



2024 Fiscal Year Budget Justification to Congress

Submitted March 2023

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

Fiscal Year 2024 Budget Justification to Congress

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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. Funding for the construction of the Kennedy Center came from 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 1966 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 (FY) 1972 until FY 1995, the National Park Service received direct Appropriation 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 for the physical plant and the activities of the presidential memorial. In 1994, Congress passed with a bipartisan vote H.R. 3567, which became P. L. 103-279, authorizing the transfer of all appropriated fund responsibilities to the Kennedy Center's Board of Trustees.

Since the start of FY 1995, the Board has been responsible for operations of the Kennedy Center, including both the management and expenditure of federal appropriated funds for operation, maintenance, and capital repair of the presidential memorial as well as its trust funded artistic programming.

The Kennedy Center fulfills its obligation as the national cultural center and living memorial to the late President Kennedy through the John F. Kennedy exhibit, which opened to the public on September 17, 2022. This immersive exhibit educates visitors on John F. Kennedy as a person and a president and tells the story of how the Kennedy Center became a living memorial to a fallen president. Additionally, the Center continues to honor his legacy through the bronze bust of President Kennedy in the Grand Foyer, as well as the life-sized sculpture of President Kennedy located on the Center's REACH grounds unveiled in December 2021 and funded through private donations. The Kennedy Center also acknowledges the achievements that President Eisenhower made in making the National Cultural Center a reality with a bronze bust, portrait and bronze plaque of President Eisenhower signing the National Cultural Center Act of 1958, as well as the presentation of performing arts programming. The building houses eight stages. Six of the theaters have approximately 7,200 combined seats.

Since the Fall of 2022, as part of a series of free performances and activities, every Wednesday through Saturday, the Millennium Stage program in the Grand Foyer has resumed offering free performances at 6:00 p.m. These activities are now located throughout the Kennedy Center, instead of just at the Millennium Stage, and include film screenings every Sunday at the REACH, and performances that highlight equity and access for performing artists as well as for all

audiences. Whenever possible, these activities and performances, called Impact Performances, tie back to what is going on at the Center, in the community, and throughout society.

The Kennedy 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 and events offered annually in the facility, with many of the performances presented by the Kennedy Center's resident orchestra and opera, the National Symphony Orchestra and the Washington National Opera. The Kennedy Center normally hosts in excess of 3 million patrons and visitors annually from the United States and around the world.

While the Kennedy Center is starting to see audiences return, the Center has continued to experience impacts related to the COVID-19 pandemic. From December 2021 to March 2022, the Kennedy Center lost an estimated \$3 million related to cancellations and lost ticket revenue. Since that time, ticket sales have been steadily improving.

Despite these hardships, the Kennedy Center continues to be a national leader in arts education and arts integration, providing over 40 programs that impact over 1.5 million students annually, in all 50 states and the District of Columbia. From professional development for educators and classroom lesson plans, to summer intensives for young artists and performances for young audiences. The Kennedy Center offers a wide array of resources – in person, on-line, and in print— and experiences that inspire, excite, and empower students and young artists, while simultaneously providing the tools and connections to help educators incorporate the arts into classrooms of all types. These programs and events strive to reflect the nation and its communities, and to be 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.

The Kennedy Center's programming activities and resources contribute to a well-rounded education in alignment with the Every Student Succeeds Act. The Kennedy Center Education Program had received support through FY 2023 from a competitive U.S. Department of Education grant funded through the Departments of Labor, Health and Human Services, Education and Related Agencies Appropriation.

Through the Kennedy Center's Office of Accessibility, the Kennedy Center also continues to pursue Jean Kennedy Smith's vision of creating a world where people of all ages with varying abilities can learn through, participate in, and engage with the arts. The Kennedy Center's VSA program focuses on ensuring that the arts are accessible to all by making Kennedy Center performances and facilities accessible to all audiences, and providing resources, programs, and opportunities for educators, cultural administrators, emerging and professional artists, and performers with disabilities.

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 and approximately 650,000 square feet of underground parking. In addition, the Kennedy Center Facilities Management staff maintains complex HVAC systems, 28 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. Under normal conditions, support systems in the building often operate at capacity in excess of 18 hours a day, 365 days a year.

The Kennedy Center's REACH, opened in September 2019, has approximately 72,000 gross square feet of interior space on 3 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. This new addition to the Kennedy Center received a Leadership in Energy and Environmental Design (LEED) Gold rating and has won several local, national, and international awards for design excellence.

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

Fiscal Year 2024 Budget Request

The FY 2024 Budget provides \$48.03 million for the Kennedy Center.

The Operations and Maintenance (O&M) account keeps the presidential memorial open and provides critical maintenance and security services. Funding for the O&M account is \$29.38 million (\$1.74 million or 6.3 percent above the FY 2023 enacted level) to remain available until September 30, 2025. This request reflects increases for O&M expenses, adjustments to utility costs, such as gas, electricity, and water, and significant adjustments to security and housekeeping service contracts. This request also includes an overall 5.2 percent pay raise.

The Capital Repair and Restoration account completes renovations to the building, grounds and related building systems as needed to update and modernize the facility and as required to replace obsolete building infrastructure systems. Funding for the Capital Repair and Restoration account is \$18.65 million (an increase of \$0.91 million or 5 percent over the FY 2023 enacted level) to remain available until expended consistent with prior years. This budget request is reflective of the Center's Comprehensive Building Plan and addresses the following capital projects: (a) waterproofing and roofing repairs; (b) ongoing life safety upgrade to fire doors and fire proofing; (c) renovation of interior office spaces; (d) upgrade and replacement of the building assistive listening device systems, (e) implementation of electrical and plumbing replacements and upgrades on 50-year-old equipment as part of the mechanical, electrical, and plumbing (MEP) Systems Modernization, Phase 3 project; (e) additional improvements to the Kennedy Center's chilled water infrastructure through the Hydronic System Optimization project; (f) ongoing improvements to the Memorial content and visitors experiences; (g) concrete repair of the parking garage, loading docks and plaza entryway; and (h) systematic upgrades and improvements to the Kennedy Center's technical stage systems.

The Kennedy Center's federal appropriations fund the maintenance, upkeep, security, and capital restoration of the memorial. Federal funding does not support any programmatic activities.

Cost Reduction Strategies

The majority of the Center's O&M costs are fixed or increasing costs related to personnel, utilities, security, housekeeping, and service contracts which make up nearly 90 percent of the Center's O&M request. The remaining 10 percent consists of other miscellaneous costs for supplies and materials, information technology, financial services, audit services, and the lease of warehouse space.

The Center continues to convert its lighting systems from incandescent to LED as a primary cost reduction strategy. The famous Grand Foyer chandeliers have 6,144 25-watt incandescent bulbs. Replacing these with two-watt LED bulbs that last 60times longer than incandescent bulbs yields significant savings, reducing the Center's operating costs for electricity and

absorbing a good portion of the current increase in utility costs. The energy efficiency savings is estimated to total up to \$360,000 per year based on current utility costs.

Capital Projects contained in the Capital Repair and Restoration budget support the cost reduction strategies through the modernization of building systems during major renovation projects by implementing energy efficient design strategies. Part of this effort includes conducting project life cycle analysis for major renovations to determine the impact of the renovation to the building operations and maintenance.

Fiscal Year 2024 Budget Objectives *

The Kennedy Center's FY 2024 budget request reflects the following management objectives:

- Continue prudent and efficient contracting and utilization of appropriated resources, in accordance with federal rules, regulations, and executive orders.
- Preserve and protect the presidential memorial building and continue to welcome all to create, experience, learn about, and engage with the arts.
- Maintain the building and grounds as the nation's cultural center and in a manner consistent with other national presidential memorials and 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 President Kennedy and his relationship to the performing arts in America and around the world.
- 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.
- 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.
- Reduce the backlog in deferred repairs.

*The Kennedy Center's institutional goals include the commitment to anti-racism in all activities by infusing the values of Diversity, Equity, and Inclusion throughout our internal culture and organizational practice, by empowering a creative ecosystem of cultural leaders and by identifying and dismantling policies that have systemically excluded Black and other marginalized groups from full participation in the creation and performance of the arts. Funding for the activities associated with these goals comes from the Trust and so they are not included in the above list. However, the Budget does indirectly support these goals through the participation of federal staff in these activities.

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

(\$ millions)

| | <u>FY 2022</u> <u>Appropriation</u> | <u>FY 2023</u> <u>President's</u> <u>Budget</u> | <u>FY 2024</u> <u>Budget</u> <u>Request</u> |
|--------------------------------|--|---|---|
| <u>Annual Funds (Two Year)</u> | | | |
| Operations and Maintenance | 27.00 | 27.64 | 29.38 |
| <u>No-Year Funds</u> | | | |
| Capital Repair and Restoration | 13.44 | 17.74 | 18.65 |
| Total Kennedy Center | 40.44 | 45.38 | 48.03 |

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

Authorizing Legislation

The Kennedy Center Board of Trustees has received the Kennedy Center's federal funds through direct Appropriation beginning in FY 1995. Since that time, the Kennedy 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 Kennedy Center's Comprehensive Building Plan (CBP). On December 20, 2019, the most recent authorization for the Kennedy Center was included in the Consolidated Appropriation Act, 2020 (PL 116-94), authorizing Appropriations through FY 2024.

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

Fiscal Year 2024 Budget Request: Operations and Maintenance

The Kennedy Center's FY 2024 budget request for Operations and Maintenance (O&M) is \$29.38 million, an increase of \$1.74M or 6.3 percent from the FY 2023 enacted level, and a two-year spending authority through September 30, 2025.

Within the FY 2024 funding level, resource allocations provide increases to fixed costs related to contracted services such as security, housekeeping, utilities, and staffing, which includes employee salaries and benefits. Resource prioritization strategies are described in detail in the body of this document.

Two-Year Spending Authority

The Kennedy Center's FY 2024 budget request is for a continuation of two-year spending authority to provide the institution with greater flexibility in maintaining the function of the memorial and grounds. This allows the Kennedy Center to assess, procure, and schedule vital maintenance in a facility that has limited flexibility in the timing of maintenance work.

The following pages provide a variance analysis by object class between the FY 2023 President's budget and the FY 2024 budget request.

The John F. Kennedy Center for the Performing Arts
Federal Operations and Maintenance
FY 2023 and FY 2024

| BUDGET CATEGORY | FY2023 President's Budget | FY2024 Budget Request | Variance Increase/ (Decrease) |
|--------------------------|--|--------------------------------------|--|
| FACILITY OPERATIONS | 11,697,590 | 11,254,233 | (443,357) |
| FACILITY MAINTENANCE | 4,058,892 | 4,993,388 | 934,495 |
| SECURITY/LIFE SAFETY | 8,789,216 | 9,775,401 | 986,186 |
| MINOR REPAIR/REPLACEMENT | 300,000 | 300,000 | - |
| PROGRAM DIRECTION | 2,794,302 | 3,056,978 | 262,676 |
| TOTALS | 27,640,000 | 29,380,000 | 1,740,0000 |

Totals may not add up due to rounding.

The John F. Kennedy Center for the Performing Arts
Total Comparative Budgets, FY 2023 and FY 2024
(Dollars in Thousands)

| Object Class | FY 2023 President's Budget | FY 2024 Budget Request | Increase / (Decrease) |
|---|----------------------------------|------------------------------|--------------------------|
| <i>Compensation and Benefits</i> | | | |
| Personnel Compensation | 5,131 | 5,296 | 165 |
| Personnel Benefits (Including Worker's Comp) | 1,602 | 1,907 | 305 |
| Compensation and Benefits Total | 6,733 | 7,203 | 470 |
| <i>Non-Salary Expenses</i> | | | |
| Travel and Transportation of Persons | 1 | 1 | 0 |
| <i>Communications, Utilities, and Misc. Charges</i> | | | |
| Information Technology ** | 350 | 350 | 0 |
| Electricity | 2,900 | 2,500 | (400) |
| Natural Gas | 480 | 593 | 113 |
| Water/Sewer | 719 | 627 | (91) |
| Telephone | 74 | 84 | 10 |
| Warehouse Storage | 156 | 156 | 0 |
| All Other | 57 | 57 | 00 |
| Communications, Utilities, and Misc. Charges Total | 4,736 | 4,367 | (369) |
| Printing and Reproduction | 23 | 16 | (8) |
| <i>Other Services</i> | | | |
| Legal Services | 0 | 0 | 0 |
| Housekeeping | 3,000 | 3,479 | 479 |
| Minor Repair Program | 300 | 300 | 0 |
| Production Projects | 1,328 | 1,328 | 0 |
| Security – Base Contract | 6,925 | 7,833 | 908 |
| Security – Additional Services | 443 | 451 | 8 |
| Trust Salary Reimbursement | 405 | 405 | 0 |
| Finance Services | 590 | 590 | 0 |
| Trash Services | 118 | 118 | 0 |
| Building Automation System | 63 | 63 | 0 |
| Computerized Maint. Mgmt. System (CMMS) | 114 | 130 | 16 |
| Elevator/Escalator | 323 | 338 | 15 |
| Fire Alarm Services | 206 | 215 | 10 |
| Grounds-keeping Services | 541 | 565 | 24 |
| All Other Services | 1,015 | 1,225 | 240240 |
| Other Services Total | 15,369 | 17,070 | 1,700 |
| Supplies and Materials | 585 | 554 | (31) |
| Equipment | 194 | 171 | (23) |
| <i>Non-Salary Expenses Total</i> | 20,907 | 22,177 | 1,270 |
| Total Budget | 27,640 | 29,380 | 1,740 |

Totals may not add up due to rounding.

**IT Modernization and Cybersecurity is paid for through trust funds

The John F. Kennedy Center for the Performing Arts
Comparative Budgets: Personnel Compensation and Benefits
FY 2023 and FY 2024

| Compensation and Benefits | Increase / (Decrease) | Description of Change |
|--|------------------------------|---|
| Personnel Compensation | 165,000 | Includes the following change: Increase in funds due a pay raise of 5.2 percent for FY 2024. |
| Personnel Benefits (Including Worker's Compensation) | 305,000 | Includes the following change: Increase in federal and employee benefits and an increase to the Federal Employee's Compensation Act (FECA) pursuant to direction from the Department of Labor. |

Total Change **470,000**

The John F. Kennedy Center for the Performing Arts
Comparative Budgets: Non-Salary Expenses
FY 2023 and FY 2024

| Communications, Utilities, and Miscellaneous Charges | Increase / (Decrease) | Description of Change |
|---|------------------------------|--|
| IT/IS Service | 0 | IT support and IT maintenance should remain stable through FY 2024. Cybersecurity and Modernization efforts are paid for through Trust Funding. |
| Electricity | (400,000) | The Kennedy Center is steadily returning to normal operations from the re-opening of the building. In addition, the Kennedy Center is continuing major efforts on cost reduction efficiencies with the conversion of energy efficiencies throughout all buildings. |
| Gas | 113,000 | Increase above FY 2023 due to natural gas price increase and inflation. |
| Water | (91,000) | Operational cost savings is due to the reduction of use during the pandemic. Data received from the DC Water letter sent to the Kennedy Center on April 15th, 2022. |
| Telephone | 10,000 | Increase in costs related to cell phones and communications radios due to increase in staffing. |
| Warehouse Storage Facility | 0 | No Increase to the warehouse, as cost should remain stable through FY 2023. Warehouse is located in Virginia. |
| All Other | 0 | No Increase in contracted services such as general maintenance, copier maintenance, and other. |

Total Change **(369,000)**

The John F. Kennedy Center for the Performing Arts
Comparative Budgets: Other Services
FY 2023 and FY 2024

| Other Services | Increase / (Decrease) | Description of Change |
|----------------------------------|------------------------------|--|
| Legal Services | 0 | No increase in costs anticipated for these contracted services. Funds support attorney fees for personnel claims and tort claims, as well as legal services related to federal contracting. |
| Housekeeping | 479,000 | Housekeeping service contract increased due to scope adjustments from post-pandemic. An anticipated new service contract will be solicited for FY 2024 through FY 2028. The housekeeping services include all janitorial services to maintain the facility. |
| Minor Repair Program | 0 | No increase in the Kennedy Center’s Minor Repair program. The Minor Repair program addresses unforeseen repair issues that may arise. This program is funded at \$300,000 in FY 2024. |
| Production Projects | 0 | No increase to production projects. Funds cover general and periodic maintenance of the theater spaces, exhibits, and systems, including theater safety systems and theater/exhibit infrastructure (pit lifts, lighting, audio, and video). |
| Security – Base Contract | 908,000 | Increases in the base security contract for FY 2024 is due to change in contract management, additional training requirements related to expanded contract scope, and additional cost in maintaining high-quality staffing. Increase indicated does not cover additional services due to the high-security events. |
| Security – Additional Services | 8,000 | Increase in additional services due to external partnership with Federal Protective Services, K9, and United States Park Police, due to the increase of magnetometers, traffic assistance due to the closure of lanes, as well as the increased VIP visits and secret service presence and coordination |
| Trust Salary Reimbursement | 0 | No increase associated with reimbursable services provided by Trust staff in support of federal program management and administration. |
| Finance Services | 0 | No increase is associated for the accounting, budget, payroll, and accounts payable services for appropriated funds activities. |
| Trash Services | 0 | No change. Contract in the trash services costs should remain stable through FY 2024 for compactors and dumpsters at loading docks 1 & 3 along with monthly recycling services. |
| Building Automation System (BAS) | 0 | No change in the service contract for the Building Automation System (BAS). Services are provided for the maintenance of the facility’s automated control system for HVAC operations. |

| | | |
|---|---------|---|
| Computerized Maintenance Management System (CMMS) | 16,000 | Increase in the Computerized Maintenance Management System (CMMS)/WebTMA service contract due to the additional service and technical support required to manage the workload of the software program. |
| Elevator & Escalator | 15,000 | Increase for the Elevator and Escalator service contract due to ongoing electrical service issues. Contract costs for option years for servicing 32 elevators, 6 escalators, and 6 handicap lifts, as well as annual and semi-annual testing and inspection services. |
| Fire Alarm Services | 10,000 | Increase in the service contract for the maintenance and services for the fire alarm system through FY 2024. The scope includes fire alarm testing, inspection, and maintenance, as well as upkeep of interface between fire alarm and fire suppression systems. |
| Grounds-keeping Services | 24,000 | Increase to the service levels to include the sedum swoop maintenance that will be off warranty for the REACH, plus the west slope of the REACH, including the irrigation. Other service levels to decrease to mitigate this increase. |
| All Other Services | 240,000 | The increase is related to costs and adjustments to the services such as: training, supplies, equipment, upkeep, replacements, gas boilers and chiller maintenance; metal surfaces restoration; PH metering; chemical river water monitoring; and general operation services. |

Total Change **1,700,000**

Totals may not add up due to rounding.

The John F. Kennedy Center for the Performing Arts
Base Spending Descriptions by Object Class
FY 2024

Compensation and Benefits

| | |
|------------------------|--|
| Personnel Compensation | The FY 2024 O&M requested budget includes up to 60 FTEs. Capital funds provide compensation for the Kennedy Center. Does not include 9 FTEs compensated through CAP funds. |
| Personnel Benefits | Includes all benefits related to the above FTE and worker's compensation, which is based on actual numbers provided by the Office of Personnel Management. |

Expenses

Travel and Transportation

| | |
|------------------------------------|--|
| Travel & Transportation of Persons | Includes local transportation for off-site meetings and training as necessary. |
|------------------------------------|--|

Communications, Utilities, and Miscellaneous Charges

| | |
|-------------------|--|
| IT/IS Services | Includes all 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, IT security, an emergency notification system, etc. IT Modernization and Cybersecurity initiatives are funded through Trust funding. |
| Electricity | Includes all costs for electrical utility service. A procurement arrangement is in place with General Services Administration (GSA). The Kennedy Center O&M personnel is responsible to manage the payments for these services. |
| Natural Gas | Includes all costs 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 Kennedy Center. The Kennedy Center O&M personnel are responsible to manage the payments for these services. |
| Water/Sewer | Includes all costs for water, sewer, and storm water charges from DC Water; all assumptions for budgeted amount are provided by DC Water. The Kennedy Center O&M personnel is responsible to manage the payments for these services. |
| Telephone | Includes all costs related to cell phones and communications radios. |
| Warehouse Storage | Warehouse storage space is leased from GSA due to on-site space constraints. A new 10-year agreement is under negotiation with GSA. |
| All Other | Includes subscriptions, professional dues, training, tort claim settlements, and postage. |

Printing and Reproduction

Printing and
Reproduction

Includes all costs of printing the Memorial Interpretation brochures

Other Services

Legal Services

Costs 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. A new service contract has been solicited for FY 2023 and will continue through FY 2024. With 4 additional (1) year options

Minor Repair Program

The Kennedy Center's Minor Repair program is funded at \$300,000 in FY 2024.

Production Projects

General and periodic maintenance of the theater spaces, exhibits and systems, including theater safety systems and theater/exhibit infrastructure (pit lifts, lighting, audio, video).

Security: Base Contract and
Additional Services

The uniformed security services contract is a multi-option-year contract. A new service contract has been negotiated for FY 2023 and will continue through FY 2024.

Trust Salary Reimbursement

Allocation of salaries from trust staff in associations with reimbursable services provided in support of federal program management and administration.

Finance Services

Services provided in support of federal program management and administration, accounting, budget, payroll, and accounts payable services for appropriated funds activities.

Trash Services

Trash services contract continues through FY 2023, with a new contract being solicited for FY24 and beyond. This contract will have one base year and 4 (1) year options

Building Automation (BAS)

Services are provided via contract for maintenance of the facility's automated control system for HVAC operations.

Computerize Maintenance
Management System (CMMS)

Contracted support services for the Computerized Maintenance Management System (CMMS).

Elevator/Escalator

The elevators and escalator service contract continues through FY 2023 and have 3 (1) year options left on the contract which includes the REACH elevators.

Fire Alarm Services

The fire alarm system is under a multi-year contract, which continues through FY 2023, with 2 (1) year options remaining. The scope includes fire alarm testing and maintenance, as well as upkeep of interface between fire alarm and fire suppression systems.

Grounds keeping Services

The grounds keeping company service contract and maintenance of the landscaping for the entire Kennedy Center facility and the REACH continues through FY 2024.

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, and other mechanical and electric security systems. 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 personal protective equipment (PPE), office supplies, uniforms, building flags, and the 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 Appropriation to the Board of Trustees.

In FY 2024, \$29.38 million is requested for the Operations and Maintenance of this presidential memorial. These functions are carried out through a combination of in-house federal appropriated-funded staff and trust-funded staff. Some trust funded staff provide services on a fully or partially reimbursable basis. Also, the Kennedy 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 Kennedy Center recently entered into a new security contract that began in FY 2023. There are significant cost increases related to this contract that are detailed in the Operations and Maintenance budget request.

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 FY 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, plumbing systems, and physical security 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 reoccurring expenses such as personnel, security, and utilities.

The FY 2024 request represents the Kennedy Center's continued efforts to employ energy savings initiatives in order to achieve increased cost avoidance relative to the previous FY'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 FY 2024 Kennedy Center Operations and Maintenance budget comprises six categories: Facility Operations; Facility Maintenance; Security and Fire/Life Safety; Minor Repair and Replacement; and Program Direction/Support.

Facility Operations: \$11.3million

Reduction of -\$443,357 or -3.88% below the FY 2023 enacted level

Facility Operations includes the routine activities required for the daily operation of the physical facility and building systems. Expenses for utilities have costs savings initiatives included for electricity, natural gas, and water. Significant efforts have been made to control both energy consumption and energy rates in order to offset fixed cost increases and meet new demands more sustainably. Utility cost savings and reduction strategy efforts include the following:

- Installation and conversion of LED lighting in all appropriate areas. LED lights are four to five times more energy-efficient than incandescent lighting and last more than 60 times longer. LED conversion continues as funds become available, most recently in offices. The Kennedy Center will begin to replace the lamps in the Grand Foyer chandeliers.
- The Kennedy Center continues its efforts to reduce power consumption related to lighting through tailored scheduling and the implementation of ‘day-light savings’ strategies in appropriate areas. The Kennedy Center continues to invest in a major software upgrades to the campus-wide Lutron lighting control system, a project which has provided the system users an enhanced programming interface and extended the potential use of the system for more energy saving capabilities.
- The ongoing MEP modernization capital program continues to execute projects to make needed infrastructure improvements with a mandate that includes energy efficient design. A number of electrical upgrades will be made as part of ongoing preventative maintenance.
- Enhancements to the efficient operation of mechanical systems and electrical equipment through a variety of strategies continues via the Building Automation System (BAS) software application.
- Systematic replacement of old and antiquated drinking water fountains with new energy-efficient equipment and features continues. Replacement of public restroom fixtures with motion sensors for control of faucets, flush valves, and lighting is an ongoing process as funding becomes available. This effort is also designed to minimize high “touch point” surfaces where feasible.
- Maintenance of the efficiency and sustainability features built into the REACH expansion of the Kennedy Center.

Facility Operations continues to provide cost saving efficiencies in the service contracts included in this category. Contract services provide critical maintenance services for elevators, escalators, boilers, chillers, and other HVAC equipment, as well as housekeeping and trash removal. In FY 2024, adjustments to the service contracts for housekeeping and trash services are anticipated.

Facility Maintenance: \$4.9million

Increase of \$934,495 or 23.00% above FY 2023 enacted level

Facility Maintenance includes preventive and planned maintenance performed by in-house staff and service contractors to ensure the Kennedy Center is fully functional on a daily basis. Facility Maintenance activities address utilities, operations for the services, maintenance for ground services, facility appearance, artifacts cleaning, and memorial interpretation. Funding pays for in-house staff and trades workers such as plumbers, carpenters, painters, and masons, as well as materials, supplies, equipment, and service contracts.

The budget request funds the Center's requirements for:

- federal staff compensation;
- leases;
- water/sewer and storm water;
- transportation including fleet vehicles;
- on-demand emergency and preventative maintenance services for automatic sliding doors, and annual and semi-annual testing and inspection services for 32 elevators, 6 escalators, and 6 handicap lifts;
- servicing for compactors and dumpsters at loading docks along with monthly recycling service;
- Building Automations System and Computer Maintenance management System;
- additional contingency funding to cover new pest control device technology that may be employed;
- monthly costs for the warehouse in security and electricity; and
- unforeseen costs, unanticipated supplies, and professional services.

For FY 2024, the Memorial Interpretation costs have been included in Facility Maintenance. Funds will be used to maintain the flags displayed in the Halls of States and Nations, printing of multi-language Memorial-related brochures provided to visitors, and additional housekeeping costs for the JFK Exhibit.

Security and Fire/Life Safety: \$9.8million

Increase of \$986,186 or 11.22% above FY 2023 enacted level

The Security and Fire/Life Safety function includes all aspects of maintaining a safe and secure building. In FY 2024, an increase to the security contract will address more security and safety measures that are required to support the facilities department. This increase will assist the security employees to manage and supervise a variety of contractors, including the uniformed contract security force, and external local, state, and federal partners, as well as safeguarding the public.

The budget request funds the Center's requirements for:

- federal staff compensation;
- increased base contract for security services; and

- service contracts for alarm transmission, bomb-detection dog teams, card access systems, defibrillator inspection and maintenance, fire extinguisher inspection and maintenance, security electric vehicles 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 United States Park Police provides supplemental support to the security office in the areas of traffic control, emergency services, and law enforcement as needed. 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. Continuation of the use of bomb-detection dog teams for detection runs throughout the facility.

Minor Repair and Replacement: \$300,000

No increase from FY 2023 enacted level

The Kennedy Center’s request continues efforts to reduce the backlog of minor repair and replacement projects. Minor Repair includes emergency repair and replacement, including some LED upgrades. Work is performed either 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.

Program Direction and Support: \$3.1million

Increase of \$262,676 or 9.4% above FY 2023 enacted level

Program Direction and Support includes management of the Kennedy Center’s federal appropriation under the direction of the Vice President of Facilities, a Trust fund employee. Program Direction and support personnel are essential to the effective operation and maintenance of the facilities. 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 conducted 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 and this includes. Includes overtime, bonuses, benefits, training, and worker’s compensation. In FY 2024, Program Direction and Support will increase in contracting activity and will internally shift three personnel to the Capital Repair and Restoration fund appropriation within the office of Program Management and Operations (PMO). This shift to the PMO office is due to an increase in the number of active projects planned and underway. This includes full time employees, such as contracting officers to assist in managing contract administration and the management of capital projects. This will allow flexibility to hire staff in areas of need to support the day-to-day operations and to implement a new financial system bringing the Kennedy Center to the 21st century.

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 investment since the initiation of the Capital Repair and Restoration program in 1995, an approach documented through the annual updates of the Kennedy Center's Comprehensive Building Plan (CBP). The CBP is the Kennedy Center's capital plan that includes a detailed description of all building system elements and components, as well as an analysis of operational and functional facility issues for the next five to seven years. In interim years, the CBP is updated annually by Project Management staff. Previous consultant-led CBPs were published in 2002, 2007, 2011, 2015, and 2021 respectively.

The latest CBP was conducted by a team of architectural and engineering consultants and was completed in August of 2021. The recommendations include over \$157 million in capital repair projects through 2027. These recommendations followed a full Facilities Condition Assessment which held that the Kennedy Center has been keeping up with capital repairs over the last five years, but significant capital investment in infrastructure – plumbing, electrical, fire alarm, waterproofing, hydronic systems - will be needed in order to keep pace with the long term decline of these systems. This CBP is the basis for the Capital Repair and Restoration requests for FY 2024.

The Kennedy Center' budget request includes \$18.65 million for Capital Repair and Restoration in FY 2024, to be available until expended.

The FY 2024 implementation plan summary by category is provided on the next page.

The John F. Kennedy Center for the Performing Arts
Capital Repair & Restoration Budget Request
FY 2024

| | FY 2023 Enacted | FY 2024 Budget Request |
|--|----------------------------|---------------------------------------|
| 1. Exterior Building Envelope This funding is for waterproofing repair, roofing repair/replacement, and exterior building envelope improvements. | 4,350,000 | 2,700,000 |
| 2. Life Safety and Security This funding is for construction activities related to the upgrade of the fire alarm and suppression systems. The design is substantially complete. Solicitation and first phase of construction is scheduled for FY 2023. | 2,500,000 | 50,000 |
| 3. Interior Repair, Accessibility, and Egress This funding includes office renovations and improvements, and the replacement of the Assistive Listening Device system. | 3,280,000 | 5,275,000 |
| 4. Building Systems This amount includes the annual repair/replacement of technical stage systems, MEP Phase 3, Hydronic System Optimization, and elevator modernizations. | 3,300,000 | 5,800,000 |
| 5. Memorial Interpretation Design and construction funds related improvement to the memorial content, visitor services and electrical infrastructure. | 500,000 | 500,000 |
| 6. Parking and Site Circulation This includes the repair of existing structural concrete slabs in the loading dock, parking garage and services area beams that have cracked due to moisture infiltration. | 2,310,000 | 2,000,000 |
| 7. Comprehensive Planning and Project Management This category includes cost of project management services, and consulting studies related to capital planning. Project management staffing includes 5 FTEs, contracting office support staff and contract services provided by trust-funded staff. PMO Minor Repairs included. | 1,500,000 | 2,325,000 |
| FY 2024 Budget Request | 17,740,000 | 18,650,000 |

The John F. Kennedy Center for the Performing Arts
Capital Repair and Restoration Budget by Object Class
Fiscal Year 2024

| Object Class | FY 2024 Budget Request |
|------------------------------|---------------------------|
| PMO Personnel Compensation | 904,000 |
| PMO Benefits | 276,000 |
| CMO Personnel Compensation * | 432,000 |
| CMO Personnel Benefits * | 143,000 |

Subtotal: Compensation and Benefits **\$1,755,000**

Expenses

| | |
|---|------------|
| Travel and Transportation of Persons | 1,000 |
| Communications, Utilities, Training and Miscellaneous Charges | 39,000 |
| Supplies and Materials | 10,000 |
| Equipment | 20,000 |
| | |
| Other Services | 16,825,000 |

Subtotal: Non-Salary Expenses **16,895,000**

Total **\$18,650,000**

Totals may not add up due to rounding.

* Indicates staff moved from O&M to Capital based on increased need to support Capital Projects

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 Kennedy Center’s capital program has been the need to maintain the facility at current standards for life safety and accessibility. When the Kennedy 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 Kennedy 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 Kennedy 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, and all theater ADA improvements have been completed. The Center is currently engaged in a major upgrade of the building-wide fire alarm systems, carpet replacement in the public spaces, and concrete repairs in the garages and loading docks.

The focus of the 2021 Comprehensive Building Plan centered on Memorial Interpretation and Infrastructure Upgrades. All new capital projects incorporate sustainability into the design and life cycle maintenance of projects.

In summary, the project implementation plan for FY 2024 focuses on the following major efforts:

- Continuing Waterproofing and Roofing Repairs
- Exterior Building Envelope Repairs
- Continuing upgrades to the Fire Alarm and 2Suppression Systems.
- Continuing upgrades of the Technical Stage Systems.
- Continuing Office and Storage Space Renovations
- Continuing design and construction activities to modernize the Mechanical, Electrical, and Plumbing Systems, Phase 3.
- Upgrade and Replacement of the Assistive Listening Device (ALD) systems
- Additional upgrades to the Hydronic Systems Optimization (Travelling Screens Replacement).
- Memorial Interpretation Projects for Plaza Level Visitor Services and Infrastructure Improvements
- Repair of Structural Building Systems in the Loading Dock and Parking Garage
- Elevator Modernizations

Project administration costs are also included in the FY 2024 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. Currently the project management office is comprised of five FTEs (one Director, four Project Managers). We anticipate adding an additional FTE to the PMO staff to assist with project space planning coordination by FY24. A movement of up to three FTE's including a portion of the Contracting Officer's salary to the Project Management Office to support the large quantity of capital projects is also planned for FY24. The Kennedy Center's project managers possess the needed professional skills and experience for Kennedy Center projects. Given these in-house capabilities, the Kennedy 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. This CBP allows for proper escalation factors which are included in this plan, while the previous plans did not. 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 Kennedy Center implements a full re-survey of the facility by an outside architectural/engineering consulting firm in order to provide a new evaluation of 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, 2015 and 2021 have provided the basis and overall scope for the Kennedy Center's capital implementation plan. The current consultant-developed CBP was completed in August of 2021. It provides a roadmap for projects through FY 2027.

Project Budgeting

The Kennedy 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 Kennedy 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. The impact of current economic conditions on the construction market continues to be monitored by the Kennedy 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, budgets are 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 Kennedy Center and some of which are endemic to the industry, the Kennedy Center works to minimize project funding increases and control costs. The Kennedy 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, as major capital projects necessitate disruptions in availability in certain theaters, these disruptions need to be carefully planned so as not to materially affect important programming initiatives. Thus, the financial information presented herein represents the current assessments and project estimates for FY 2024 in various stages of pre-planning, planning, design, or pre-construction. The Kennedy 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 Kennedy 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 Kennedy 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. The last major project for the building envelope was in 2012. The 2021 CBP has recommended projects to address deficiencies identified in the building concealed waterproofing systems and roofing systems. These systems are at the end of their useful life and if left unaddressed, continuing deterioration to the building envelope is possible.

Ongoing and Future Work

The following projects in this category are anticipated for FY 2024:

- i) *Waterproofing Repairs:* Continue the repairs to the concealed waterproofing systems at subterranean walls and slabs, planters and fountains. This is the continuation of the project started in FY2023; \$1.2 million is requested for the completion of this project.
- ii) *Roofing Investigation and Repairs:* Complete the localized repairs to the existing main roofing systems and complete the replacement of the existing TPO membrane roofing system on the Roof Terrace overhang. This is the continuation of the project started in FY2023; \$300,000 is requested for the completion of this project.
- iii) *Exterior Envelope Improvements:* Implement the recommended repairs identified in the 2021 CBP and identified for inclusions in the 2023 CBP update. Required repairs may include investigation and repair of the exterior plaster soffit, repair of exterior stone panels, removing staining of the marble panels and fascia, replacement of joint sealants, a close-range survey and sounding of the exterior parking Level A, B and C walls, including the Rock Creek overhang, and plaza and terrace level overhangs. \$1.2

million is requested for this FY to allow for this work to start but does not fully fund the requirement.

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.

Since 1971, when the building was originally completed, building regulations have changed, and the Kennedy Center has continuously expended effort to identify and address any resulting life safety deficiencies. At present, while the facility is in general compliance with all life safety codes, the technology for the existing fire alarm system is outdated, spare parts are hard to find, and it is difficult to maintain. Anticipated work in this category includes replacement and improvement of life safety systems such as the fire pump and the fire alarm system, which are reaching the end of their useful lives.

Ongoing and Future Work

The following projects in this category are anticipated for FY 2024:

- i) Asbestos Abatement:* The Kennedy Center requests funds annually to supplement its asbestos abatement program. This program is used when project requirements or minor repairs require disturbance of asbestos-containing materials. \$50,000 is requested for ongoing support of this program.
- ii) 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 has been developed to replace the now obsolete fire alarm system components throughout the building (excluding the new REACH addition). Estimated cost of the complete replacement is \$33 million, based on the 2022 Life Cycle analysis. Additional appropriations are not anticipated for this project.

Additional work being completed in FY23 includes the replacement of the existing electrical panels in the fire pump room and the generator room that support the Fire Pump Equipment. Existing equipment is at the end of its useful life.

- iii) Life Safety Upgrades-Fireproofing and Fire Door Repairs:* Complete an assessment of existing fire doors and fire proofing and implement required repairs to maintain code require fire separation requirements. Additional appropriations are not anticipated for this project.
- iv) Sprinkler System Repairs:* Performing a piping investigation of the existing dry piping systems and implement required repairs. Complete improvements to the fire suppression system where required by change of use or due to minor modifications. Additional appropriations are not anticipated for this project.

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. Through consistent and ongoing efforts, the Kennedy Center has addressed accessibility throughout the facility, including the renovation of all theaters to meet ADA design standards.

Ongoing and Future Work

The following projects are planned for implementation in FY 2024:

- i) *Office & Storage Space Renovations Project One.* Implementation of the updated FY 2023 Space Use Masterplan recommendations to overcome the lack of sufficient and efficient office and storage space. The design and complete renovation of office spaces located in the Eisenhower Block of the building to include demolition of existing office, new floor plan layouts, finishes, furnishings and provisions for temporary offsite swing space. Office space renovations also include improvements to the supporting infrastructure including energy efficient lighting, improvements to the HVAC system, and improvements to the power distribution systems. \$4.6 million is requested for the completion of this project.
- ii) *Concert Hall Improvements:* Complete the construction for the replacement of the concert hall seating and carpeting and miscellaneous HVAC improvements. The existing seats are at the end of their useful life and can no longer be repaired. Funding is in place for this project and additional appropriation is not anticipated for FY 2024.
- iii) *Wayfinding:* Continue the implementation of a new cohesive campus wide wayfinding system to include new interior and exterior signs, updated building and campus maps, directional signs and theater sign systems.
- iv) *Office & Storage Space Renovations Project Two:* The design and construction for a comprehensive renovation to the existing office spaces based on an approved Space Use Masterplan to be completed in FY 2023. The project will be phased to minimize disruption to internal staff and will include work in the Opera House and Concert Hall blocks of the building. The project will be phased over several funding cycles. Funding for this project will be requested in following years.
- v) *Level A Connection to the REACH:* The scope for the project has been limited to the construction of approximately 4,000 sf of new office spaces between the Center and the REACH. The design and construction of the interior corridor has been deferred to a later date.
- vi) *Assistive Listening Devices:* The existing assistive listening device system utilized throughout the building is 7 - 15 years old and no longer represents the best available technology. The current system does not provide comprehensive coverage throughout the building.

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 Kennedy Center. The 2006/07 CBP identified the need for a shift towards capital project work that focuses on improvements to building infrastructure, and the 2015 and 2021 CBPs confirmed that further work was necessary within the subsequent planning periods. Thus, a series of projects have been implemented and to date, these projects have included three phases of building systems upgrades, including mechanical and electrical modernizations and major improvements to the Kennedy Center's heating hot water systems.

Ongoing and Future Work

The following projects are ongoing or planned for implementation in FY 2024:

- i) *Technical Stage Systems.* The budget request continues to fund upgrades to audiovisual systems, rigging components, theatrical lighting and sound equipment, and other technical and infrastructure elements to ensure updated equipment for all theaters. Funds are requested annually for this line item; \$1.3 million is requested for FY 2024.
- ii) *MEP Modernizations – Phase 3.* As is common in an aging building, the 2021 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 and plumbing infrastructure given that the major HVAC systems have been upgraded and there is a need to transition to the modernization of the other building systems. \$3.5 million is requested for the completion of this project.

Projects under MEP Phase 3 may include:

- Phased replacement of domestic piping infrastructure
 - Removal of abandoned electrical equipment
 - Electrical infrastructure upgrades, panel and switchgear replacement
 - Upgrade or replacement of infrastructure to support office renovations and other projects throughout the building.
- iii) *Hydronic Systems Optimization.* The Kennedy Center is heated and cooled by a central plant which produces heating hot water and chilled water drawn from and returned to the Potomac River. 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. Further, with a new permit from the Environmental Protection Agency (EPA) and with input from the EPA, the next phase of major repairs are addressing the following major components:
 - Traveling Screen Replacements
 - Cooling Heat Exchanger
 - New Chillers, Condenser Water and Primary Chilled Water Pumps
 - Chilled Water Air Separator and Air Vents
 - Supply Air Temperature Rests

\$500,000 is requested for the continuation of these projects.

- iv) *Elevator Modernizations*: Continue the cyclical plan improvement and replacement of the existing elevator systems as identified in the 2021 CBP. Planned projects include:
- Modernization of Elevators 3-E1 & 3E-2 (Opera House) and 3E4&3E-7 (Canteen Elevators) including connection to building security operations center

\$500,000 is requested for the continuation of these projects.

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 initially addressed in the Interpretive Master Plan completed in FY 1996, this plan was further developed in FY 1999 and 2001 to include lobby displays and interactives. The displays installed in 2001 included then-current interactive technology which is now obsolete and in poor repair.

In 2018-19 the Kennedy Center undertook a full study to explore how all the public spaces could be improved to achieve the following:

- Create a strong sense of arrival.
- Strengthen connectivity across campus, to the city and the REACH.
- Improve orientation within the campus.
- Embody and communicate Kennedy Center identity and its diverse programming.
- Create a vibrant cultural district.
- Celebrate the river.
- Resolve conflicting circulation.
- Provide intimately scaled spaces to complement the grandeur.
- Design comfortable spaces for people.
- Plan for flexibility.

Based on these objectives, a new JFK Memorial Interpretation and Visitor Experience Masterplan was developed by Kieran Timberlake and reviewed and approved by the Kennedy Center Board in 2020.

Ongoing and Future Work

Work recently completed include the renovation of the Atrium Gallery into the new JFK Gallery which houses a new modern exhibit celebrating President Kennedy's connection to the arts and how that is exemplified in the Kennedy Center. The following projects have been combined into a single project under the title JFK Memorial Interpretation, and are planned for continued implementation in FY 2024 and beyond:

- i) *Exhibit Space Upgrades.* Continue alterations to the Grand Foyer, Hall of States, and Hall of Nations to enhance memorial interpretation, visitor services, and overall infrastructure. Included in the project is replacement of dated exhibits, addition of new memorial content, improvements to lighting and the renovation of the underutilized Terrace Atrium into a new exhibit on President Kennedy, his connection to the arts and the Kennedy Center.
- ii) *Upgrade Grand Foyer.* Continue improvements to the Plaza Level Grand Foyer that were not completed in the FY22/23 FYs. This project will provide alterations to the Kennedy Center's Grand Foyer and Halls of States and Nations to include replacement of the worn carpet, acoustical panels, draperies and electrical infrastructure improvements.

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 and 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 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 2021 Comprehensive Building Plan.

Work recently completed in the parking garage include the improvement of the garage's floor surfaces, floor sealing and application of a new protective coat, complete re-striping of the parking spaces, cleaning and re-painting of walls and ceiling surfaces, and implementation of a new wayfinding system at the three garage levels. The garage surfaces restoration, striping, and the wayfinding are complete at Levels A, B, and C.

Ongoing and Future Work

Planning for FY 2024 includes the following project:

- i) **Loading Dock and Parking Garage Concrete Repairs:** Complete the repair of existing structural concrete slabs, fire proofing and steel beams in the parking garages, loading docks and services areas that are failing due to age and moisture infiltration.

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

| | FY2023 Enacted | FY2024 Budget Request |
|--|-------------------|-----------------------------|
| Exterior Building Envelope | | |
| 1.1 Exterior Envelope Study/Trench Drain Repairs | 350,000 | 1,200,000 |
| 1.2 Waterproofing Repairs | 1,300,000 | 1,200,000 |
| 1.3 Roofing Repairs and Replacement | 2,700,000 | 300,000 |
| 1.4 Exterior Artwork Assessment and Repairs | | |
| Life Safety & Security | | |
| 2.1 Hazardous Materials Abatement | 50,000 | 50,000 |
| 2.2 Fire Alarm System Upgrades | 1,300,000 | |
| 2.3 Fire, Life Safety & Environmental | | |
| 2.4 Life Safety Upgrades – Fire Proofing and Fire Doors | 850,000 | |
| 2.5 Sprinkler System Repairs | 300,000 | |
| 2.5 Vehicle Force Protection | | |
| Interior Repair, Accessibility & Egress | | |
| 3.1 Concert Hall Improvements | 0 | |
| 3.2 Opera House Improvements | 0 | |
| 3.3 Office & Storage Space Renovations | 1,280,000 | 4,600,000 |
| 3.4 Public and Restroom Upgrades | | |
| 3.5 Assistive Listening Systems Upgrades | | 675,000 |
| 3.3 Interior Artwork Assessment and Repairs | | |
| 3.4 Wayfinding | | |
| 3.5 Level A Reach Connection and Office Renovation | 2,000,000 | |
| Building Systems | | |
| 4.1 Technical Stage Systems | 1,300,000 | 1,300,000 |
| 4.2 MEP Systems Modern. Phase 3 | 1,000,000 | 3,500,000 |
| 4.3 Hydronic Systems Optimization | 500,000 | 500,000 |
| 4.4 Family Theater Temperature | 0 | |
| 4.5 Opera House Pit Lift Replacement | | |
| 4.6 Elevator Modernizations | 500,000 | 500,000 |
| Memorial Interpretation | | |
| Exhibit/Event Space/ Grand Foyer Upgrades | Incl. below | Incl. below |
| 5.1 JFK Memorial Interpretation | 500,000 | 500,000 |
| Parking & Site Circulation | | |
| 6.1 Loading Dock & Parking Garage Concrete Repairs | 2,310,000 | 2,000,000 |
| 6.2 Exterior Dock Lift System | | |
| Comprehensive Plan & PMO | | |
| 7.1 Project Management Office, Plan Development & Minor Capital Repair | 1,500,000 | 1,750,000 |
| 7.2 Contract Office Staff and Support | | 575,000 |
| Total | 17,740,000 | 18,650,000 |

(Totals may not add up due to rounding)