it is anticipated that the Center will take over operational responsibility of the REACH mid-way through this fiscal year. The fiscal year 2020 request includes the remaining funds needed to maintain the new facility for a full year, inclusive of an increase of five (5) Full Time Equivalent (FTE) positions necessary to maintain over 970 mechanical, electrical, and plumbing components in the REACH. Other O&M increases include cost of living adjustments (1.9%) for the Federal workforce.

The Capital Repair and Restoration funding request is a decrease of \$2.8 million below the amount included in the fiscal year 2019 Appropriation. The requested amount conforms to the Comprehensive Building Plan developed in 2015 and updated in April of 2018. A Space Use Master Plan is currently under development. This Plan will provide recommendations for the upgrade of administrative spaces for flexible and efficient use over current conditions; (b) modifications to emergency egress routes necessary for the safe evacuation of building occupants as recommended by the Space Use Master Plan; (c) implementation of additional interventions as recommended by the on-going JFK Memorial Interpretation Master Plan; (d) investment in security upgrades identified through a security assessment performed by the Department of Homeland

Security; (e) improvements to the Center's chilled water infrastructure, which dates back to the original construction of the facility; (f) funding to achieve a full renovation of the Concert Hall; and (g) systematic replacement of the Center's fire alarm and detection systems as recommended by an on-going design review of the existing system.

## **Fiscal Year 2020 Budget Objectives**

The Kennedy Center's fiscal year 2020 budget request reflects the following management objectives:

- Continue prudent and efficient contracting and utilization of appropriated resources, in accordance with federal rules and regulations.
- Preserve and protect the presidential monument building inclusive of the REACH.
- Maintain the building and grounds in a manner consistent with other national presidential monuments.
- Provide a proactive approach to security for all patrons, visitors and employees to the Kennedy Center campus.
- Educate visitors by providing a deeper knowledge and understanding of the performing arts in America and around the world.
- Continue to improve accessibility for patrons with disabilities.
- Execute the Comprehensive Building Plan providing for necessary major repairs and restoration of the monument, with priority on life safety, accessibility, and building infrastructure improvements.
- Ensure effective and efficient building operations and visitor services by maintaining comfortable, clean, and safe accommodations for up to three million visitors and patrons annually.
- Provide for an interpretive program that helps visitors understand how the national cultural center conceived by President Eisenhower was later named a living memorial to President Kennedy.
- Reduce the backlog in deferred repairs costing less than \$150,000 each.
- Sustain the operations and maintenance of the REACH in an efficient and cost effective manner.

**The John F. Kennedy Center for the Performing Arts**  
**Three-year Budget Comparison**

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(\$ millions)

	<u>FY 2018 President's Budget</u>	<u>FY 2018 Appropriation</u>	<u>FY 2019 President's Budget</u>	<u>FY 2019 Appropriation</u>	<u>FY 2020 Request</u>
<u>Annual Funds</u>					
Operations and Maintenance	23.74	23.74	24.49	24.49	25.69
<u>No-Year Funds</u>					
Capital Repair and Restoration	13.00	16.775	13.00	16.80	14.00
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Total Kennedy Center	36.40	40.515	37.49	41.29	39.69



# **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

## **Authorizing Legislation**

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The Kennedy Center Board of Trustees has received the Center's federal funds through direct appropriations beginning in fiscal year 1995. Since that time, the Center's annual budget request for its two accounts: 1) Operations and Maintenance, and 2) Capital Repair and Restoration, has been guided by consecutive Congressional authorizations that include funding parameters and limitations, largely informed by the Center's Comprehensive Building Plan (CBP). On February 15, 2019, President Trump signed the most recent authorization for the Kennedy Center in the Consolidated Appropriations Act, 2019 (PL 116-6), authorizing appropriations through fiscal year 2019. Legislation will be necessary to extend the term of authorization. Discussions are underway with the Senate Environment and Public Works and House Transportation and Infrastructure Committees to seek the necessary reauthorizing legislation.

# **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

## **Fiscal Year 2020 Budget Request: Operations and Maintenance**

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The Kennedy Center's fiscal year 2020 budget request for Operations and Maintenance (O&M) is \$25.69 million, an increase of \$1.2 million or 4.9% from the fiscal year 2019 Appropriation.

Within the fiscal year 2020 funding level, resource allocations to supplies, materials, and equipment purchases, services, maintenance activities, and projects are prioritized to offset the mandatory/uncontrollable increases relating to contracted services such as security and housekeeping, employee salary increases, and other items that experience escalation. Budgetary resource prioritization strategies are provided in detail in the body of this document.

The following pages provide a variance analysis by object class between the fiscal year 2019 Appropriation and the fiscal year 2020 budget request.

**The John F. Kennedy Center for the Performing Arts**  
**Total Comparative Budgets, FY 2019 and FY 2020**  
**(Dollars in Thousands)**

Object Class	FY 2019 Appropriation	FY 2020 Request	Increase / (Decrease)
<b>Compensation and Benefits</b>			
Personnel Compensation	4,457	4,860	403
Personnel Benefits (Including Worker's Compensation)	1,268	1,387	118
<b>Subtotal: Compensation and Benefits</b>	<b>5,725</b>	<b>6,246</b>	<b>521</b>
<b>Expenses</b>			
Travel and Transportation of Persons	2	2	0
Communications, Utilities, and Misc. Charges	4,959	4,999	40
Printing and Reproduction	13	13	0
Other Services	13,263	13,823	559
Supplies and Materials	471	558	86
Equipment	57	52	(5)
<b>Subtotal: Non-Salary Expenses</b>	<b>18,765</b>	<b>19,446</b>	<b>681</b>
<b>Total Budget</b>	<b>24,490</b>	<b>25,692</b>	<b>1,202</b>

Totals may not add up due to rounding.

**The John F. Kennedy Center for the Performing Arts**  
**Total Comparative Budgets, FY 2019 and FY 2020**  
**(Dollars in Thousands)**

<b>Object Class</b>	<b>FY 2019 Appropriation</b>	<b>FY 2020 Request</b>	<b>Increase / (Decrease)</b>
<i>Compensation and Benefits</i>			
Personnel Compensation	4,457	4,860	403
Personnel Benefits (Including Worker's Comp)	1,268	1,387	118
<i>Compensation and Benefits Total</i>	<b>5,725</b>	<b>6,246</b>	<b>521</b>
<i>Non-Salary Expenses</i>			
Travel and Transportation of Persons	2	2	0
Communications, Utilities, and Misc. Charges			
Information Technology	618	500	(118)
Electricity	2,969	3,107	139
Natural Gas	470	450	(20)
Water/Sewer	606	619	13
Telephone	74	62	(12)
Warehouse Storage	150	150	0
All Other	72	111	39
Communications, Utilities, and Misc. Charges Total	4,959	4,999	40
Printing and Reproduction	13	13	0
Other Services			
Legal Services	0	0	0
Housekeeping	2,672	2,893	221
Minor Repair Program	700	300	(400)
Production Projects	974	1,138	164
Security – Base Contract	5,849	5,760	(89)
Security – Additional Services	188	438	250
Trust Salary Reimbursement	385	385	0
Finance Services	570	570	0
Trash Services	82	104	22
Building Automation System	33	125	92
Elevator/Escalator	274	286	12
Fire Alarm Services	191	202	11
Grounds-keeping Services	439	482	42
All Other Services	905	1,139	234
Other Services Total	13,263	13,823	559
Supplies and Materials	471	558	86
Equipment	57	52	(5)
<i>Non-Salary Expenses Total</i>	<b>18,765</b>	<b>19,446</b>	<b>681</b>
<b>Total Budget</b>	<b>24,490</b>	<b>25,692</b>	<b>1,202</b>

Totals may not add up due to rounding.

**The John F. Kennedy Center for the Performing Arts**  
**Comparative Budgets: Personnel Compensation and Benefits**  
**FY 2019 and FY 2020**

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Compensation and Benefits	Increase / (Decrease)	Description of Change	
Personnel Compensation	403,000	Includes the following changes:	
		Estimated increase assumes 1.90% increase, plus mandatory step increases. In addition, five (5) additional FTEs are being requested to support the operations & maintenance requirements for the REACH. The additional FTEs include two (2) HVAC Mechanics, two (2) Electricians, and one (1) Plumber. The total equipment inventory requiring maintenance includes 519 HVAC components, 332 electrical components, and 121 plumbing components.	403,000
Personnel Benefits (Including Worker's Compensation)	118,000		
		See above	118,000

**The John F. Kennedy Center for the Performing Arts**  
**Comparative Budgets: Non-Salary Expenses**  
**FY 2019 and FY 2020**

	Increase / (Decrease)	Description of Change
Travel and Transportation of Persons	0	Travel is held flat at a minimal level.

Communications, Utilities, and Miscellaneous Charges

IT/IS Services	(118,000)	A reduction based on actual expenditures in fiscal year 2018. Reflects \$261K in savings over the past two years.
Electricity	138,800	While the Center has experienced a 4.6% decrease in electricity usage since fiscal year 2014; this year's increase is attributed to anticipated electrical consumption for the REACH.
Gas	(20,000)	Decrease based on rate prediction from the Defense Logistics Agency.
Water	12,600	The increase is attributed to anticipated water consumption for the REACH.
All Other	39,000	Increase is associated with actual expenses through fiscal year 2018.
<b>Total Comm., Util., Misc.</b>	<b>40,400</b>	

**Total Change** **40,400**

Totals may not add up due to rounding

**The John F. Kennedy Center for the Performing Arts**  
**Comparative Budgets: Other Services**  
**FY 2019 and FY 2020**

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<b>Service</b>	<b>Increase / (Decrease)</b>	<b>Description of Change</b>
Housekeeping	221,400	The increase is attributed to anticipated housekeeping requirements for the REACH.
Minor Repair Program	(400,000)	The decrease is due to a reduction in funding to the fiscal year 2018 level of \$300,000.
Production Projects	164,300	The increase is attributed to additional Audio Visual requirements in support of the REACH public spaces.
Security – Base Contract	(89,498)	A reduction due to a renegotiation of the security contract for the Center was partially offset by an anticipated increase in security requirements for the REACH, yielding an overall cost reduction of \$89,498. The fiscal year 2020 request of \$5.76 million will provide full year funding for the security requirements of the Center and REACH.
Security – Additional Services	250,000	Three (3) Memorial Ushers will be required to provide information, assistance and additional human presence to enhance the experience of those visiting the REACH for the first time in all public spaces when the facility will be open to visitors.
Trash Services	21,700	The increase is related to additional requirements associated with the REACH.
Building Automation	91,800	The increase is attributed to service and technical support for the newly implemented Computerized Maintenance Management System (CMMS).
Elevator & Escalator	11,900	An increase attributed to elevator maintenance requirements for the REACH.
Fire Alarm Systems	11,300	Increase attributed to fire alarm system maintenance requirements for the REACH.
Ground Services	42,300	The increase is attributed to additional requirements in support of the REACH. An additional three (3) acres of landscaping has been added.
All Other Services	234,000	The increase is related to miscellaneous contracted services associated with the REACH, such as pest control, metal surfaces cleaning, doors maintenance, gas boiler maintenance, chillers maintenance, and general operation services.

**Total Change                      559,202**

Totals may not add up due to rounding.

**The John F. Kennedy Center for the Performing Arts**  
**Base Spending Descriptions by Object Class**  
**FY 2020**

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**Compensation and Benefits**

Personnel Compensation	The fiscal year 2020 requested budget includes a total of 60 FTEs, an addition of five (5) new FTEs to support the operations and maintenance of the REACH.
Personnel Benefits	Includes all benefits related to the above and worker's compensation, which is based on actual numbers provided by OPM.

**Expenses**

Travel and Transportation

Travel & Transportation of Persons	Includes local transportation for off-site meetings and training as necessary. No travel outside of the Washington, D.C. area is budgeted.
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Communications, Utilities, and Miscellaneous Charges

IT/IS Services	Includes costs associated with IT services required for the mission of the Facilities Management Organization, Security, and Contracting. Includes computers for all federal employees, as well as network services, software licenses, printers, an emergency notification system, etc.
Electricity	Includes all costs for electrical utility service. A procurement arrangement is in place with GSA. The REACH will be a LEED gold project so usage increase should be limited.
Natural Gas	Cost is for natural gas utility service, which is used for domestic hot water and gas boiler operation during the heating season. Assumptions in gas use are developed by the Center and assistance with gas rate predictions has been provided by Defense Logistics Agency.
Water/Sewer	Cost is water and sewer charges from DC Water; all assumptions for budgeted amount are provided by DC Water.
Telephone	Includes costs related to cell phones and communications radios.
Warehouse Storage	Warehouse storage space is leased from GSA due to on-site space constraints.
All Other	Includes subscriptions, professional dues, training, tort claim settlements, and postage.

Printing and Reproduction

Printing and Reproduction	Includes cost of printing the Memorial Interpretation brochures.
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## Other Services

Legal Services	Costs are related to contracted attorney fees for personnel claims and tort claims, as well as legal services related to federal contracting.
Housekeeping	Work includes all janitorial services to maintain the facility. FY 2015 was the first year of a new contract and FY 2019 will be the fourth and last option year. A new service contract will be competed for the period of fiscal year 2020 through fiscal year 2024.
Minor Repair Program	The Center's Minor Repair program will be funded at \$300,000 in fiscal year 2020.
Production Projects	General and periodic maintenance of the theater spaces and systems, including theater safety systems and theater infrastructure.
Security: Base Contract and Additional Services	The uniformed security services contract is a multi-option-year contract. Fiscal year 2020 will represent the third option year after renegotiation.
Trust Salary Reimbursement	Apportionment of salaries of trust positions partially dedicated to management, administrative services, and maintenance of appropriated fund activities.
Finance Services	Accounting, budget, payroll and accounts payable services for appropriated funds.
Trash Services	Services are provided via contract. Fiscal year 2020 will represent the third year option.
Building Automation	Services are provided via contract for maintenance of the facility's automated control system for HVAC operations. In fiscal year 2017, the Kennedy Center entered into a new maintenance contract. Fiscal year 2020 will include a new support services contract for the recently installed Computerized Maintenance Management System (CMMS).
Elevator/Escalator	Maintenance is provided through a service contract. Fiscal year 2020 is the fourth and last option year for the current contract.
Fire Alarm Services	Contracted maintenance services for the fire alarm system under a multi-year contract. Fiscal year 2020 is the fourth and last year in the competitively awarded contract. The scope includes fire alarm testing and maintenance, as well as upkeep of interface between fire alarm and fire suppression systems.
Grounds keeping Services	Contracted services are provided by a grounds keeping company under the Ability One program.
All Other Services	Includes miscellaneous maintenance and service contracts for mechanical equipment upkeep, indoor air quality monitoring, artwork maintenance, brass/bronze polishing, pest control, and maintenance of automatic doors, small equipment, switchgears, mechanical security bollards, and the electronic security system. These are a combination of single-year and multi-year contracts.

### Supplies and Materials

Supplies and  
Materials

Includes supplies for operation and maintenance of the facility, such as paint, doors, hardware, drywall, wood, pipe, fittings, HVAC maintenance supplies, water treatment chemicals, conduits, receptacles, and fuses. Also includes office supplies, uniforms, building flags, and employee transit subsidy program.

### Equipment

Equipment

Includes equipment for operation and maintenance of the facility, such as plumbing equipment, building automation system components, aerial lifts and related equipment, lighting dimming equipment, and equipment for the cleaning and upkeep of the exterior granite and marble.

# THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

## Budget Justification – Operations and Maintenance

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### Overall Program Summary

Operations, routine maintenance, and capital repair of the Kennedy Center monument building are authorized under 20 U.S.C. 76r, as amended, and are funded through direct federal appropriations to the Board of Trustees.

In fiscal year 2020, \$25.69 million is requested for the Operations and Maintenance of this presidential memorial, which includes full funding for the new Kennedy Center Expansion (the REACH). These functions are carried out through a combination of in-house appropriated fund staff and trust fund staff: some on a reimbursable basis, some partially reimbursed, and some without reimbursement. Also, the Center holds contracts with other government agencies, such as GSA for utilities, and private-sector contractors, such as for uniformed security officers and housekeeping.

The Facilities Management and Operations Division maintains and repairs 1.5 million square feet of theater, administrative, garage, and storage space, as well as 17 acres of facility grounds. In fiscal year 2020, this division will have full maintenance responsibilities for the REACH with 72,000 gross square feet of interior space, 42,400 square feet of replaced parking and access roads and 130,000 square feet of replaced and new landscaping. The division handles fire-protection systems, elevator and handicapped lift systems, and all electrical, mechanical, HVAC, and plumbing systems. It also handles office space management, small renovations, furniture requests, garage and transportation management, and the administration of 20,000 square feet of off-site warehouse space. A significant portion of the budget is composed of expenses such as personnel, security and utilities.

The fiscal year 2020 request represents the Center's continued efforts to employ energy savings initiatives in order to achieve cost avoidance below previous fiscal year's levels. The focus continues to be the identification of efficiencies and budget reductions necessary to offset the ongoing increases related to cost escalation. Below is a brief description of the six budget categories within Operations and Maintenance, followed by a detailed review of the major cost components and the efforts taken to reduce and control costs.

## **Operations and Maintenance Budget Categories**

The Kennedy Center Operations and Maintenance budget comprises six categories: Facility Operations; Facility Maintenance; Security and Fire/Life Safety; Minor Repair and Replacement; Memorial Interpretation; and Program Direction/Support.

### **Facility Operations: \$11.72 million**

Increase of \$600,007, or 5.40%, above FY 2019 Appropriation

Facility Operations includes the routine activities required for the daily operation of the physical facility and building systems. The expenses include skilled trade workers such as electricians and HVAC mechanics, as well as utilities and service contracts. Expenses for utilities include electricity, natural gas, and water. Service contracts included in this category provide critical maintenance services for elevators and escalators, boilers, chillers, and other HVAC equipment, as well as housekeeping and trash removal.

### **Facility Maintenance: \$3.04 million**

Increase of \$182,831, or 6.40%, above FY 2019 Appropriation

Facility Maintenance includes preventive and predictive maintenance performed by in-house staff and service contractors to ensure the Center is fully functional on a daily basis. The expenses include trades workers such as plumbers, carpenters, painters, and masons, as well as materials, supplies, equipment, and service contracts.

Materials and supplies consist of a variety of items, such as tools, light bulbs, air filters, valves, pipes, fittings, wire, paint, carpet, and miscellaneous needs for the various skilled trades, and equipment purchases.

Cost increases associated with salaries and service contracts will increase moderately due to escalation, cost of living adjustments for the Federal staff, and additional staffing in support of the REACH.

### **Security and Fire/Life Safety: \$7.88 million**

Increase of \$301,248, or 4.0%, above FY 2019 Appropriation

The Security and Fire/Life Safety function includes all aspects of maintaining a safe and secure building. This includes a minimal staff of federal employees supervising a variety of contractors, including a uniformed contract security force. The proposed funding increase for fiscal year 2020 is due to increases related to additional Memorial Ushers in support of the guest experience to those visiting the REACH during the period the new facility is open to the public.

### **Minor Repair and Replacement: \$.30 million**

Decrease of \$400,000, or 57%, below the FY 2019 Appropriation

Minor Repair and Replacement, including Emergency Repair and Replacement, involves the non-routine repair and replacement of building components as required. Work is performed either by in-house staff or by contractors, depending on the level of

complexity involved with the particular project. Minor Repair projects address deferred maintenance, minor renovations, and unplanned or emergency needs that may arise during the course of the year. The Kennedy Center has historically invested as much as \$700,000 (fiscal year 2010) and as little as \$280,000 (fiscal year 2016) annually, but due to an increase in backlog on deferred repairs, there is a need to raise the funding to fiscal year 2010 levels in order to allow the Center to reduce the backlog. Approximately \$620,000 in fiscal year 2018 and \$700,000 in fiscal year 2019 will be invested in Minor Repairs to reduce the backlog. Due to budget increases related to the REACH, the fiscal year 2020 request reduces the Minor Repairs funding level to \$300,000.

**Memorial Interpretation: \$10,000**

No increase from FY 2019 Appropriation

The Memorial Interpretation component supports the mission of the Kennedy Center and augments the memorial component of the institution. The rebranding of the Center's logo is anticipated to be completed by the end of in fiscal year 2018. In addition, these funds are used to maintain the flags displayed at the Center and printing of multi-language Memorial related brochures provided to visitors.

**Program Direction and Support: \$2.75 million**

Increase of \$517,600, or 23.2% above FY 2019 Appropriation

Program Direction and Support includes management of the Center's federal appropriations under the direction of the Vice President of Facilities, a Trust fund employee. This category contains the support functions of Contracting and Procurement, Facility Services, Finance (budgeting, accounting, payroll, and audit), and Human Resources. Many administrative duties are assumed by Trust fund personnel as a way to maximize efficiencies within the organization. Compensation and benefits for some of these positions are partially reimbursed from appropriated funds.

## **Operations and Maintenance Cost Reduction Strategies**

Several critical elements of the Center's facility management program constitute nearly the entirety of the Operations and Maintenance budget request. These categories – security, personnel, utilities, and service contracts – make up nearly 90% of the Center's request.

The remaining 10% consists of other miscellaneous costs that are similarly critical to the operation, including building supplies and materials, information technology, financial services, audit services, and the lease of warehouse space.

Efforts to defray costs in Operations and Maintenance have touched all of these areas. As an illustration, the following information describes cost reductions and efficiencies that have been implemented or are proposed in the major categories of security, personnel, utilities, and service contracts to offset anticipated increases due to the operation of the REACH.

### **Major Cost Element: Security and Fire/Life Safety**

The costs associated with the Center's Office of Security and Life Safety are \$7.88 million and represent 30.7% of the total Operations and Maintenance budget.

The Center's on-site security is accomplished through a contract security force that provides coverage 24 hours a day, 365 days a year. In addition, one full-time position is dedicated to building fire and life safety issues, including relevant building inspections, remediation of safety hazards, and code application issues.

The Office of Security is supported by service contracts for the following needs: alarm transmission, bomb-detection dog teams, card access systems, defibrillator inspection and maintenance, fire extinguisher inspection and maintenance, security cart maintenance and repair, communications system maintenance, service tunnel bollard system maintenance, electronic security system maintenance, fire alarm and fire suppression system maintenance, and security supplies. An agreement with the U.S. Park Police provides supplemental support to the security office in the areas of traffic control, emergency services, and parking and law enforcement.

Efforts have been made to maximize security effectiveness through various enhancement measures. For example, recent upgrades to the electronic security system have allowed for more efficient placement of security cameras to achieve better coverage throughout the facility. We continue to utilize with high frequency, the bomb-detection dog teams for detection runs throughout the facility. Due to these enhancements and the addition of additional armed security officers, we were able to reduce staffing levels without impacting the security posture of the Center.

### **Major Cost Element: Federal Personnel (Non-Security)**

The costs associated with the Center's non-Security federal personnel are distributed in various categories, including Facility Operations, Facility Maintenance, Program Direction, and reimbursement for stagehand labor to maintain theatrical spaces. These federal personnel costs represent 24% of the total Operations and Maintenance budget.

Federal non-Security personnel include skilled trade workers such as plumbers, electricians, and HVAC mechanics, as well as contract specialists, a human resource specialist, and several facility managers, contract managers, and support staff.

The total cost associated with these employees is approximately \$6.25 million, including overtime, bonuses, benefits, training, and worker's compensation. These positions are essential to the operation of the facilities (Center & REACH); nevertheless, the Center makes every effort to control costs.

Personnel cost management strategies include the following:

- Ongoing efforts to reduce overtime will continue, with all overtime costs approved in advance through two layers of supervision. Given the recent improvements in

filling vacant positions and the expected increase in maintenance personnel associated with the REACH, we expect to reduce overtime further.

- Federal personnel will be strategically augmented with service contractors in order to avoid the cost of additional permanent personnel when the service needed is unpredictable, variable, or temporary.

#### **Major Cost Element: Utilities**

All utility costs are contained within the Facility Operations budget category. Utilities constitute critical operational expenses that cannot be curtailed. Utilities consist of electricity, natural gas, and water.

The budget request for utilities includes \$4.18 million, or 16.3% of the total Operations and Maintenance budget request. Because utility costs are not discretionary, significant efforts have been made to control both energy consumption and energy rates in order to offset mandatory escalation and new demands. It is important to note that the Center has achieved a 4.6% overall reduction in energy consumption since fiscal year 2014. Such is attributed to the strategies described below.

Utility cost reduction strategies have included the following:

- Installation of LED lighting in all appropriate areas. LED lights are four to five times more energy-efficient than incandescent lighting and last more than sixty times longer. The nearly 12,000 incandescent bulbs in the Kennedy Center's Grand Foyer represent a considerable opportunity for energy savings. Due to recent improvements in LED technology, the Center has been able to assess multiple types of light bulbs of different temperature, lumens, and wattage. Through a series of tests, we are close to identifying the light bulbs that will yield the proper warmth, illumination, and compatibility with the existing dimming system. LED conversion will occur as funds become available. The Center is currently procuring LED light bulbs for a full replacement of the light fixtures in the parking garage.
- Installation of a centralized lighting control system as part of the completed Building-Wide Electrical Renovations project. This reduces the number of hours of lighting by eliminating manual control and improving existing automated lighting control. Further efforts to reduce lighting through careful scheduling of use and 'daylighting' of lobbies continue.
- Participation in GSA's group buying program for electricity, leveraging enhanced buying power by partnering with other agencies to take advantage of buying electricity in bulk.
- The Mechanical Systems Modernization and MEP Systems Modernization Phase 2 projects eliminated numerous inefficient stand-alone HVAC units and converted all multi-zone air-handling units to high-efficiency variable air volume units to reduce energy consumption. The fiscal year 2017 appropriation included funding to achieve additional HVAC improvements as part of the MEP Systems Modernization Phase 3.

- Complete shutdown or night setback mode of Air Handling Units (AHU) when theaters are not in operation as well shutdown down of escalators once the building closes.
- Systematic replacement of restroom fixtures with motion sensor faucets and flush valves in public facilities. The installation of motion sensors in all restroom facilities to control lighting levels when not occupied.
- The completion of the Terrace Theater Renovation in fiscal year 2018 is yielding additional cost reductions through the replacement of two Air Handling Units with one energy efficient unit; all-LED performance lighting in the theater; new restrooms fixtures with water conservation features and motion sensor faucets and flush valves; and state-of-the art temperature and humidity controls.
- Complete waterproofing of all exterior water fountains to eliminate significant water leaks and sustain water conservation measures.
- Systematic replacement of old and antiquated drinking water fountains with new energy-efficient equipment and features.
- Achieving a LEED Gold rating for the REACH.

**Major Cost Element: Non-Security Contracted Services**

The Center accomplishes a variety of non-security-related maintenance activities through contracted services, including theater maintenance efforts through the Office of Production. These costs are contained within the Facility Operations and Facility Maintenance categories. Service contracts include a variety of efforts that in many cases allow the Center to strategically provide maintenance services only when and where needed, without carrying full-time staff and associated benefits that would be necessary to support federal employees to accomplish these specialized needs. The majority of the non-security contracted services costs relate to housekeeping, landscaping, fire alarm systems testing, trash disposal, and elevator/escalator maintenance.

The budget associated with the total non-security contracted services contracts is approximately \$4.37 million, or 17% of the total Operations and Maintenance budget request.



**The John F. Kennedy Center for the Performing Arts**  
**Federal Operations and Maintenance**  
**FY 2019 and FY 2020**

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<b>BUDGET CATEGORY</b>	<b>FY19 Appropriation</b>	<b>FY20 Request</b>	<b>Variance Increase/ (Decrease)</b>
FACILITY OPERATIONS	11,115,009	11,715,016	600,007
FACILITY MAINTENANCE	2,852,226	3,035,057	182,831
SECURITY/LIFE SAFETY	7,578,129	7,879,377	301,248
MINOR REPAIR/REPLACEMENT	700,000	300,000	(400,000)
MEMORIAL INTERPRETATION	10,000	10,000	0
PROGRAM DIRECTION	2,234,636	2,752,326	517,690
<b>TOTALS</b>	<b>24,490,000</b>	<b>25,691,776</b>	<b>1,201,776</b>

Totals may not add up due to rounding.



# **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

## **Budget Request - Capital Repair and Restoration**

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The Kennedy Center has pursued a systematic and comprehensive approach to capital projects since the initiation of the Capital Repair and Restoration program in 1995, an approach that is documented through the annual updates of the Center's Comprehensive Building Plan (CBP). The CBP is the Center's seven-year capital plan and includes a detailed description of all building system elements and components, as well as an analysis of operational and functional facility issues.

The April 2018 CBP update was completed in-house without the use of an outside team of consultants. The Center will continue the practice of periodically engaging consultants to survey and assess the facility approximately every five years in order to update the planning basis for capital repair and restoration. Previous consultant-based CBPs were published in 2002, 2007, 2011 and 2015. In interim years, the CBP is updated annually by internal staff. The Center is gearing up to retain the services of a consultant to perform a new survey and assess the facility and infrastructure and develop a new CBP by 2020.

As described in the CBP, significant upgrades to the facility and its systems are necessary on an annual basis. The Kennedy Center is requesting \$14 million for Capital Repair and Restoration in fiscal year 2020, to be available until expended. The primary components of this request include Concert Hall Improvements, JFK Memorial Interpretation projects, Audio Consoles, Production Communications, and Technical Stage Systems upgrades.

The latest implementation plan summary by category is provided on the next page for fiscal year 2020.

## Fiscal Year 2020 Capital Repair & Restoration Budget Request

<b>1. Exterior Building Envelope</b>	<b>0</b>
No work is planned in this category for fiscal year 2020.	
<b>2. Life Safety and Security</b>	<b>125,000</b>
This funding is for the annual maintenance and abatement of asbestos-containing materials.	
<b>3. Interior Repair, Accessibility, and Egress</b>	<b>5,389,200</b>
This funding is for continued construction of the Concert Hall Upgrades and Office/Storage Space Renovations.	
<b>4. Building Systems</b>	<b>3,783,500</b>
This amount includes the annual repair/replacement of technical stage systems, MEP Phase 3, Hydronic System Optimization, Production Communications, Audio Consoles, and Family Theater Temperature improvements.	
<b>5. Memorial Interpretation</b>	<b>3,200,000</b>
This funding is for the continuation of construction for the various JFK Memorial Interpretation projects.	
<b>6. Parking and Site Circulation</b>	<b>170,000</b>
This includes funding to complete work that improves accessibility in the parking garage.	
<b>7. Comprehensive Planning and Project Management</b>	<b>1,332,300</b>
This category includes the cost of project management, such as salaries, supplies, equipment, and consulting studies related to capital planning. Staffing for project management includes a portion of the Vice President of Facilities' salary, plus up to three project managers.	
<b>FY 2020 Budget Request</b>	<b>14,000,000</b>

**The John F. Kennedy Center for the Performing Arts  
 Capital Repair and Restoration Budget  
 FY 2020**

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<b>Building System Code</b>	<b>FY 2020 Budget</b>
Exterior Building Envelope	0
Life Safety and Security	125,000
Interior Repair, Accessibility, and Egress	5,389,200
Building Systems	3,783,500
Memorial Interpretation	3,200,000
Parking and Site Circulation	170,000
Comprehensive Planning and Project Management	1,332,300
<b>Total</b>	<b>14,000,000</b>

**The John F. Kennedy Center for the Performing Arts  
 Capital Repair and Restoration Budget by Object Class  
 FY 2020**

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**Object Class** **FY 2020  
Budget**

**Compensation and Benefits**

Personnel Compensation	354,000
Personnel Benefits	124,000
<b>Subtotal: Compensation and Benefits</b>	<b>\$478,000</b>

**Expenses**

Travel and Transportation of Persons	200
Communications, Utilities, and Miscellaneous Charges	39,000
Printing and Reproduction	9,000
Other Services	12,469,300
Supplies and Materials	4,500
Equipment	0
<b>Subtotal: Non-Salary Expenses</b>	<b>12,522,000</b>

**Total** **14,000,000**

Totals may not add up due to rounding.

# THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

## Budget Justification – Capital Repair and Restoration

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### Overview

The John F. Kennedy Center for the Performing Arts, a national presidential monument and living memorial, is one of the busiest performing arts venues in the world, annually presenting more than 2,000 performances and hosting approximately three million patrons and visitors each year. Deterioration since the building opened in 1971, as well as functional and technical obsolescence of building systems due to rapid advancement of technology, is being addressed so the building may continue to function efficiently and cost effectively. The organization is working to achieve substantial cost savings by maintaining up-to-date energy and work-efficient systems.

A continuing impetus for the Center’s capital program has been the need to maintain the facility at current standards for life safety and accessibility. When the Center opened in 1971, the codes and standards for building construction were significantly different. Most notably, fire sprinkler systems were not required and disability access was lacking. The Center has long been committed not only to complying with current codes and standards, such as the Americans with Disabilities Act (ADA), but exceeding them where feasible. Similarly, the Center has proceeded with bringing the facility into compliance with all relevant life safety codes. For more than the past decade, the implementation plan for capital improvements has included a systematic approach to upgrade the entire building in consideration of the priorities of life safety and accessibility. At present, all major life safety projects and all theater ADA improvements have been completed. The most recent theater to receive ADA improvements – the Terrace Theater – began renovation in June 2016 and opened on schedule in October 2017.

With ADA and life safety improvements largely complete and building infrastructure improvements in progress, the focus of the 2018 Comprehensive Building Plan is on Memorial Interpretation and Visitor Services.

In summary, the project implementation plan for fiscal year 2020 focuses on the following major efforts:

- Continued construction of the Concert Hall Improvements
- Construction of the JFK Memorial Interpretation project
- Continuing upgrades to Technical Stage Systems.

Other efforts such as hazardous material abatement and administrative costs are also included in the budget request. The Detailed Project Description by Comprehensive Building Plan Category provides the history and justification for all requested project funding.

### **Personnel and Outside Services**

The capital repair function at the Kennedy Center is executed under the direction of the Senior Vice President, Operations, the Vice President, Facilities, and the Director of the Project Management Office who are responsible for overall management of the planning, design and construction work, including funds management and oversight of agreements with other government agencies. Current full-time staffing for project management includes up to three Project Managers, one being the Director of the Project Management Office.

The Center's project managers possess the needed professional skills and experience for Kennedy Center projects. Given these in-house capabilities, the Center directly contracts and manages its capital projects.

### **Comprehensive Building Plan**

The Kennedy Center's first Comprehensive Building Plan (CBP) was submitted to Congress in 1995 and is updated annually. The CBP identifies planning efforts and design and construction projects to be undertaken. Annually updating and implementing the CBP provides the opportunity to prioritize projects based on anticipated levels of funding and updates project schedules and budgets as a result of the most current economic conditions and detailed project planning and design. Such frequent and diligent review of the conditions of the facility mitigates the recurrence of severe deterioration of the facility and, ultimately over the long term, reduces the public costs of operating and maintaining the monument.

In keeping with typical industry practices and horizons for capital planning, approximately every five years the Center implements a full re-survey of the facility by an outside architectural/engineering consulting firm in order to provide a new look at the facility and its systems, assess progress against previous capital plans, identify any code deficiencies, and identify efforts needed to maintain or renew the building. Accordingly, professional surveys conducted in 1995, 2002, 2006, 2011, and 2015 have provided the basis and overall scope for the Center's capital implementation plan. The current CBP was completed in-house in April 2018. It provides a roadmap for projects through fiscal year 2022. A new CBP is due in 2020 and efforts are underway to retain the services of the consultant that will survey and assess the facility and infrastructure. The new survey and assessment will form the basis of the 2020 CBP.

### **Project Budgeting**

The Center's program for Capital Repair and Restoration includes a robust project budgeting process to ensure that resources are utilized efficiently and effectively.

The development of a project budget is an evolving and iterative process, beginning with the initial identification of need and a corresponding broad-based concept budget based on very general parameters. The construction budget in most cases cannot be accurately estimated until the preliminary design and investigation is complete. Therefore, when costs are first estimated for the purposes of capital planning, the Center labels those figures as the Estimate of Probable Cost. The construction costs are further refined during the final



design work and as the construction documents are developed, leading to a final Project Budget. The Project Budget figure, when published, is the basis for future comparison to determine the budget performance of a project.

Other outside factors may also affect project costs over its planning lifetime, such as construction market conditions or availability of materials. For example, in 2004, due to a worldwide shortage in steel availability, steel prices rose by 46.5%, an increase of approximately 10 times the typical escalation factors previously applied to construction throughout the industry. Subsequently, since that time, overall construction escalation rates have ranged from 5% to 15.2%. These increases were higher than other inflation indexes, reflecting the fact that the DC metropolitan area experienced overall construction escalation at rates well above and beyond any predictable values. The impact of current economic conditions on the construction market continues to be monitored by the Center's staff and cost estimators.

Given these factors, as design and construction progress on a project, the estimates are continually tested and revised as necessary, with the use of expert construction estimating, budgeting and scheduling consultants. It is therefore fully expected that the estimates for most projects will change as the projects evolve, until such time as the Project Budget is established during the design. These ongoing updates are included in the updates of the CBP. In the event that funding levels necessitate a re-sequencing of projects that causes a significant delay, budgets will be updated to reflect the impact of increased cost due to escalation that must be assumed.

Despite the many challenges to the program, some of which are specific to the Center and some of which are endemic to the industry, the Center works to minimize project funding increases and control costs. The Center strives to accomplish work in accordance with the original project funding requests by ensuring that all designs are simple, efficient, cost-effective and contain no unnecessary scope elements, thereby minimizing changes to the CBP that may occur over time. In cases where these steps cannot achieve an acceptable reduction in the project cost, a commensurate adjustment in other project budgets is required, including reprioritization of other projects and potential adjustment of their schedule and scope.

Furthermore, changes to the Center's programming schedule may affect implementation timing of certain projects. As major capital projects necessitate disruptions in availability in certain theaters, these disruptions need to be carefully planned so as not to materially disrupt important programming initiatives.

Thus, the financial information presented herein represents the current assessments and project estimates for fiscal year 2020 in various stages of pre-planning, planning, design, or construction. The Center has made every effort to include appropriate factors for escalation and contingency so as to maximize the accuracy of the figures. The project budgets will continue to be updated in order to provide the maximum construction value for all appropriated funds.

## **Detailed Project Description by CBP Category**

The Kennedy Center has completed dozens of projects during the course of the capital repair program, and many more are in progress or planned for future implementation. As part of the strategy to address the many facility issues over time, each project is categorized according to its major focus within the building components. The categories for capital projects are as follows:

- 1. EXTERIOR BUILDING ENVELOPE;**
- 2. LIFE SAFETY AND SECURITY;**
- 3. INTERIOR REPAIR, ACCESSIBILITY, AND EGRESS;**
- 4. BUILDING SYSTEMS & INFRASTRUCTURE;**
- 5. MEMORIAL INTERPRETATION AND VISITOR SERVICES;**
- 6. PARKING AND SITE CIRCULATION; AND**
- 7. COMPREHENSIVE PLANNING AND PROJECT MANAGEMENT.**

Within each category, the Center has taken the approach of developing master plans and strategic studies to systematically address the deficiencies and translate the work into discrete capital projects that can then successfully be implemented over time.

This budget request follows the implementation plan set forth in the Center's Comprehensive Building Plan. The projects ongoing and planned for the various categories are detailed in the following activity descriptions.

### **1. EXTERIOR BUILDING ENVELOPE**

Projects in this category involve repairing and, where necessary, replacing elements on the exterior of the building to ensure the long-term preservation and integrity of the structure. Projects have been implemented over the past decade to replace exterior windows, restore the marble cladding, and perform other miscellaneous repairs and maintenance. With the completion of the Marble Cladding Restoration project in 2012, the exterior envelope is in excellent condition and no work is identified in this category in the CBP planning period.

### **2. LIFE SAFETY AND SECURITY**

Projects in this category involve work to bring the Kennedy Center into compliance with current life safety codes, including fire and environmental standards, and to bring the building in line with current security standards appropriate for a national memorial and public facility.

The Center has expended significant effort to address life safety deficiencies throughout the building primarily because governing regulations have changed since the building was designed and constructed. At present, all major life safety projects have been completed and the facility is in general compliance with all life safety codes. Anticipated work in this category includes replacement of life safety systems such as the fire pump or fire alarm system at the end of their useful life.

Regarding security, when the building was designed in the 1960s, little attention was given to security concerns. Consequently, access to the facility was controlled only by manning or manually locking the approximately 80 exterior doorways. The key system provided only limited means for controlling access to backstage and other non-public spaces. In the past, the garage could not be securely closed during hours when the building was closed to the public, and minimal surveillance equipment was installed or operational. These issues have been addressed through a number of projects, some of which were implemented more than a decade ago through supplemental anti-terrorism appropriations.

#### **Ongoing and Future Work**

The following projects in this category are ongoing or anticipated for fiscal year 2020:

- i) *Hazardous Materials Abatement.* The Kennedy Center removes or encapsulates asbestos or other hazardous materials when they are encountered in the course of construction work. An annual amount is carried for this purpose.

### **3. INTERIOR REPAIR, ACCESSIBILITY, AND EGRESS**

Projects in this category include repair and renovation of the interior elements of the Kennedy Center. The goal is to meet or exceed current accessibility statutory and regulatory requirements and standards.

Because the building was designed and constructed before federal statutes established standards for accessibility, interior spaces within the building do not all conform to current standards designed for accommodating persons with disabilities in new buildings. Whereas past standards for accessibility merely required that a route into a given space be provided for persons with disabilities, the Americans with Disabilities Act (ADA) requires that the route be essentially the same as that used by the non-disabled persons. While the major theaters were accessible to persons with disabilities, access required the use of side doors and assistance from a companion or a Kennedy Center staff person. Accessible seating in the theaters was not available or was limited and often required extraordinary effort and considerable personnel time in order to achieve minimal accessibility. Through consistent and ongoing efforts, the Center has addressed accessibility throughout the facility, including the renovation of all theaters to meet universal design standards. Past work in this category is discussed in detail in the 2018 Comprehensive Building Plan.

The following project is planned for implementation in fiscal year 2020:

- i) *Concert Hall Improvements.* The Concert Hall was last comprehensively renovated in 1998, and is in need of attention in the form of targeted interventions that will yield the intended improvements. A portion of the project was pursued in 2013 to address painting in coordination with the installation of a new pipe organ. Additional work will replace worn seating, repair the stage floor, replace the stage risers which have reached the end of their useful life, and address acoustical issues. Initial design funding was received in fiscal years 2016 and 2017. A third segment of construction funding was requested for 2019. A more thorough understanding of the acoustical

improvements desirable to fulfill the Center's educational mission is the basis for an additional funding request in fiscal year 2020.

#### **4. BUILDING SYSTEMS AND INFRASTRUCTURE**

Projects in this category involve the building's structural, HVAC, plumbing, electrical, fire protection, vertical transportation systems and theatrical stage systems.

By the mid-1990s, virtually all of the building's electrical and mechanical systems were past their useful lives. Since that time, a number of significant efforts have been implemented to improve the infrastructure of the Center. The 2006/07 CBP identified the need for a shift towards capital project work that focuses on improvements to building infrastructure, and the 2011 CBP confirmed that further work was necessary within the subsequent planning period. Thus, a series of projects were implemented beginning in 2009. To date, these projects have included three phases of building systems upgrades, including mechanical and electrical modernizations and major improvements to the Center's heating hot water systems.

##### **Ongoing and Future Work**

The following projects are ongoing or planned for implementation in fiscal year 2020:

- i) *Technical Stage Systems.* The capital plan continues to request an annual appropriation for use in upgrading audiovisual systems, rigging components, and other technical and infrastructure elements to ensure updated equipment for performance production. Funds are requested annually for this line item; \$1 million is requested for fiscal year 2020.
- ii) *MEP Modernizations – Phase 3.* As is common in an aging building, the 2015 CBP engineering study identified additional work to maintain existing equipment and provide greater energy efficiency. Specific projects are developed in coordination with building maintenance staff.
- iii) *Hydronic Systems Optimization.* The Kennedy Center is heated and cooled by a central plant which produces heating hot water and chilled water. In order to maximize efficiency in the heating and cooling hydronic (water) systems, the various components must not only be in good repair as separate items, but must be tuned to work together. Additional appropriation received in FY 2019 will facilitate the repairs of the condensing water system by installing permanent piping and power infrastructure to support the operation of temporary cooling equipment; cleaning and inspection of approximately 1,000 feet of 24-inch condenser water piping; cleaning the river water inlet tank of accumulated sediment and inspection of deteriorated concrete and waterproofing; inspection of the 60-inch river inlet piping between the Potomac River and the Center; and replacement of suction piping assemblies on four 150 horsepower condenser water pumps.
- iv) *Production Communications.* This project continues to provide Production Intercom systems to replace those made obsolete by changes in the FCC frequency guidelines.

- v) *Audio Consoles.* The audios mixing consoles used in several of the venues are now past their useful lifespan and have been surpassed by contemporary technology. To keep the venues up to date, new mixing consoles are required to control the audio systems.
- vi) *Family Theater Temperature.* The Family Theater has experienced significant temperature stratification since it opened in late 2005. The project would provide ductwork modifications to provide improved air circulation and eliminate temperature stratification.

## **5. MEMORIAL INTERPRETATION AND VISITOR SERVICES**

Projects in this category are designed to provide services for the over three million patrons and visitors who annually visit the Kennedy Center and to inform the visitors of the purpose and objectives of this living memorial.

Prior to 1995, accommodation of the visitors to the monument had not been addressed in a comprehensive manner. There was little inter-relationship between the use of spaces and the interpretive programs that visitors expect when they come to a federal building that memorializes President Kennedy. Memorial interpretation was addressed in the Interpretive Master Plan completed in fiscal year 1996, which included a survey of visitor expectations and a phased plan for implementation of facilities and exhibits to provide improved interpretation for all visitors. This plan was further developed in fiscal year 1999 and implemented in 2001 to incorporate the opportunities for improved exhibit space and visitor circulation and orientation generated by the earlier Space Use Master Plan.

The Level A Visitors Center project, completed in 2012, provided a new tour desk, photo exhibit, and interpretive display materials to enhance the visitor experience.

Displays installed in 2001 included then-current interactive technology which is now outdated and in poor repair. New exhibits of museum quality would allow the Kennedy Center to more effectively serve its purpose as a living memorial for President John F. Kennedy. In addition, the Center's public spaces lack the permanent power and audio-visual infrastructure required to host the numerous temporary educational exhibits and occasional performance that occur there. Three Memorial Interpretation projects were described in the 2015 CBP; those three will be combined into a single project to be executed under an integrated design effort which will begin in fiscal year 2019.

### **Ongoing and Future Work**

The following projects have been combined into a single project under the title JFK Memorial Interpretation, and are planned for continued implementation in fiscal year 2020:

- i) *Exhibit/Event Space Upgrades.* This project will provide alterations to the Hall of States, Hall of Nations, Terrace Atrium and Atrium Foyers to enhance memorial interpretation, visitor services, and overall infrastructure. Included in the project is replacement of the worn carpet and provision of a means to mitigate energy loss caused by the single doors between conditioned space and the outdoors. Funding for

design was received in fiscal year 2017. Design for this project will be performed in conjunction with the following two projects.

- ii) *Upgrade Grand Foyer.* This project will provide alterations to the Center’s Grand Foyer to enhance memorial interpretation, visitor services, and overall infrastructure. Included in the project is replacement of the worn carpet and provision of a means to mitigate energy loss caused by the single doors between conditioned space and the outdoors. Funding for design was received in fiscal year 2017. Design for this project will be performed in conjunction with the Exhibit/Event Space Upgrades and JFK Memorial Interpretation projects.
- iii) *JFK Memorial Interpretation.* This project will provide up-to-date museum quality exhibits throughout the Center’s public spaces which will educate visitors about the life and legacy of President Kennedy, and the Center’s role as a “living memorial”. Funding for design was received in fiscal year 2017. Design for this project will be performed in conjunction with the Exhibit/Event Space Upgrades and Upgrade Grand Foyer projects. A total of \$3,200,000 in construction funding for the combined projects is requested in fiscal year 2020.

## **6. PARKING AND SITE CIRCULATION**

The intense use of the facility since 1971 was not anticipated when the building was designed in the 1960s. Each year, the Kennedy Center hosts more than 2,000 performances, educational programs for hundreds of thousands of children, and millions of visitors. As a consequence, prior to the initiation of the capital repair program, provision for the orderly circulation of pedestrians and vehicles, in addition to signage to and at the site, was inadequate. On a daily basis, buses were parked on the plaza, adding to the congestion. With the volume of programs, performances, and visitors far exceeding original estimations, the limited availability of both bus and car parking was a major deficiency and contributed to neighborhood congestion. Efforts in this area have improved access for pedestrians, bicyclists, vehicles and tour buses and improved site circulation and public safety. Past work in this area is described in detail in the 2018 Comprehensive Building Plan.

### **Ongoing and Future Work**

The following is an ongoing effort in this category.

- i) *Parking Garage Concrete Repair.* The Kennedy Center’s parking garage structure has a long history of concrete deterioration issues arising from problems with the concrete mix from the original 1960s construction. A capital project was completed in 2010 which addressed areas most in need of repair. However, more recent structural surveys and reports have concluded that further work is necessary over multiple years to perform additional pressing repairs; therefore, this project was created in the 2011 CBP with funding needs projected to extend through 2019. The project was initiated in fiscal year 2013 with all design activities completed and the first phase of construction awarded. Work completed to date includes repairs of extensive spalling throughout the overhead slabs of all three levels of the garage. Resources from fiscal years 2014-2017 funded additional construction; the fiscal year 2018 request included funds to continue with the next phase of work which is the repair of the wall of the

parking garage that runs alongside the Rock Creek Parkway overhang. The first phase was successfully completed on time and within the allotted budget. The second and last phase of the work along Rock Creek Parkway also completed on time and within budget in November 2017.

- ii) *Garage Accessibility*. This project will provide automated doors on the east side of the motor lobbies, similar to those installed only on the west side.

## Appendix I

### The John F. Kennedy Center for the Performing Arts Implementation Schedule

	FY2018 Appropriation	FY2019 Appropriation	FY2020 Request
<b>Life Safety &amp; Security</b>			
2.1 Hazardous Materials Abatement	125,000	125,000	125,000
2.2 Electronic Security Upgrades			
2.2a Security Screening Upgrades	490,000		
2.3 Fire Security Upgrades			
2.4 Fire, Life Safety & Environmental			
2.5 CCTV in Theaters & Parking Garage			
<b>Interior Repair, Accessibility &amp; Egress</b>			
3.1 Terrace Theater Renovations			
3.2 Concert Hall Improvements	500,000	5,391,700	5,389,200
3.3 Space Use Study	400,000		
3.4 Office & Storage Space Renovations	100,000		
3.5 Wayfinding	1,000,000		
<b>Building Systems</b>			
4.1 Technical Stage Systems	1,000,000	1,000,000	1,000,000
4.2 MEP Systems Modern. Phase 2			
4.3 MEP Systems Modern. Phase 3	150,000	*	561,000
4.4 Hydronic Systems Optimization		3,800,000	197,500
4.5 Concert Hall Climate Control	390,000		
4.6 Production Communications			625,000
4.7 Audio Consoles			950,000
4.8 Family Theater Temperature			450,000
4.9 Computerized Maintenance Mgmt. System			
<b>Memorial Interpretation</b>			
Exhibit/Event Space/ Grand Foyer Upgrades	Incl. below	Incl. below	Incl. below
5.1 JFK Memorial Interpretation	6,045,000	5,101,000	3,200,000
<b>Parking &amp; Site Circulation</b>			
6.1 Parking Garage Repair	2,500,000	172,300	
6.2 Garage Accessibility			170,000
6.2a Parking Garage Surface Restoration	2,885,000		
6.3 Garage/Plaza Water Management			
<b>Comprehensive Plan &amp; PMO</b>			
7.1 Project Management Office, Plan Development & Minor Capital Repair	1,190,000	1,210,000	1,332,300
<b>Total</b>	<b>16,775,000</b>	<b>16,800,000</b>	<b>14,000,000</b>

Totals may not add up due to rounding.