



Fiscal Year 2021 Budget Justification to Congress

February 2020

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

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1. Introduction
2. Fiscal Year 2020 Appropriation and Fiscal Year 2021 Budget Request
3. Authorization Legislation and Appropriation Language
4. Budget Request—Operations and Maintenance, including comparative budgets by Object class
5. Budget Justification—Operations and Maintenance
6. Budget Request—Capital Repair and Restoration
7. Budget Justification—Capital Repair and Restoration
8. Appendix I—Comprehensive Building Plan Implementation Schedule

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

Introduction

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, Office of Management & Budget (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 interactive John F. Kennedy exhibit, the bronze bust of President Kennedy, 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 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 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 through a competitive U.S. Department of Education grant 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, 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 REACH has 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 opened to the public on September 7, 2019. This new addition to the Kennedy Center received a LEED Gold rating.

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

Fiscal Year 2020 Appropriation

The Kennedy Center's fiscal year 2020 Appropriation is \$43.49 million. Within this level, Operations and Maintenance is funded at \$25.69 million, and Capital Repair and Restoration is funded at \$17.80 million, the latter to remain available until expended.

Fiscal Year 2021 Budget Request

The Kennedy Center's funding request for fiscal year 2021 is \$40.40 million. Within this level, Operations and Maintenance is funded at \$26.40 million with a request to change from annual funding to two year funding. The Capital Repair and Restoration is funded at \$14 million to remain available until expended consistent with prior years.

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

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 \$710,000 or 2.76% more than the fiscal year 2020 Appropriation. The main drivers for this increase are related to Cost of Living Adjustments (COLA) for the Federal workforce (1.0% for fiscal year 2021), inflationary factors for O&M expenses, and adjustments to the security and housekeeping service contracts. .

The Capital Repair and Restoration funding request is \$14.0 million. The requested amount conforms to the Comprehensive Building Plan developed in 2015 and updated in April of 2019. This budget request addresses unfunded needs such as (a) anticipated construction activities related to the recently completed Space Use Master Plan that provides recommendations for the upgrade of administrative spaces for flexible and efficient use of the current space configurations; (b) systematic replacement of the Center's fire alarm and detection systems as recommended by a recent review of the existing system; (c) improvements to the Center's Wayfinding program; (d) implementation of interventions as recommended by the JFK Memorial Interpretation Master Plan; (d) implementation of electrical and plumbing upgrades that will be identified by the design of the MEP Systems Modernization, Phase 3 project; (e) additional improvements to the Center's chilled water infrastructure, and (f) continuation of the systematic replacement of the Center's technical stage systems;

Fiscal Year 2021 Budget Objectives

The Kennedy Center's fiscal year 2021 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.
- 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. This objective is directly tied to the on-going efforts related to the JFK Memorial Interpretation project.
- Reduce the backlog in deferred repairs.

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

(\$ millions)

	<u>FY 2018</u> <u>Appropriation</u>	<u>FY 2019</u> <u>Appropriation</u>	<u>FY 2020</u> <u>Appropriation</u>	<u>FY 2021</u> <u>Request</u>
<u>Annual Funds</u>				
Operations and Maintenance	23.74	24.49	25.69	26.40
<u>No-Year Funds</u>				
Capital Repair and Restoration	16.775	16.80	17.80	14.00
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Total Kennedy Center	40.515	41.29	43.49	40.40

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

Authorizing Legislation

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 December 20, 2019, President Trump signed the most recent authorization for the Kennedy Center in the Consolidated Appropriations Act, 2020 (PL 116-94), authorizing appropriations through fiscal year 2024.

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

Fiscal Year 2021 Budget Request: Operations and Maintenance

The Kennedy Center's fiscal year 2021 budget request for Operations and Maintenance (O&M) is \$26.40 million, an increase of \$710,000 or 2.76% from the fiscal year 2020 Appropriation with a request for two-year funding.

Within the fiscal year 2021 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.

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 function of the memorial and grounds. This is consistent with Smithsonian Institution operations and maintenance funding.

Due to the volume of visitors and patrons visiting the Kennedy Center on a daily basis, and with the peak timing of performances occurring in the evenings and weekends, the period for significant maintenance that affect key operational systems is often limited to six or seven hours past midnight early on a Monday morning, a day when few performances occur. This is a narrow window for maintenance. The problem is further 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, procure and schedule vital maintenance in a facility that has, by its nature, limited flexibility in the timing of this work.

The following pages provide a variance analysis by object class between the fiscal year 2020 Appropriation and the fiscal year 2021 budget request.

The John F. Kennedy Center for the Performing Arts
Total Comparative Budgets, FY 2020 and FY 2021
(Dollars in Thousands)

Object Class	FY 2020 Appropriation	FY 2021 Request	Increase / (Decrease)
Compensation and Benefits			
Personnel Compensation	4,860	4,907	47
Personnel Benefits (Including Worker's Compensation)	1,387	1,399	13
Subtotal: Compensation and Benefits	6,247	6,306	60
Expenses			
Travel and Transportation of Persons	2	1	(1)
Communications, Utilities, and Misc. Charges	4,999	4,879	(120)
Printing and Reproduction	13	13	0
Other Services	13,823	14,603	780
Supplies and Materials	558	546	(12)
Equipment	52	52	0
Subtotal: Non-Salary Expenses	19,446	20,094	648
Total Budget	25,692	26,400	708

Totals may not add up due to rounding.

The John F. Kennedy Center for the Performing Arts
Total Comparative Budgets, FY 2020 and FY 2021
(Dollars in Thousands)

Object Class	FY 2020 Appropriation	FY 2021 Request	Increase / (Decrease)
<i>Compensation and Benefits</i>			
Personnel Compensation	4,860	4,907	47
Personnel Benefits (Including Worker's Comp)	1,387	1,399	13
<i>Compensation and Benefits Total</i>	6,246	6,306	60
<i>Non-Salary Expenses</i>			
Travel and Transportation of Persons	2	1	(1)
Communications, Utilities, and Misc. Charges			
Information Technology	500	500	0
Electricity	3,107	2,956	(152)
Natural Gas	450	470	20
Water/Sewer	619	619	0
Telephone	62	74	12
Warehouse Storage	150	150	0
All Other	111	111	0
Communications, Utilities, and Misc. Charges Total	4,999	4,879	(120)
Printing and Reproduction	13	13	0
Other Services			
Legal Services	0	0	0
Housekeeping	2,893	3,100	207
Minor Repair Program	300	258	((42)
Production Projects	1,138	1,188	50
Security – Base Contract	5,760	6,353	593
Security – Additional Services	438	368	(70)
Trust Salary Reimbursement	385	385	0
Finance Services	570	570	0
Trash Services	104	107	0
Building Automation System	125	127	3
Elevator/Escalator	286	295	9
Fire Alarm Services	202	211	9
Grounds-keeping Services	482	482	0
All Other Services	1,139	1,158	19
Other Services Total	13,822	14,603	780
Supplies and Materials	558	546	(12)
Equipment	52	52	0
<i>Non-Salary Expenses Total</i>	19,446	20,094	648
Total Budget	25,692	26,400	708

Totals may not add up due to rounding.

The John F. Kennedy Center for the Performing Arts
Comparative Budgets: Personnel Compensation and Benefits
FY 2020 and FY 2021

Compensation and Benefits	Increase / (Decrease)	Description of Change	
Personnel Compensation	47,000	Includes the following changes:	
		Cost of Living Adjustments (COLA): Estimated increase of 1.0% based on guidance from the Office of Management and Budget (OMB).	47,000
Personnel Benefits (Including Worker's Compensation)	13,000	See above	13,000

The John F. Kennedy Center for the Performing Arts
Comparative Budgets: Non-Salary Expenses
FY 2020 and FY 2021

	Increase / (Decrease)	Description of Change
Travel and Transportation of Persons	(1)	Travel is kept at a minimal level.

Communications, Utilities, and Miscellaneous Charges

Electricity	(152,000)	Due to improvements related to energy efficiency, savings through maintenance and lighting improvements, and average consumption during the past three years, the fiscal year 2021 funding level was reduced.
Gas	20,000	Increase based on rate prediction from the Defense Logistics Agency.
Telephone	12,000	Related to additional communications radios equipment in support of the security and memorial ushers.
Total Comm., Util., Misc.	(120,000)	

Total Change **(120,000)**

Totals may not add up due to rounding

The John F. Kennedy Center for the Performing Arts
Comparative Budgets: Other Services
FY 2020 and FY 2021

Service	Increase / (Decrease)	Description of Change
Housekeeping	207,000	The increase is attributed to revisions to service levels and inclusion of modified rates negotiated between the service provider and their Union.
Minor Repair Program	(42,000)	The decrease is attributed to a need to offset other increases related to changes on some service contracts.
Production Projects	50,000	The increase is attributed to adjustments made in fiscal year 2019 that were omitted from the fiscal year 2020 President's Budget.
Security – Base Contract	593,000	The increase is attributed to increases in labor rates negotiated between the security contractor and their bargaining unit. The fiscal year 2020 President's Budget did not reflect this increase; therefore, the fiscal year 2021 request incorporates the prior year adjustments as well. In addition, a portion of the increase is attributed to an increase in security coverage based on an operational assessment.
Security – Additional Services	(70,000)	The decrease resulted from a reduction in Memorial Usher's oversight for the three main theaters. Such function is now being performed by Kennedy Center volunteers.
Trash Services	3,000	The increase is related to inflationary factors.
Building Automation	3,000	The increase is attributed to adjustments to the service and technical support contract to the Computerized Maintenance Management System (CMMS).
Elevator & Escalator	9,000	The increase is attributed to anticipated adjustments to the elevator maintenance requirements.
Fire Alarm Systems	9,000	Increase attributed to adjustments to the fire alarm system maintenance requirements.
All Other Services	19,000	The increase is related to adjustments to the boilers maintenance requirements.

Total Change 780,000

Totals may not add up due to rounding.

The John F. Kennedy Center for the Performing Arts
Base Spending Descriptions by Object Class
FY 2021

Compensation and Benefits

Personnel Compensation	The fiscal year 2021 requested budget includes a total of 60 FTEs
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.
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 was the fourth and last option year. A new service contract is being 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 \$258,000 in fiscal year 2021.
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 2021 will represent the fourth and last option year. A new service contract will be competed for the period of fiscal year 2022 through fiscal year 2026.
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 2021 will represent the fourth and last year option. A new service contract will be competed for the period of fiscal year 2022 through fiscal year 2026.
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 2021 includes support services contract for the 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. A new service contract is being competed for the period of fiscal year 2021 through fiscal year 2025.
Fire Alarm Services	Contracted maintenance services for the fire alarm system under a multi-year contract. Fiscal year 2020 is the fourth and last option year. A new service contract is being competed for the period of fiscal year 2021 through fiscal year 2025. 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, communications 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

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 2021, \$26.40 million is requested for the Operations and Maintenance of this presidential memorial. 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 assumed 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 2021 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: \$11.90 million

Increase of \$181,445, or 1.5%, above FY 2020 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, escalators, boilers, chillers, and other HVAC equipment, as well as housekeeping and trash removal.

Facility Maintenance: \$3.47 million

Increase of \$20,833, or 0.6%, above FY 2020 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, and cost of living adjustments for the Federal staff.

Security and Fire/Life Safety: \$8.42 million

Increase of \$538,730, or 6.8%, above FY 2020 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 2021 is attributed to increases in labor rates negotiated between the security contractor and their bargaining unit. The fiscal year 2020 President's Budget did not reflect this increase; therefore, the fiscal year 2021 request incorporates the prior year adjustments as well. In addition, a portion of the increase is attributed to an increase in security coverage based on an operational assessment.

Minor Repair and Replacement: \$.258 million

Decrease of \$42,000, or 14.0% below FY 2020 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. Approximately \$747,000 in fiscal year 2018 and \$486,000 in fiscal year 2019 have been invested in Minor Repairs to reduce the backlog. These recent investments in Minor

Repairs has allowed the Kennedy Center to reduce the fiscal year 2021 request in order to offset other increases related to changes on some service contracts.

Memorial Interpretation: \$10,000

No increase from FY 2020 Appropriation

The Memorial Interpretation component supports the mission of the Kennedy Center and augments the memorial component of the institution. 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: \$2.35 million

Increase of \$9,216, or 0.4% above FY 2020 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 operations 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 \$8.42 million and represent 31.9% 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 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, including additional cameras in the parking garage and all the theaters. We continue to regularly utilize the bomb-detection dog teams for detection runs throughout the facility.

Major Cost Element: Federal Personnel (Non-Security)

The costs associated with the Center's 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 23.9% 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 \$6.31 million, including overtime, bonuses, benefits, training, and worker's compensation. These positions are essential to the operation of the facilities; 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, 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 \$4.05 million, or 15.3% 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. It is also important to note that the costs for electricity has been reduced and water cost was kept at the fiscal year 2020 level. This 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. Current funding levels have precluded any major up-front investments, but LED conversion continues as funds become available. The Center replaced the light fixtures in the parking garage Level A. Levels B and C will be initiated in fiscal years 2020 and 2021.
- 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. The Center is currently procuring a software upgrade to the Lutron lighting control system, which will enhance the programming and energy saving capabilities.
- 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. The design for Phase 3 is expected to commence this fiscal year.
- 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 public restroom fixtures with motion sensor faucets and flush valves. The installation of motion sensors in all restroom facilities to control lighting levels when not occupied.
- 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, pest control, landscaping, fire alarm systems testing, trash disposal, elevator/escalator maintenance, and maintenance of boilers, chillers, emergency generator, and vehicles.

The budget associated with the total non-security contracted services contracts is approximately \$4.65 million, or 17.6% of the total Operations and Maintenance budget request.

The John F. Kennedy Center for the Performing Arts
Federal Operations and Maintenance
FY 2020 and FY 2021

BUDGET CATEGORY	FY2020 Appropriation	FY2021 Request	Variance Increase/ (Decrease)
FACILITY OPERATIONS	11,715,016	11,896,461	181,445
FACILITY MAINTENANCE	3,451,857	3,472,690	20,833
SECURITY/LIFE SAFETY	7,879,377	8,418,107	538,730
MINOR REPAIR/REPLACEMENT	300,000	258,000	(42,000)
MEMORIAL INTERPRETATION	10,000	10,000	0
PROGRAM DIRECTION	2,335,526	2,344,742	9,216
<hr/>			
TOTALS	25,691,776	26,400,000	708,224

Totals may not add up due to rounding.

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

Budget Request - Capital Repair and Restoration

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 2019 CBP update was completed in-house without the use of an outside team of consultants. The Center will continue the practice of 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 during fiscal year 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 2021, to be available until expended. The primary components of this request include, JFK Memorial Interpretation projects, Technical Stage Systems upgrades, Fire Safety & Suppression upgrades, Office & Storage Space renovations, Wayfinding, MEP Systems Modernization (Phase 3) with emphasis in electrical infrastructure, and Hydronic Systems Optimization.

The latest implementation plan summary by category is provided on the next page for fiscal year 2021.

Fiscal Year 2021 Capital Repair & Restoration Budget Request

1. Exterior Building Envelope		0
	No work is planned in this category for fiscal year 2021.	
2. Life Safety and Security		2,000,000
	This funding is for the upgrade of the fire alarm and suppression systems.	
3. Interior Repair, Accessibility, and Egress		2,000,000
	This funding is for Office/Storage Space Renovations and Wayfinding program.	
4. Building Systems		5,500,000
	This amount includes the annual repair/replacement of technical stage systems, MEP Phase 3, and Hydronic System Optimization.	
5. Memorial Interpretation		3,000,000
	This funding is for the continuation of construction for the various JFK Memorial Interpretation projects.	
6. Parking and Site Circulation		0
	No work is planned in this category for fiscal year 2021.	
7. Comprehensive Planning and Project Management		1,500,000
	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. It also includes Minor Repairs funding in the amount of \$500,000.	
FY 2021 Budget Request		14,000,000

**The John F. Kennedy Center for the Performing Arts
 Capital Repair and Restoration Budget
 FY 2021**

Building System Code	FY 2021 Budget
Exterior Building Envelope	0
Life Safety and Security	2,000,000
Interior Repair, Accessibility, and Egress	2,000,000
Building Systems	5,500,000
Memorial Interpretation	3,000,000
Parking and Site Circulation	0
Comprehensive Planning and Project Management	1,500,000
Total	14,000,000

**The John F. Kennedy Center for the Performing Arts
 Capital Repair and Restoration Budget by Object Class
 FY 2021**

Object Class **FY 2021
Budget**

Compensation and Benefits

Personnel Compensation	354,000
Personnel Benefits	124,000
Subtotal: Compensation and Benefits	\$478,000

Expenses

Travel and Transportation of Persons	200
Communications, Utilities, and Miscellaneous Charges	39,000
Printing and Reproduction	9,000
Other Services	13,469,300
Supplies and Materials	4,500
Equipment	0
Subtotal: Non-Salary Expenses	13,522,000

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

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 2019 Comprehensive Building Plan centered on Memorial Interpretation and Visitor Services.

In summary, the project implementation plan for fiscal year 2021 focuses on the following major efforts:

- Upgrades to the Fire Alarm and Suppression Systems.
- Renovations to Office and Storage Spaces throughout the Center.
- Continuing upgrades of the Wayfinding program.
- Continuing upgrades of the Technical Stage Systems.
- Construction activities to modernize the Mechanical, Electrical, and Plumbing Systems, Phase 3.
- Upgrades to the Hydronic Systems.
- Construction of the JFK Memorial Interpretation projects.

Project administration 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 of Operations, the Vice President of 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. Full-time staffing for project management includes up to three Project Managers and 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, updated 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 2019. It provides a roadmap for projects through fiscal year 2022. A new CBP is due in 2020, however, given the lack of sufficient staff in the Project Management Office (PMO) the Center experienced delays in bringing a consultant on board to prepare a new consultant-led CBP for the 2020 cycle. The PMO organization is now fully staffed, and the new consultant-led CBP will be generated starting with the 2021 cycle. The 2020 CBP update will be generated by the in-house staff of the Project Management Office (PMO).

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 2021 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 successfully be implemented over time.

This budget request follows the implementation plan set forth in the Center's Comprehensive Building Plan (CBP). 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 project in this category is anticipated for fiscal year 2021:

- i) *Fire Safety & Suppression Upgrades.* The Kennedy Center completed a survey in 2019 of the fire alarm control equipment. Based on the survey results, a design will be developed in 2020 to address the noted deficiencies. The fiscal year 2021 request will provide funding for the construction of these upgrades.

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 2019 Comprehensive Building Plan.

The following projects are planned for implementation in fiscal year 2021:

- i) *Office & Storage Space Renovations.* The Center completed a Space Use Master Plan in 2019 and such plan identified strategies to overcome the lack of sufficient and efficient office and storage spaces. The implementation of the recommended space modifications will be undertaken in multiple years as funding becomes available.
- ii) *Wayfinding.* The Center is implemented a wayfinding design for the parking garage, with emphasis on Level A. The design for Levels B and C is near completion and will be implemented towards the end of fiscal year 2020. A design for wayfinding

signage for the public spaces in the building's interior as well as exterior will be initiated in fiscal year 2020. The fiscal year 2021 funding request will provide for the fabrication and installation of the recommended wayfinding signage.

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 2021:

- 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 2021.
- 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. Phase 3 will place emphasis in the electrical infrastructure given that most of the HVAC systems have been upgraded and there is a need to transition to the modernization of the electrical systems.
- 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 was used to 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. The additional funding

request will be used to implement CBP recommendations related to the chilled water plant with emphasis in the upgrades to the chillers.

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.

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 performances that occur. In 2018-2019, the Center undertook a JFK Memorial Interpretation and Visitor Service Master Plan, which was completed in early 2019. The plan identified specific projects that will be implemented in future years starting with fiscal year 2020. The design for the 2020 and 2021 projects has been initiated.

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 years 2020 and 2021:

- 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.
- 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. 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”. Design for this project will be performed in conjunction with the Exhibit/Event Space Upgrades and Upgrade Grand Foyer projects. Additional construction funding in the amount of \$3,000,000 is being requested for the combined projects.

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 2019 Comprehensive Building Plan.

Ongoing and Future Work

Much work in the parking garage has been completed and is ongoing; therefore, the Center does not anticipate a funding need in fiscal year 2021 in this category.

Appendix I

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

	FY2019 Appropriation	FY2020 Appropriation	FY2021 Request
Life Safety & Security			
2.1 Hazardous Materials Abatement	125,000	125,000	
2.2 Electronic Security Upgrades			
2.2a Security Screening Upgrades			
2.3 Fire Safety & Suppression Upgrades			2,000,000
2.4 Fire, Life Safety & Environmental			
2.5 CCTV in Theaters & Parking Garage			
Interior Repair, Accessibility & Egress			
3.1 Terrace Theater Renovations			
3.2 Concert Hall Improvements	5,391,700	5,389,200	
3.3 Space Use Study			
3.4 Office & Storage Space Renovations			1,000,000
3.5 Wayfinding			1,000,000
Building Systems			
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		561,000	2,500,000
4.4 Hydronic Systems Optimization	3,800,000	197,500	2,000,000
4.5 Concert Hall Climate Control			
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			
Memorial Interpretation			
Exhibit/Event Space/ Grand Foyer Upgrades	Incl. below	Incl. below	Incl. below
5.1 JFK Memorial Interpretation	5,101,000	3,200,000	3,000,000
Parking & Site Circulation			
6.1 Parking Garage Repair	172,300		
6.2 Garage Accessibility		170,000	
6.2a Parking Garage Surface Restoration			
6.3 Garage/Plaza Water Management			
Comprehensive Plan & PMO			
7.1 Project Management Office, Plan Development & Minor Capital Repair	1,210,000	1,332,300	1,500,000
8.0 Additional Appropriation (to be distributed)		3,800,000	
Total	16,800,000	17,800,000	14,000,000

Totals may not add up due to rounding.