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THE WHITE HOUSE

WASHINGTON

Honorable James A. McClure
United States Senate
Washington, D.C. 20510

Dear Jim:

Subsequent to meeting with Mr. James Wolfensohn in January, I received Mr. Wolfensohn's memo detailing a request that the Administration support additional funding for the John F. Kennedy Center for the Performing Arts. I am writing to follow up on both the meeting and subsequent report.

At our meeting, the Administration agreed that new funding may be needed for:

- structural repairs to the Center and its parking garage;
- deferred building maintenance work;
- replacement of outdated building equipment and mechanical systems; and
- elimination of the Center's accumulated operating deficit.

The Administration conducted a preliminary review of the detailed proposal, and we believe that we can support up to \$30 million in additional Federal funding, over currently budgeted levels, to finance structural repairs, deferred maintenance, and replacement of building equipment and mechanical systems. Therefore, in forthcoming discussions with Congress over the FY 1991 Interior and Related Agencies appropriations bill, the Administration would not object to the inclusion of additional funding up to that amount for those purposes.

I would like to emphasize that there has always been a bright line drawn around the Federal responsibility to support Center operations and maintenance related to the building's function as a monument to President Kennedy. In contrast, funding for the performing arts is, and should continue to be, the sole responsibility of the Kennedy Center. Therefore, the Administration cannot support the requested \$10 million per year over the next five years for such items as new theater furnishings, backstage machinery and equipment, and performance-related computers and mechanical systems.

The Administration pledges to work with Congress and the Kennedy Center Board of Trustees to resolve the Center's problems to the satisfaction of all interested parties. I hope this is responsive to your concerns.

Sincerely,

John H. Sununu
Chief of Staff

JAMES H. EVANS

February 27, 1990

The Honorable John H. Sununu
Chief of Staff to the President
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Governor Sununu:

Following up the very fine meeting my fellow trustees of the Kennedy Center and Jim Wolfensohn had with you on January 31, I am pleased to enclose a management plan and analysis drafted by Mr. Wolfensohn in response to your request for such a plan. Copies of this memorandum are also being sent to the seven trustees of the Kennedy Center listed below, each of whom was present at the January 31 meeting. It seemed to me it would save time to furnish the memo to all of those who were present in your office the morning of January 31 with the request that each recipient be in direct touch with Jim Wolfensohn or with me should questions arise regarding it. Should there be no factual questions regarding the analysis, I would hope that there might be a sufficient meeting of the minds with regard to the program and needs spelled out therein, so that the Search Committee may move forward in the recommendation of the election of Mr. Wolfensohn as Chairman of the Kennedy Center Board of Trustees at the annual meeting scheduled for Friday morning, March 23.

It is my understanding that your office and Chase Untermeyer are prepared to accept a resignation from the Kennedy Center Board, now in your hands, and will, as a result of that vacancy, recommend to the President that he appoint James D. Wolfensohn as a member of the Kennedy Center Board of Trustees. It is imperative that this matter be addressed prior to the March 23 Annual Meeting of the Kennedy Center Board inasmuch as the by-laws of the Center require that the Chairman be a member of the Board. Therefore, if the general contents of this memorandum meet with your approval -- and also with the concurrence of our six trustees from the Hill and from Mel Laird, who is Chairman of the Nominating Committee of the Center as well as the Transition Committee -- the Search Committee will be able to move forward with Jim Wolfensohn's name on March 23.

Jim Wolfensohn's office telephone number is
212/909-8101 and his home telephone number is 212/772-2262.
His office address is

James D. Wolfensohn, Inc.
599 Lexington Avenue, 40th Floor
New York, NY 10022

I urge each recipient to read this memorandum as quickly as possible and to be in direct touch with Jim Wolfensohn -- or with me -- or, if you choose, with Mel Laird in his oversight capacity. While not meaning to pressure anyone, I do believe it is fair to say that time is of the essence, considering that we have less than a month ahead of us before the Search Committee hopes to be able to present Mr. Wolfensohn's name for election as our next Chairman.

With warm thanks and with even warmer personal regards.

Yours ever,



Chairman, Search Committee
The John F. Kennedy Center
for the Performing Arts

Enclosure

cc The Honorable Edward M. Kennedy ✓
The Honorable James A. McClure
The Honorable George J. Mitchell
The Honorable Joseph M. McDade
The Honorable Charles Wilson
The Honorable Sidney R. Yates
The Honorable Melvin R. Laird

KENNEDY CENTER

TO: The Hon. John H. Sununu, Chief of Staff
The White House
Washington, D.C.

FROM: James D. Wolfensohn
New York, New York

DATE: Monday, February 26, 1990

You have asked me to set down my thoughts regarding The John F. Kennedy Center of the Performing Arts based upon my review of the last two months. This series of personal observations and recommendations is organized as follows:

- I. THE HISTORY - a very brief review of the Center since its opening in 1971.
- II. THE PROBLEMS - an identification of the current issues facing the Center.
- III. THE DREAM - a broad statement of the role which the Center should fulfill and an indication of some of the initiatives which might be undertaken.
- IV. THE SOLUTION - a series of suggestions and recommendations as to how the Kennedy Center can fulfill its potential, including specific proposals as to management and funding.

BRIEF SUMMARY AND RECOMMENDATION

The Center is at a very difficult stage in its development. It is bankrupt on a current basis with a deficit of approximately \$15 million. It has an endowment of approximately \$30 million which has been raised from private sources.

Very little structural maintenance of the building has taken place in the eighteen years of its existence, since the opening in September 1971. Virtually nothing has been done to restore or to replace the substantial investment in data processing, furnishings, back stage machinery and equipment, most of which must be renewed during the coming five to ten years. The Jeter report, dated February 20, 1990 (Attachment II), on the ten year projections of building operations and data systems discloses total needs for the period of \$152 million.

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The estimate for urgent deferred maintenance and repairs, submitted recently at \$22.5 million, has risen to \$30.5 million (see Otremba memo 2/22/90 Attachment I) with expenditures required in FY91 and FY92. Without construction of the much needed extra garage space (estimate \$20 million) I would estimate annual expenditures of the order of \$8-10 million.

With regard to programming, annual operating deficits are running at approximately \$12 million per year which is funded from predominantly private support. More extensive and creative programming is constrained by lack of adequate funding.

As to the content of the programming, there is room for great pride and great concern. The Kennedy Center has achieved very much since its inception with a particularly strong emphasis on theater and musicals due to the influence and great talent of its founder, Roger Stevens. Today it needs reforming, tightening up, the establishment of new standards of excellence, and a renewed commitment to make it the national and international showcase for the performing arts which the nation's capital deserves.

Recommendation - I believe and would recommend that the Government consider appropriating funds immediately as follows:

(i) to repay \$15 million deficit	\$15 million
(ii) to complete deferred maintenance in structural repairs previously estimated at \$22.5 now:	\$30.5 \$45.5

In addition, a partnership should be created between Government and the private sector, with the Government undertaking a greater role in funding operating expenses of the Center by committing to refurbish and to replace theater furnishings, back stage machinery equipment, mechanical systems, and other items outlined in the attached Jeter report, up to \$10 million per annum for the next five years (to be reviewed thereafter) and with the Kennedy Center committing to match this with support of programming and educational activities on a \$ for \$ basis up to \$10 million. Every effort will be made to obtain additional private funds for a greatly enriched and expanded programmatic thrust.

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The aim of both the Government and the Kennedy Center Board should be to have the best managed, highest quality performing arts organization in this country - to make the Kennedy Center part of the heartbeat of the nation and of its capital.

I. HISTORY

The history of the Kennedy Center is well known. Roger Stevens played a pivotal role, making a unique contribution to the enduring benefit of the nation, not only with the establishment of a major performing arts center, but with his programmatic thrust, particularly in the production and presentation of theater and popular musicals. Classical musical programming and opera have been of lesser importance, although in the early stages of the Center's life, important presentations attracted interest and involvement from the musical world. Today with its subsidiary, The National Symphony Orchestra, and with its extensive program in ballet and in the presentation of chamber music and some individual artists, the Kennedy Center is taking greater responsibility for the programming and presentation of music. However, a very large part of the musical program is presented by the Washington Performing Arts Society and the National Opera, neither of which is a Kennedy Center affiliate, and both of which simply rent the theaters.

The education program has been established with sound basic lines, both nationally and in Washington, but it suffers from lack of depth. The program for cultural diversity has potential and has been innovative in the past, but due to lack of funds and priority, it has not been developed fully.

Turnover at the Center is approximately \$50 million a year in five theaters. The annual operating deficit before fundraising in 1989 was \$15 million.

Ralph Davidson has continued in the tradition established by Roger Stevens and has brought to the Center great experience from the corporate world. He leads a group of high quality executives with a long history at the Center and with considerable knowledge of the arts and of administration, finance, and fundraising. Over the last three years the staff has grown substantially to about 200 persons in all.

Let me review briefly the programmatic thrusts undertaken in recent years:

Theater

During the period of the Chairmanship of Roger Stevens, the greatest emphasis in programming and promotion was placed upon theater and musicals. Roger Stevens, himself, with some friends and with the Center itself, took an entrepreneurial role. Because of his deep knowledge of the theater he was able to make the Kennedy Center a highly visible and important theatrical center, presenting performances of plays and musicals from around the country and the world.

During the middle years of the 1980s the momentum somewhat slowed. Under Ralph Davidson the theaters have been more active again, with fewer dark nights and with the rebuilding of the subscription audience.

Innovations in the theater have been limited due to the fact that the Theater Lab has been used for a cabaret "Shear Madness" for the last two years. This show has generated approximately a half million dollars of profit each year.

As part of the education initiative, a very important college theater program has been established with a nationwide competition amongst colleges, with winning plays performed at the Kennedy Center. In 1987 a bold step was undertaken with the establishment of an American national theater under Peter Sellers, but this initiative was short-lived and abandoned.

As an indication of the funding of the theater, a ten year history is now given:

Theater (Net Programming Deficit)

1980	-	(670,237)
1981	-	(136,769)
1982	-	(2,264,769)
1983	-	(1,137,046)
1984	-	(1,936,890)
1985	-	(1,250,457)
1986	-	(546,739)
1987	-	(1,159,921)
1988	-	(979,632)
1989	-	(732,921)
TOTAL	-	(10,815,381)

Musicals and Variety

The Kennedy Center has played a role in both sponsorship of new productions and in the presentation of shows mainly from the United States, and in some cases from overseas, for example, the Kabuki Theater. This activity meets a real need in Washington and attracts audiences to the Center. This role continues with the following financial results:

(Net Programming Deficit)

<u>Musicals</u>	<u>Variety (Includes Kabuki)</u>
1980 - (285,675)	(40,378)
1981 - (618,846)	(182,823)
1982 - (1,247,207)	(1,247,207)
1983 - (299,275)	(251,621)
1984 - (629,890)	(151,897)
1985 - (436,529)	(1,024,754)
1986 - (828,030)	(366,235)
1987 - (71,165)	(499,143)
1988 - (361,507)	(648,244)
1989 - (657,751)	(703,180)
TOTAL - (5,435,875)	(4,074,491)

Concerts and Dance

While the Center has presented some notable attractions and distinguished artists in the past, the main presenters of music have not been part of the Kennedy Center family. Until 1987, when it was absorbed by the Center, the National Symphony Orchestra was an independent organization which rented the concert hall. Most of the programming of classical music, such as the presentation of visiting orchestras, artists, chamber music, was and still is presented by the Washington Performing Arts Society. Nor is the Washington Opera part of the Kennedy Center, although it rents office space and theaters for its productions.

Kennedy Center has taken program initiative for ballet, inviting a number of visiting companies annually to perform in one of the nation's best ballet seasons. Last year it announced a new artistic initiative with selected national companies, commissioning new works for presentation at the Kennedy Center and beyond. The following figures for annual deficit funding indicate the importance of ballet in the Center:

Dance/Ballet (Net Programming Deficit)

1980 - (670,341)
1981 - (920,402)
1982 - (1,150,557)
1983 - (1,159,258)
1984 - (881,944)
1985 - (1,112,800)
1986 - (1,417,937)
1987 - (1,145,359)
1988 - (1,219,182)
1989 - (1,038,023)
TOTAL - (10,715,803)

Other musical programming tends to be more modest in scope comprising chamber music, individual artist recitals, and lectures. It is of high quality and gives an opportunity for younger and less well known artists to perform. The Kennedy Center programming supplements the more weighty programs of the Washington Performing Arts Society.

Concerts (Net Programming Deficit)

1980	-	(462,254)
1981	-	(341,581)
1982	-	(402,302)
1983	-	(522,875)
1984	-	(672,752)
1985	-	(743,678)
1986	-	(703,132)
1987	-	(755,011)
1988	-	(472,268)
1989	-	(541,101)
TOTAL	-	(5,616,954)

Opera

In the past the Kennedy Center has presented visiting opera companies and until 1985 presented annually the Metropolitan Opera of New York. Since the cessation of the Metropolitan Opera visits, the operatic thrust has diminished with the exception of Nixon in China in 1988 and the highly acclaimed Berlin Opera performances in 1989.

Opera (Net Programming Deficit)

1980	-	(555,801)
1981	-	(918,782)
1982	-	(381,687)
1983	-	(458,967)
1984	-	(1,439,400)
1985	-	(342,965)
1986	-	0
1987	-	0
1988	-	(431,682)
1989	-	(47,505)
TOTAL	-	(4,576,789)

National Symphony Orchestra

In 1987 the National Symphony Orchestra was absorbed into the Kennedy Center family. It retains its own Board, although the fundraising has been combined with that of Kennedy Center. The Orchestra has a full season with a subscription series, each concert being repeated four times, perhaps too often for a city the size of Washington. It also tours both nationally and internationally. The NSO has some outreach and education programs for the community, but these are more significant as an indication of what can be done, than as a substantial ongoing and meaningful initiative. The NSO runs itself as a free standing organization, and there is limited coordination with the other musical activities in the Center. There is no doubt that the NSO is a very important resource, but it has severe financial problems. Approximately half of the total deficit of the Center is made up by the National Symphony Orchestra's deficit.

When the NSO became part of the Kennedy Center they transferred a net \$9 million to the Endowment Fund. Unfortunately, annual fundraising for the NSO has declined since its absorption. Annual deficits before fundraising are as follows:

National Symphony Orchestra (Net Programming Deficit)

1987	-	(5,058,666)
1988	-	(5,558,974)
1989	-	(6,433,285)
TOTAL	-	(17,050,925)

Education Programs

In education The Kennedy Center has established a name and visibility nationally. It is a leader in some existing education programs and has the potential for an even greater impact. A full description of all the programs cannot be given in this report, although its activities include the Alliance for Arts Education in communities throughout the nation, the creation and presentation of plays with programs for children, youth college theater programs in the American College Theater Festival, and creative activities for families in communities entitled "The Imagination Celebrations." The Very Special Arts program has close links with the Center and is important in the field of bringing arts to the handicapped. The greatest problem with Education Programs is its lack of depth and focus. The Program has been constrained by funds and as a consequence has had less of an impact locally and nationally than it is capable of.

Education (Net Programming Deficit)

1980	-	(1,270,999)
1981	-	(1,232,277)
1982	-	(1,331,834)
1983	-	(1,372,276)
1984	-	(1,490,292)
1985	-	(1,671,788)
1986	-	(1,845,355)
1987	-	(2,211,981)
1988	-	(2,147,608)
1989	-	(1,840,160)
TOTAL	-	(16,414,570)

Cultural Diversity and Outreach Programs

In the field of cultural diversity the Kennedy Center has an adequate, but not an outstanding record. Initiatives have been taken to reach out into minority communities and to different cultural and ethnic groups within the District and the nation. Enough has been done to demonstrate that the Center can enrich the lives of all, but it is fair to say that more can be done to change the mix of those attending the Center both by programming, education, and creative initiative to attract broader audiences.

Public Service (Net Programming Deficit)

1980	-	(862,333)
1981	-	(645,471)
1982	-	(552,767)
1983	-	(383,534)
1984	-	(474,574)
1985	-	(356,539)
1986	-	(393,806)
1987	-	(2,100,247)
1988	-	(484,532)
1989	-	(522,908)
TOTAL	-	(6,776,711)

II. THE PROBLEMS

There are, of course, many opportunities and many problems at the Kennedy Center, and my perception of them is an entirely personal one. I have not reviewed my findings with anyone, though I believe some would support my views. I shall state them briefly and as a consequence somewhat starkly.

1. Kennedy Center has lost momentum. It is perfectly acceptable as a provincial performing arts center, but it is not a national or international center of excellence and creativity.
2. As originally conceived, the Kennedy Center was authorized to promote and support activities in all the performing arts. As you will note from the History section there has been little central programming. Major emphasis was in fact on the theater and musicals, and only recently, with the absorption of the NSO and the expansion of the ballet season, has the Center shouldered the financial and programming responsibility. Opera and presentation of major orchestral and artistic performances are in the hands of unrelated outside organizations.
3. The Education Program is too broad and too thin in its presentations. The initiatives are sound and some of the programs are excellent and innovative, but it is lacking in depth, penetration, and focus. The audience and the extended reach of the Center is too narrow and should be expanded to a broader and more culturally mixed community.
4. The building is in disrepair and is poorly maintained. Essential maintenance has been deferred and \$30 million is required urgently. A further \$20-30 million will be required in the next five years for repair and maintenance of the structure.
5. The theaters and backstage machinery and equipment are now eighteen years old and in many cases both in poor repair and outmoded. There are two new theaters opening soon in the Washington area with over two thousand seat capacity. Several smaller theaters are planned. All these theaters will take initiatives to compete with the Center. It will be essential over the next five years to initiate a program of renewal and renovation. There will simply be no option for many of the expenditures. I would estimate \$10 million must be spent annually both for essential needs and to keep the theaters competitive and functioning.
6. Garage facilities are a major problem. No successful solution has been found with off-site parking. The NSO audience, the last to be seated with the staggered starting times of the theaters, complains consistently, leading to loss of audience. A thousand extra parking spaces are needed, but the \$20 million estimated cost is high.

7. The building complex itself is not very friendly. This is a personal view, but the scale of the building, the halls and the lack of adequate signage makes it a forbidding place. Something should be done to "warm the place up"--to make it more friendly--to give it an ambiance that makes you want to come to visit to attend a performance and to return many times.
8. Proximity to public transportation systems has been and remains a problem for those without automobiles.
9. Costs are very high. All aspects of the Center are unionized and during this year five major contracts are coming up for renegotiation. Kennedy Center and the management must prepare carefully for these negotiations with the full backing of an informed Board. Quite apart from labor costs, it is difficult to make some of the theaters pay because of the unbalanced relationship between capacity and production costs.
10. Programming and presentations costs are high and in most cases growing in keeping with the national experience. As a consequence, deficits are inevitable for most performances. Kennedy Center has been limited in what it can do, and management has been constrained and generally fearful about taking risks. As a consequence there has been too little creativity and too little richness in the offerings.
11. While the Kennedy Center has a \$30 million endowment which cannot be invaded, the balance sheet discloses that the Kennedy Center is bankrupt. It has an excess of liabilities over assets of \$15 million and is remaining afloat only with bank loans, stretching out payables and by using advance ticket sale receipts for current purposes. Clearly this situation cannot go on.

III. THE DREAM

1. The nation's capital deserves a performing arts center which is renowned nationally and internationally. It should be part of the heartbeat of the nation. It should be daily proof that this Administration and the Congress care about its cultural history, its cultural diversity, and that they wish to see the best preserved and performed and honored in the nation's capital so that the heritage can be passed to future generations. Each year regional or state groups should perform at the Center--to be recognized by the Congress and the Administration. Other nations should send their best performers and creative talent to Washington, for it is here that the nation can receive the best of other lands.

2. Kennedy Center should stand for excellence. It should establish standards. It should be alive and take risks on the young and the talented. It should be confident in the fact that by performing the best in the arts, by encouraging the creative in our society, by educating the youth, and by enhancing the cultural diversity in our land, the Kennedy Center is playing a unique role in proving to the nation and to the world that we care about our culture and our children. We must show that we are aware that spiritual and cultural values make us civilized and enrich the lives of our citizens.
3. The Kennedy Center should not be regarded as in competition with any of the performing arts organizations or theatrical complexes in the nation. It should work with artistic centers throughout the country on joint initiatives in programming and in presentations and in providing a venue for a national recognition of the performing arts. While the Center is not involved in presenting the full spectrum of the performing arts, it can and should work with local national and international bodies to present coordinated programming of an innovative and unique kind. For example; a tribute to Latin/American culture in music theater and dance, a tribute to Mozart's 300th Anniversary in 1992 with performances of orchestral chamber music, instrumental, and operatic performances, a festival of the best in American drama with the greatest American actors of the day. The existing management of the Center has many ideas. They should be encouraged to work together and with outside producers and presenting organizations to develop innovative programs.
4. Several times each year there should be a festival of the performing arts for a state or city in the nation. Once or twice each year there should be an international festival built around a great performing arts organization like the Vienna Opera, La Scala or the Berlin Philharmonic. New works of American creative writers and composers should be commissioned for initial Washington performances. Young actors, dancers, and musicians should be given scope to perform at the Center as a recognition of their talents.
5. The education program should be broadened, deepened, and more clearly defined in terms of its objectives. There should be clear national and local goals developed in close cooperation with national, regional, and local educational bodies. The Kennedy Center should develop the best education programs and, by its leadership set standards for others to follow. Absolutely nothing is more important than educating our youth.

6. More members of the minority communities must be attracted to participate every night at the Kennedy Center. The Center must set out to attract a broader audience by a combination of education, free or subsidized tickets and arrangements to welcome first time visitors to the Center to make them feel at home. Kennedy Center must strive to develop an audience that is rich in its cultural diversity and age distribution.
7. The Center must be alive. Youth has to be attracted, not only to school concerts, but also to programs geared to those who have left school and are in the early years of their working or college lives. Special programming is needed for this as well as subsidized seating.
8. The Washington community must become more involved. The Kennedy Center is both a national and a local institution. By virtue of its governance established under the framework of the Smithsonian, and with the Presidential appointment of Members of the Board of Trustees and Board of Advisors, there are few locals actively involved in the top of the Center. Ways must be found to make Washingtonians feel it is their Center as well as the nation's Center. Their involvement is crucial for audience development as well as for fundraising.
9. Most important of all, the Kennedy Center must stand for excellence, setting the highest standards for creativity for encouraging our young both as creators, performers and as members of the audience. The Kennedy Center must be as significant to Washington as the Bolshoi Theater is to Moscow.

IV. THE SOLUTION

There are a number of steps that must be taken to address the issues raised in this memorandum. Let me set forth just some of these initiatives:

1. It is essential that agreement be reached between the Board of Trustees, the Administration, and the Congress on the objectives of the Kennedy Center. This need not be more than a reaffirmation of the original goals, but it is time to remind all of the constituents of the dream of the Center.
2. The Board of Trustees, the Board of Advisors must be told that they are part of the process of achieving the objectives and, in particular, that they must shoulder a major responsibility for fundraising in the private sector.

3. The responsibilities of the Chairman and Chief Operating Officer, previously residing in one person, should be split with the appointment of a Chairman of the Board and a President or Director who would have full daily management responsibility, while reporting to the Chairman of the Board. The Chairman should ensure that the Board is informed and mobilized and that the full talents of the Board are used. However, representation should be made to the President of the United States to request that he appoint Directors and Advisors who can be active and helpful in achieving the stated objectives of the Center.
4. The current split of financial responsibilities between the Federal Government and the private sector should be readjusted as follows:
 - a.) The private sector should be responsible for fundraising for all programming of all theaters as well as for the funding of the management of the Center. The Board must be prepared for a substantial increase in effort to raise funds from existing annual levels in order to finance enhanced programmatic thrusts and additional efforts in education and in cross-cultural programming. The funds raised for programming will indeed be substantial if the Center is to fulfill its national role and survive against the competition.

The Federal Government should agree immediately:

- (i) to finance the \$15 million existing deficit.
- (ii) to approve \$30 million for immediate building repairs and renovations and deferred maintenance for FY1991 and FY1992.
- (iii) to appropriate an amount of \$10 million per year annually for five years to refurbish and to replace theater furnishings, backstage machinery and equipment, computers and mechanical systems as outlined in the Jeter report of ten year needs, dated February 20, 1990. Provision of these funds should be dependent on the Board's raising \$ for \$ funds of \$10 million for programming and education as noted above.

- (iv) the existing arrangements with the Parks Department with regard to cleaning (80% Federal Government, 20% Kennedy Center) should continue, although the costs of \$6 million, established five to six years ago for cleaning services, is apparently inadequate as one can see as one walks through the buildings.
- (v) Speaking personally, if I were asked to be Chairman of the Board, I would spend approximately two days a week in Washington for the next year, during which time I would seek to understand further the opportunities and problems of the Center. I would work with the existing management of the institution to understand their strengths and weaknesses. I would seek to involve the Board far more fully in the establishment of goals and in their implementation. I would establish a series of advisory committees for each of the performing art centers, drawn from experts throughout the nation. These individuals should understand the importance of the Kennedy Center in the nation's capital. I would also work closely with the Board of Trustees and Advisors and, in demanding their active participation and support, I would seek to determine whether there are weaknesses in the Board that can be strengthened by new appointments.
- (vi) Finally, after a period of months, I would delineate the exact role of the Director or President within the context of existing management strengths and the established objectives for the institution. I would then seek to find and hire such a person and would work with such a person to make the Kennedy Center live up to its hopes and aspirations.

For the appointment of a President we have a few months. However, we do not have time to delay financial support, without which the cultural tasks are impossible to achieve.

As I have stated many times, my own proposed position on the Board as Chairman is not important. I am prepared to work enthusiastically and without any title on any basis that the Board might wish, to assist it in achieving the objectives stated above.

THE JOHN F. KENNEDY CENTER
TEN-YEAR PROJECTION
BUILDING OPERATIONS & DATA SYSTEMS

Attachment I

The Kennedy Center

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

WASHINGTON, D.C. 20566
202 872-0468
FAX 202 853-6749

MEMORANDUM

TO: James D. Wolfensohn
FROM: Geraldine Otremba *GMO*
DATE: 22 February, 1990

The figures forwarded to you on Tuesday for garage repair, structural repair, and National Park Service deferred maintenance are \$8.068 million higher than the total of \$22.552 million quoted earlier for FY91 and FY92. Individual comments on each item follow:

Garage repair: NPS has retained a consulting engineer for the garage repair project. All cost quotes to date are soft estimates because no bids for actual repair have been solicited. April 1st is the target date for the request for bids. On Friday, the Park Service staff responsible for the project met with the consulting engineers and increased the total estimated garage repair cost from \$10.0 million to \$15.0 million based on their on-going analysis of the garage's condition. We chose to reflect the higher figure in FY91 and FY92 because it was now the more accurate figure.
INCREASE: \$5.0 M

Structural Repair Needs: Kennedy Center retained engineering consultation (Cushman & Wakefield) in 1988 to determine the extent of damage to marble and major structural elements in the building. The full report was forwarded to NPS early in 1989. Cushman & Wakefield estimated the cost of marble repair in 1988 dollars and added 3% inflation for two years. When NPS was asked to re-calculate the estimates for FY91 and FY92, we asked that they allow for additional inflation and their costs of supervision. When we re-examined their estimates in order to prepare the 10-year projections you requested, we realized that they had not adjusted their figures from 1988 to 1992 dollars. INCREASE: \$1.9M

Deferred cyclic maintenance: NPS had identified the most glaring deferred maintenance projects. In order to complete the 10-year projection you later requested, we reviewed with NPS their entire cyclic maintenance schedule and included items we felt were critical that their staff had omitted. These items amount to an additional \$1.1 million and could be

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listed for completion in FY93. If you would like we can re-configure and re-calculate Section II (A) on pages 7-8 to reflect these items in years beyond FY92. INCREASE: \$1.1M (could be shifted to FY93)

If you would like to discuss any of this further, please call me at (202) 416-8703.

cc: Clif Jeter

The Kennedy Center

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

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M E M O R A N D U M

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FILE

To: James D. Wolfensohn

From: Clifton B. Jeter
Drew Murphy
Geraldine Otremba

Date: 20 February 1990

The following is the information you requested.

We have reviewed the needs of the Kennedy Center with respect to the theater maintenance, facility maintenance and data processing systems. These areas have been discussed generally in narrative form and are supported by summary and detailed graphic information regarding each component.

If you need further information, please let us know.

cc: James H. Evans
Ralph P. Davidson

Ten Year Projection
Building Operations & Data Systems

The Kennedy Center is approaching its twentieth anniversary in 1991. Planning for the building, its theatrical operations, and principal structural components date from the 1960's. When the Kennedy Center opened in 1971, some of its initially installed theatrical equipment was already outdated. It is not surprising, therefore, that many major elements in the building are nearing the end of their useful aesthetic, mechanical, or technological life.

The Eisenhower Theater, Opera House, and Terrace Theater have hosted ballet, opera, musical theater, drama, modern dance, concerts and film premieres. Within reason, each of these venues should be equipped to handle the technical demands made upon it if the center is to be able effectively to compete in a worldwide market for performing arts events. The Kennedy Center's current technical state is substandard in comparison to other major facilities in this country of similar age -- Lincoln Center and the Los Angeles Music Center.

BACKGROUND

When the Kennedy Center opened in 1971, it lacked the funds to complete or acquire many essential building elements including the center's small theater (now the Terrace Theater), the film theater, theater seating, administrative space, comprehensive signage, and special events rooms. Essential items were leased or purchased with borrowed funds.

Major contributions -- often from foreign governments -- later helped complete the Terrace Theater and create appropriate special events rooms (Israeli Lounge, African Room, Chinese Lounge, the South Opera Lounge). By the late 1970's modest annual operating surpluses allowed the board to decrease the large deficit fund balance owed from the building's opening.

The Kennedy Center Board of Trustees has been solely responsible since 1971 for capital repairs and replacement in the theaters, administrative spaces, and emergency building repairs, usually those posing a safety or business hazard (for example, sprinkler system expansion; asbestos testing and removal; security for cash and ticketing operations). The center's board and staff have replaced or made large purchase expenditures only on an "as needed" or "emergency" basis.

Since its inception, therefore, the Kennedy Center has not had the luxury of creating a sinking fund for repair and replacement of equipment, nor for the necessary additional capital costs incurred as a building ages and its theater activities expand.

When annual operating budgets for the center are prepared, all requests for repair and replacement are categorized and funded by safety and other urgent requirements -- the immediate and relatively unplanned re-alignment of administrative office space occasioned by the NSO affiliation in 1987 is an example. As the Kennedy Center building has aged 20-30 years in varying respects, no major building component or system has been upgraded or replaced. The accumulation of deferred and unidentified repair and replacement needs will seriously impair the building's operation in the very near future unless planning and funding for upgrading begins immediately.

OVERVIEW OF THE THEATERS

Only the Opera House has undergone a major renovation (1984). Seating needs to be recovered or replaced in all theaters. Major funding is required to equip the theaters to a "state of the art". Electrical and sound systems have been held together over the years with continual patch work that is at best adequate. As a result, the center has been faced with increasing rental expenses in order to meet production requirements. For example, for the recent presentation of Compagnie Maguy Marin, the Kennedy Center rented the requisite sound system at a cost of \$18,000 per week. Lightboards and dimmers for all theaters are outdated and equipment inventory is low. Even the Terrace Theater -- completed in 1979 and relatively new by the center's standards-- is in need of additional equipment. The Terrace and Eisenhower Theaters share the back theater wall; as a result, substantial sound proofing needs to be installed between the two theaters to prevent the sound carryover that now occurs during many performances. The Eisenhower Theater also needs an hydraulic lift for the orchestra pit and a motorized curtain drive (two men are required to raise and lower the curtain each time). The Theater Lab was gradually converted from a multi-use reception area into a theater space. Virtually total renovation is needed for the Theater's Lab's shared use by the Kennedy Center Theater for Young People, Education Department events, and evening theater performances.

The center's theaters can be adequately equipped with proper funding. The Kennedy Center can be brought up to par with other major performing arts centers. With continuing funding for maintenance and replacement, the center's theaters can operate at a high technical level and would not be expected to deteriorate to the current condition.

FEDERAL GOVERNMENT'S ROLE

The Federal Government recognized the need for some measure of support for the building as a presidential memorial when in 1972 the U. S. Congress authorized the Department of Interior, through the National Park Service (NPS), to seek annual appropriations for maintenance, repair, and security. Specific responsibility for capital repair and replacement was not assigned to the Park Service at that time, an omission that undoubtedly was influenced by the building's history of construction problems and design flaws.

The relationship between the Kennedy Center Board of Trustees and the Secretary of the Interior is governed by a Cooperative Agreement that clearly separates performing arts and non-performing arts activities, areas, and responsibilities. The agreement also assigns the board a 23.8% participation in the annual cost of Park Service building operations.

Annual NPS expenditures have addressed repair, minor replacement, housekeeping, and security but have totally excluded major repair and replacement for building systems or components with only two exceptions: funding sought by the Board of Trustees to repair massive building leaks and appropriated for repair to NPS in 1977-79; and garage repair funds -- again requested by the Board of Trustees -- and appropriated to NPS in FY89 and FY90. Cost-sharing has not been required of the board in either instance.

BUILDING

Edward Durell Stone's design and choice of building materials for the Kennedy Center dictate many of the building's immediate repair needs. A flat roof, porous, thinly-clad marble exterior and building surrounds have continuously caused water leakage and aesthetic problems since the building opened. Major waterleak repair was undertaken in the mid-1970's at a cost of \$4.7M in federal funds.

Kennedy Center retained engineering consultation in FY89 to determine the priorities for building repairs. The analysis and recommendations developed by Cushman & Wakefield were provided to the Park Service and are reflected in Sections III (B).

Items not repaired at that time include the planters on both the River and Roof Terraces. These continue to leak and are already causing small leakage in the Grand Foyer and major leakage in the service tunnel and Friends merchandise offices.

NPS annual appropriations have virtually been level funded since FY84. There are many deferred repair projects requiring immediate attention in FY91 (Section II (A)). Beyond repair needs recognized by the Park Service as within the scope of its responsibility, there exists the need for replacement of many principal building components -- roof, HVAC, electrical installations. (See Section IV (A)).

GARAGE REPAIR

Total garage repair is estimated at \$15 million. Four million was appropriated to NPS for FY90; \$3.0 million has been requested by the Administration for NPS in FY91.

HANDICAPPED ACCESS

The Kennedy Center building is under review by a committee on access for the disabled, chaired by the Department of Interior. Preliminary recommendations encompass theater and non-theater areas and include extensive restroom modifications and removable theater seating for wheelchairs in four theaters. (Section III (E)).

FUTURE NEEDS - FACILITY

There are other structural problems that face the Kennedy Center that funding will not readily address. The major such problem is space, or rather the lack thereof. When the Kennedy Center was built it was never designed by Stone to house extensive office areas. The building now houses Kennedy Center administrative, education, and theatrical staff; it also houses the operations of the National Park Service, The Washington Opera, four concessioners, and partial staff for the American Film Institute and Very Special Arts. Over the years backstage areas, storage space, rehearsal and warm-up rooms have been converted to office space.

The Kennedy Center has added two theaters since it was first built. The center has had to vastly expand sales and marketing efforts, telemarketing, subscription, and Instant Charge telephone sales in order to be able to sustain needed levels of box office income. With the center's growth and expansion of theatrical activities, so has the need expanded for additional office space. When the center opened in 1971, a typical week included 20-25 performances. With the addition of the Terrace Theater and Theater Lab and expanded usage of the Concert Hall, a typical week now includes 40-50 performances.

If the Kennedy Center is to be restored to a first-class, efficiently operated performing arts center, it will require convenient storage space for electrical equipment, props, costumes, and scenic properties. (Stage areas are currently being used for such storage.) Shop space for repair of electrical and sound equipment and a prop shop are required. The Concert Hall functions without any warm-up or practice rooms. The Opera House lacks a suitable, well-located Green Room.

When the center was built, many economies were achieved at the expense of future operations. The chandeliers for the Opera House and Concert Hall were permanently installed in the ceilings of those theaters, in lieu of the more expensive hydraulic equipment needed to lower the chandeliers for what should be annual cleaning and re-lamping. If structurally possible (and this needs consultation with engineers and theater designers), hydraulics should be installed in both houses to avoid the major expense of scaffolding and dark theater weeks now affordable only every two or three years for cleaning and re-lamping.

To restore necessary theater areas to their original intended use and to house staff displaced by this change and to provide needed additional theater support areas would require an additional 130,000 square feet of artistic and administrative space not available within the existing building structure.

The Kennedy Center garage has a capacity of 1,400 vehicles with theater seating capacity of 7,000. Parking is needed immediately for 800-1,200 additional cars. Preliminary estimate for increased parking is \$20.0 million; If expansion of the building is contemplated within the next decade, engineering and architectural consultation would be needed at an estimated cost of \$500,000.

FUTURE NEEDS - DATA SYSTEMS

With the exception of certain automated systems in the theaters, the Kennedy Center had no computerization until 1983.

The center had depended substantially on grants in-kind to provide needed automated systems. This has resulted in the center having a primary computer and several satellite systems for varying applications. However, because donations came from different vendors, the equipment is not compatible. Therefore, a need exists to integrate these systems.

Computer equipment becomes technologically obsolete both with respect to design and capacity. In order to be able to apply updated applications and maintain the ability to service the center's patron data base of 350,000 (up from 125,000 in 1985), equipment must be periodically replaced to maintain its state-of-the-art standard.

DEVELOPMENT/MARKETING PACKAGES

The current Kennedy Center Development and Marketing systems consist of four different database systems, which are on three different computer systems. In addition to these systems, an outside service bureau is utilized. Development and Marketing require a system which utilizes a single database. This system should allow for flexibility to provide for changes in the operation of the Development and Marketing departments.

PC LOCAL AREA NETWORK

The Kennedy Center support staff is in need of PC Local Area Network capabilities. PC users do not have an efficient method of transferring data from one PC to another. In some cases, disk storage is totally inadequate. Additionally, some users do not have access to an available printer, making the printing of documents a difficult and lengthy process.

Our goal is to implement a center-wide PC network which would allow for three important and much needed facilities:

1. Allow for the sharing of information between PCs, not only in the same department, but center wide.
2. Provide adequate disk storage, using the VAXs disk drives as file servers for the PC network.
3. Allow for the sharing of printers so that each PC user will have available the type of printer needed, including letter-quality laser, wide carriage report and color.

BACKSTAGE COMPUTER SYSTEMS

Systems are needed for each venue which would initially provide the staff with simple word processing, spreadsheet, and database capabilities. These systems should be planned to provide for the computer aided design capabilities in the very near future and to allow these systems to grow as the staffs' use of these systems increases. These systems would also become integral parts of the planned PC network.

IMAGE SCANNING SYSTEM

Image scanning provides all of the facilities of microfiche with the potential to grow as our needs grow. The Image Scanning System scans and stores information (currently stored in file cabinets, boxes, and an off-site storage facility), not only saving valuable physical space, but also allowing faster retrieval of archived documents.

PATRON INFORMATION SYSTEM

A Patron Information System would provide patrons of the Kennedy Center with up-to-the-minute information about the center and current events. The system would link with the ticketing system and provide information about the current and upcoming events at the Kennedy Center. For example, a patron could select DANCE and all events currently scheduled would be displayed. The patron could then select one particular dance event, and a description of that event along with run dates would also provide general tourist information about the Washington, DC area attractions.

In the section which follows, each of these areas is detailed in a ten-year projection.

KENNEDY CENTER 10 YEAR PROJECTION

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
I. THEATER PROJECTS	2,065,000	7,538,775	3,250,989	1,366,630	1,151,739	786,754	2,142,162	763,498	836,355	916,369	20,818,270
II. BUILDING SERVICES AND MAINTENANCE	2,010,890	4,958,179	2,860,748	3,125,543	3,694,317	2,645,006	3,710,150	3,647,252	3,828,158	3,873,090	34,353,333
III. MAJOR CAPITAL REPAIRS AND IMPROVEMENT - IMMEDIATE NEEDS	4,000,000	7,262,000	22,100,300								33,362,300
IV. MAJOR CAPITAL REPAIRS AND IMPROVEMENTS - FUTURE NEEDS		2,250,000	5,515,000	24,400,000	3,600,000	2,750,000	625,000	3,875,000	750,000	750,000	44,515,000
V. DATA SYSTEMS	397,277	3,980,370	2,851,122	1,695,645	1,434,205	2,295,790	1,702,125	1,181,685	2,253,875	1,905,662	19,697,756
TEN YEAR PROJECTION TOTAL	8,473,167	25,989,324	36,578,159	30,587,818	9,880,261	8,477,550	8,179,437	9,467,435	7,668,388	7,445,121	152,746,659

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I. THEATER PROJECTS											
A. EISENHOWER THEATER											
SOUND											
House Sound System	350,000										350,000
Revamp Sound Booth	100,000										100,000
Revise and Add House Page and Show Program		75,000									75,000
Maintenance and Upgrade		30,000	33,000	36,300	39,930	43,923	48,315	53,147	58,462	64,308	407,385
ELECTRICAL											
Light Board and Dimmers		300,000									300,000
Upgrade Circuits		75,000									75,000
Update and Replace Lighting Equipment		150,000	150,000								300,000
Change Raceways to Mult Cable	65,000										65,000
Revamp Light Booth		100,000									100,000
Motorized Spot Lines in House		60,000									60,000
Update Electrical Accessories and Equipment		30,000									30,000
New Projectors		75,000									75,000
Maintenance and Upgrade			30,000	33,000	36,300	39,930	43,923	48,315	53,147	58,462	343,077
CARPENTRY											
Redo Stage Floor		75,000									75,000
Dance Floor	75,000										75,000
Linoleum for Ballet Floor	7,500										7,500
Hydraulic Pit		130,000									130,000
Motorized Curtain		180,000									180,000
Movable Loading Bridge			250,000								250,000
Movable Winch for Lockrail			50,000								50,000
New Soft Goods and Scrim		60,000									60,000
Scenery Dollies		9,000									9,000
Miscellaneous Equipment and Forklift		75,000									75,000
Maintenance and Upgrade		15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	32,154	203,693

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
GENERAL											
Refurbish and Update Rehearsal Rooms		20,000									20,000
Refurbish and Update Dressing Rooms		150,000									150,000
Refurbish Fire Curtain			20,000				25,000				45,000
Refurbish/Replace Seating				125,000							125,000
Replace Ceiling Fabric				250,000							250,000
Refurbish and Update Green Room		20,000									20,000
Door Stop System Replacement		20,000									20,000
Interpreter's Booth		20,000									20,000
Musician Stands and Chairs		9,000									9,000
Recarpet Theater				60,000							60,000
Theater Cleaning-Annual	10,000	10,500	11,025	11,576	12,155	12,762	13,400	14,070	14,773	15,512	125,773
General Maintenance and Repair	20,000	22,000	24,200	26,620	29,282	32,210	35,431	38,974	42,872	47,159	318,748
EISENHOWER THEATER TOTAL	627,500	1,710,500	584,725	560,646	137,632	150,787	190,227	181,079	198,485	217,595	4,559,177

B. OPERA HOUSE

SOUND

House Sound System	500,000										500,000
Revamp Sound Booth	250,000										250,000
Monitor System for Sound Booth		50,000									50,000
Revise and Add House Page and Show Program		275,000									275,000
Portable Sound Systems for Rehearsal Rms. & Lobbies			25,000								25,000
Sound Equipment for Stage Effects		45,000									45,000
Maintenance and Upgrade		40,000	44,000	48,400	53,240	58,564	64,420	70,862	77,949	85,744	543,179

ELECTRICAL

Light Board and Dimmers		500,000									500,000
Upgrade Circuits		200,000									200,000
Update and Replace Lighting Instruments		250,000	250,000								500,000
New Projectors		200,000									200,000
Update Electrical Accessories and Equipment		175,000									175,000
Revamp Box Boom and Front of House Positions		75,000									75,000
Replace House/Stage T.V. Set-up			35,000								35,000
Emergency Lights Backstage	10,000										10,000
Chandelier Lift System for Cleaning and Bulb Replacing				200,000							200,000
Maintenance and Upgrade			40,000	44,000	48,400	53,240	58,564	64,420	70,862	77,949	457,435

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
CARPENTRY											
Add Chain to Flying Pipes		25,000									25,000
Overhead Motorized Crane Lift			35,000								35,000
New Dance Floor	150,000										150,000
Linoleum for Ballet Floor	10,000										10,000
Ballet Barres		5,000									5,000
Steel Dollies		5,000									5,000
Blue and White Cyls on Motorized Tracks			250,000								250,000
Additional Upstage Rigging Sets			750,000								750,000
Resurface Stage Floor			100,000								100,000
Masking Tracks (Stage Left and Stage Right)			75,000								75,000
New/Additional Soft Goods, Legs and Scrim		100,000									100,000
Track Winch for Fly Floor		75,000									75,000
Replace Air Floats with Caster Platform System		50,000									50,000
Pit Scrims		15,000									15,000
Chain Motor Pickups Offstage			35,000								35,000
Miscellaneous Equipment and Forklift	75,000										75,000
Safe Access/Fire Wall Hoist	17,000										17,000
Safe Access/Smoke Vent Door	10,000										10,000
Repair House Curtain			100,000								100,000
Portable Stage for Lobbies			15,000								15,000
Maintenance and Upgrade		15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	32,154	203,693
GENERAL											
Refurbish and Update Rehearsal Rooms		100,000									100,000
Refurbish and Update Dressing Rooms		300,000									300,000
Refurbish and Update Musician's Lounge		10,000									10,000
Revised Security System Stage Door		10,000									10,000
Refurbish Fire Curtains			30,000				35,000				65,000
Wallscape Replacement/Repair							1,000,000				1,000,000
Refurbish/Replace Seating							250,000				250,000
Handrail Seating Lights		30,000									30,000
Interpreter's Booth		20,000									20,000
Recarpet Theater							120,000				120,000
Theater Cleaning-Annual	10,000	10,500	11,025	11,576	12,155	12,762	13,400	14,070	14,774	15,512	125,774
General Maintenance and Repair	20,000	22,000	24,200	26,620	29,282	32,210	35,431	38,974	42,872	47,159	318,748
OPERA HALL TOTAL	1,052,000	2,602,500	1,835,725	348,746	163,042	178,738	1,600,973	214,899	235,688	258,518	8,490,829

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
C. CONCERT HALL											
SOUND											
House Sound System	100,000										100,000
Revise and Add House Page and Program		50,000									50,000
Upgrade T.V. Monitor System		50,000									50,000
On Stage Accoustical Clouds	100,000										100,000
Maintenance and Upgrade		30,000	33,000	36,300	39,930	43,923	48,315	53,147	58,462	64,308	407,388
ELECTRICAL											
Light Board and Dimmers		75,000									75,000
Upgrade Circuits		50,000									50,000
Upgrade and Add Lighting Instruments		75,000									75,000
Motorized Spot Lines			80,000								80,000
Maintenance and Upgrade			30,000	33,000	36,300	39,930	43,923	48,315	53,147	58,462	343,070
CARPENTRY											
Rigging for Masking			125,000								125,000
Soft Goods for Masking			40,000								40,000
Replace Stage Flooring			75,000								75,000
Dance Floor Marley			30,000								30,000
Risers (Orchestra and Choral)			175,000								175,000
Miscellaneous Tools and Equipment			30,000								30,000
Maintenance and Upgrade		15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	32,154	203,600
GENERAL											
Overhall/Renovate House Organ		250,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	330,000
Two Steinway Grand Pianos		90,000									90,000
Chandelier Lift System for Cleaning & Bulb Replacing				200,000							200,000
Cleaning and Bulb Replacing for Chandeliers	50,000										50,000
Refurbish and Update Dressing Rooms		100,000									100,000
Repaint Theater					100,000						100,000
Replace Wallscaping Box Tiers					50,000						50,000
Recarpet Theater					120,000						120,000
Refurbish/Replace Seating					300,000						300,000
Theater Cleaning-Annual	10,000	10,500	11,025	11,576	12,155	12,762	13,400	14,070	14,774	15,513	125,700
General Maintenance and Repairs	20,000	22,000	24,200	26,620	29,282	32,210	35,431	38,974	42,872	47,159	318,700
CONCERT HALL TOTAL	280,000	817,500	679,725	335,646	717,632	160,787	175,227	191,079	208,486	227,596	3,793,600

KENNEDY CENTER 10 YEAR PROJECTION

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D. TERRACE THEATER

SOUND

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Sound Cluster	25,000										25,000
Additional Sound Equipment	20,000										20,000
Revise and Add House Page and Program		15,000		18,150	19,965	21,962	24,158	26,573	29,231	32,154	15,000
Maintenance and Upgrade		15,000	16,500								203,693

ELECTRICAL

Lighting Equipment		20,000									20,000
Film Projector and Screen		30,000									30,000
Genie Lift		7,500									7,500
Motorized Spot Lines in House		25,000									25,000
Maintenance and Upgrade			15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	171,531

CARPENTRY

Risers		5,000									5,000
Marley Dance Floor		40,000									40,000
Nylon Lines For Counterweight System		30,000									30,000
Rework Stage Floor		20,000									20,000
New Railing for Pit		7,500									7,500
Wood Panel Masking		15,000									15,000
Maintenance and Upgrade		10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	135,791

GENERAL

Sound Proof Theater		1,000,000									1,000,000
Refurbish and Update Rehearsal Room		10,000									10,000
Refurbish and Update Dressing Rooms		75,000									75,000
Refurbish Fire Curtain			10,000				15,000				25,000
Seat Replacement						70,000					70,000
Repaint Theater						50,000					50,000
New House Curtain			30,000								30,000
New Carpet for Theater						30,000					30,000
General Repair Front of House and Lobby		20,000									20,000
Theater Cleaning-Annual	3,500	3,675	3,859	4,052	4,254	4,467	4,690	4,925	5,171	5,430	44,071
General Maintenance and Repair	15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	32,154	35,369	239,061

TERRACE THEATER TOTAL

	63,500	1,365,175	104,509	70,767	77,641	235,193	108,488	102,603	112,616	123,620	2,364,111
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KENNEDY CENTER 10 YEAR PROJECTION

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E. THEATER LAB

SOUND

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Sound Equipment	30,000										30,000
House Page and Show Program		10,000									10,000
House T.V. Monitor System		20,000									20,000
Maintenance and Upgrade		10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	135,795

ELECTRICAL

Light Board and Dimmers		50,000									50,000
Rewiring and Upgrade Circuits		75,000									75,000
Additional Lighting Equipment		50,000									50,000
Maintenance and Upgrade			10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	114,359

CARPENTRY

Portable Stage Floor and Rigging for Future		100,000									100,000
New Masking, Legs and Scrim		40,000									40,000
Maintenance and Upgrade		10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	135,795

GENERAL

Refurbish and Update Dressing Rooms		40,000									40,000
Refurbish Seats		25,000									25,000
New Floor		75,000									75,000
Carpet		25,000									25,000
Refurbish and Sound Proof Theater		500,000									500,000
Theater Cleaning-Annual	2,000	2,100	2,205	2,315	2,431	2,552	2,680	2,814	2,954	3,102	25,153
General Maintenance and Repairs	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	23,579	159,374

THEATER LAB TOTAL

	42,000	1,043,100	46,305	50,825	55,792	61,249	67,247	73,838	81,080	89,040	1,610,476
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TOTAL THEATER PROJECTS

	2,065,000	7,538,775	3,250,989	1,366,630	1,151,739	786,754	2,142,162	763,498	836,355	916,369	20,818,270
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KENNEDY CENTER 10 YEAR PROJECTION

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. BUILDING SERVICES AND MAINTENANCE

A. NATIONAL PARK SERVICE

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Roof Repairs											754,674
Annual Maintenance	60,000	63,000	66,150	69,458	72,930	76,577	80,406	84,426	88,647	93,080	200,000
Opera and Penthouse Roof Partial Replacement		200,000									
Major Structural Inspection											150,000
External		150,000									50,000
Infrastructure		50,000									377,337
Minor Structural Inspection	30,000	31,500	33,075	34,729	36,465	38,288	40,203	42,213	44,324	46,540	
Vertical Exp. Joints											560,316
Replace		130,000	136,500	143,325	150,491		52,500	55,125	57,881	60,775	276,281
Maintenance						50,000					
Inspect/Repair Exp. Joints											22,155
East Plaza Drive			10,000				12,155				
Refinish Exterior Columns											495,491
River Terrace and Roof Terrace		200,000							295,491		130,000
Paint Upper and Lower Soffits				130,000							50,000
Clean Rock Creek Overhang						50,000					11,381
Paint Seawall Rail		5,000					6,381				
Lights and Benches											30,000
Watergate Walk			30,000								35,616
Lights - Columbia Plaza Walkway		20,000	1,000	1,050	1,103	1,158	5,000	2,000	2,100	2,205	100,000
Repair Sidewalks		100,000									
Inspect and Repair											57,746
Condensation Walls		10,000	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	
Road Paving and Repair											175,000
South		75,000					100,000				225,000
North		100,000					125,000				125,000
Tree/Shrub Replacement			50,000					75,000			55,395
Exterior Sculpture Cleaning		15,000				18,233				22,162	
Marble Maintenance											143,237
River Terrace			15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	95,491
Roof Terrace			10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	
Inspect/Clean/Polish											551,328
Interior Marble Panels		50,000	52,500	55,125	57,881	60,775	63,814	67,005	70,355	73,873	826,993
Exterior Marble Panels		75,000	78,750	82,688	86,822	91,163	95,721	100,507	105,533	110,809	75,000
Refinish Inside Columns									75,000		75,000
Refurbish Elevators				75,000							323,260
Sprinkler System Repairs							75,000	78,750	82,688	86,822	
Replace Insulation -											55,133
Service Drives and Air Handlers		5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	
Refinish Bronze											69,955
Doors & Handrail		20,000			23,153			26,802			250,000
Purchase/Replace Wallscape				250,000							75,000
Paint Grand Foyer Walls				75,000							

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Paint Ceilings											
Grand Foyer, Halls of States and Nations		150,000								200,000	350,000
North & South Galleries			45,000		19,680			70,000			115,000
Paint Interior Ceiling Tiles		17,000						22,782			59,462
Replace Damaged Ceiling Tiles in Hallway		15,000	15,750	16,538					20,000		67,288
Replace Grand Foyer Drapes	70,000				10,000				100,000		170,000
Clean Grand Foyer Drapes										15,000	25,000
Grand Foyer Planters/Replace on Lease		30,000	31,500	33,075	34,729	36,465	38,288	40,203	42,213	44,324	330,797
Replace Carpet											
Grand Foyer, Halls of States and Nations			250,000				350,000				600,000
Purchase/Replace Carpet Pad											
Grand Foyer, Halls of States and Nations			75,000				100,000				175,000
Refinish/Reseal/Stain											
North & South Gallery Floors		100,000	100,000		75,000						275,000
Replacements											
Replace Vinyl Flooring		40,000	42,000	44,100	46,305	48,620	51,051	53,604	56,284	59,098	441,062
Terrazzo Floors											
Men's Room		75,000							105,533		180,533
Ladies Room		75,000							105,533		180,533
Flags - Hall of Nations											
Realignment/Cleaning					110,000						110,000
Lock/Key System - Replacement		50,000	5,000				25,000				80,000
- Maintenance			5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	47,746
Fire Escape Exit Doors											
Replace All Panic Hardware					500,000						500,000
Repair/Replace Doors & Frames		35,000	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	82,746
Repair/Replace Marble Pavers		5,000	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	24,098
Roof Terrace Door Replacement			12,000								12,000
Flow Meter for Fire Pump		10,000									10,000
White House Box Renovation		25,000				25,000				35,000	85,000
total Bldg Services & Maint - National Park Service	160,000	1,926,500	1,081,475	1,059,701	1,276,654	550,976	1,277,953	1,178,720	1,314,900	916,175	10,743,054

KENNEDY CENTER 10 YEAR PROJECTION

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B. KENNEDY CENTER

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Telecommunications System											133,000
SL-1 System - Initial Installation	133,000				400,000						400,000
- System Upgrade											
Integrated Voice/Data Network				50,000							50,000
Hardware - station				75,000							75,000
Hardware - system				25,000							25,000
Software					50,000						50,000
Meridian Mail Expansion											
Instant Charge Expansion					15,000						15,000
Terminals/Printers					35,000						35,000
Station Equipment											
Maintenance											
PEX Maintenance (adds, moves, changes)	82,000	150,000	90,000	94,000	156,000	98,000	102,000	160,000	106,000	110,000	1,148,000
Annual Maintenance Contract		100,000	110,000	121,000	133,000	135,000	135,000	135,000	135,000	135,000	1,139,000
Cable Maintenance	3,000	3,000	6,000	4,000	4,000	7,000	7,000	7,000	10,000	8,000	59,000
Tools & Hardware for Garage Repair	10,000										10,000
Training	5,000	3,000	3,000	8,000	8,000	4,000	4,000	4,000	5,000	5,000	49,000
Switchroom Safety/Environmental											
Fire Suppression											20,000
Dry Sprinkler System		20,000									2,500
Fire Extinguishers		1,500				1,000					20,000
Replace Air Conditioner								20,000			
Halon System		75,000				50,000				25,000	150,000
Asbestos Monitoring/Removal											50,000
Survey & Mapping of Building		50,000									
Annual Program											
Inspection		10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	110,266
Removal/Encapsulation		100,000	75,000	50,000	20,000	22,000	24,200	26,620	29,282	32,210	379,312
Air Testing		10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	110,266
Employee Testing/Monitoring	5,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	140,795
Education		3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	33,080
Admin. Space Renovation (lg. projects)											
Construction	300,000	300,000	100,000	110,000	121,000	133,100	146,410	161,051	177,156	194,872	1,743,589
Architect, Engineering Services	125,000	75,000	25,000	27,500	30,250	33,275	36,603	40,263	44,289	48,718	485,898

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Function/Special Events Rooms:											
Boehm Bird Room											45,526
Replace Furniture		20,000					25,526				17,000
Replace Carpet	7,000					10,000					2,500
Clean Chandeliers	1,000					1,500					2,500
Clean/Refinish Wood Paneling	1,000					1,500					12,000
Cleaning/Restoration of Collection	5,000					7,000					
South Opera Lounge (Golden Circle)										30,000	50,000
Replace Carpet		20,000								2,955	22,053
Clean Chandelier		2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	50,000	90,000
Repair/Replace Furniture		40,000								10,342	77,187
Clean Rugs		7,000	7,350	7,718	8,103	8,509	8,934	9,381	9,850		15,000
Refurbish/Upgrade Kitchen		15,000									18,210
Refinish Wood Paneling and Floors		8,000					10,210				22,053
Clean Wallscape		2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	15,000
Replace Wallscape		15,000									
Note: Major renovation of South Opera Lounge is reflected under Major Capital Improvements, Section IV. Part K.											
African Room											20,000
Climate Control		20,000									107,181
Restoration and care of art objects		50,000	5,000	5,500	6,050	6,655	7,321	8,053	8,858	9,744	39,098
Repair and Oiling of Wooden doors		20,000	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	35,000
Replace Carpet		15,000					20,000				88,213
Cleaning/Curatorial Care		8,000	8,400	8,820	9,261	9,724	10,210	10,721	11,257	11,820	
Israeli Room											110,266
Cleaning/Inspection of Ceiling and Walls		10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	28,000
Repair/Replace Furniture		8,000								20,000	15,000
Repair Lighting		5,000					10,000				79,670
Repair of Ceiling		35,000					44,670				4,553
Refinish Doors		2,000					2,553				25,000
Replace Carpet		10,000					15,000				
Chinese Lounge											23,000
Replace Carpet		8,000					15,000				55,133
Restoration and care of Artwork		5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	15,000
Repair/Replace Furniture			15,000								
Atrium/North and South Foyers											75,000
Replace Lighting/Skylights				75,000							70,000
Paint Walls and Ceilings		30,000					40,000				150,000
Renovate Restrooms		150,000									116,000
Restore Woodwork			35,000	5,000	10,000	5,000	10,000	5,000	40,000	6,000	175,000
Repair/Replace Planters				75,000						100,000	50,000
Replace Seating Cushions		25,000						25,000			102,000
Replace Carpet	42,000						60,000				

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Property Insurance - Consultants	5,000	10,000	6,000	6,300	6,615	6,946	7,293	7,658	8,041	8,443	72,296
- Property Ins.	138,160	151,976	167,174	183,891	202,280	222,508	244,759	269,235	296,158	325,774	2,201,915
- Theatrical Floater	4,000	4,400	4,840	5,324	5,856	6,442	7,086	7,795	8,574	9,432	63,749
- Flood Insurance	3,440	3,784	4,162	4,579	5,037	5,540	6,094	6,704	7,374	8,111	54,825
- Liability	154,290	169,719	186,691	205,360	225,896	248,486	273,334	300,668	330,734	363,808	2,458,986
- Crime Policy	13,000	14,300	15,730	17,303	19,033	20,937	23,030	25,333	27,867	30,653	207,186
- NSO Property	7,000	7,700	8,470	9,317	10,249	11,274	12,401	13,641	15,005	16,506	111,563
Signage											20,000
Design	20,000										330,000
Installation	30,000	250,000	50,000								79,689
Maintenance/Replacement	5,000	5,500	6,050	6,655	7,321	8,053	8,858	9,744	10,718	11,790	
Building Lock System											220,000
Installation	70,000	100,000			25,000			25,000			140,795
Maintenance	5,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	
Alarm System											174,872
Installation	10,000	50,000	20,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	62,890
Maintenance	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	7,757	
AFI Theater Renovation		30,000				20,000					50,000
Computer Rooms - Primary		50,000						25,000			75,000
- Back-up	45,000						20,000				65,000
Telephone Switchroom	25,000			25,000						25,000	75,000
NSO Telemarketing Space	5,000										5,000
Handicapped Bathrooms	40,000		Note: After 1990 this becomes Capital Improvement								40,000
Blueprint Restoration	5,000	25,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	144,359
NSO Wardrobe Trunks	34,000						40,000				74,000
NSO Library	20,000					10,000					30,000
Artwork - Curatorial Survey		10,000									10,000
- Curatorial Care		25,000	50,000	20,000	22,000	24,200	26,620	29,282	32,210	35,431	264,743
Telephone Cable Removal	30,000	30,000	30,000								90,000
Construction/Renovation (small projects)	75,000	90,000	99,000	108,900	119,790	131,769	144,946	159,440	175,385	192,923	1,297,153
Furniture and Fixture Purchase	125,000	75,000	78,750	82,688	86,822	91,163	95,721	100,507	105,533	110,809	951,993

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Office Equipment Lease/Purchase	123,000	150,000	165,000	181,500	199,650	219,615	241,577	265,734	292,308	321,538	2,159,922
Misc. Bldg. Equipment and Supplies	5,000	5,500	6,050	6,655	7,321	8,053	8,858	9,744	10,718	11,790	79,689
Storage Rental	5,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	140,795
Trash Removal	7,000	7,350	8,085	8,894	9,783	10,761	11,837	13,021	14,323	15,755	106,809
Recycling Program	5,000	5,250	5,775	6,353	6,988	7,687	8,455	9,301	10,231	11,254	76,294
Air Quality Testing	1,000	5,000	5,500	6,050	6,655	7,321	8,053	8,858	9,744	10,718	68,899
Pest Control		150,000	157,500	165,375	173,644	182,326	191,442	201,014	211,065	221,618	1,653,984
Safe Servicing	2,500	2,750	3,025	3,328	3,660	4,026	4,429	4,872	5,359	5,895	39,844
Archive Storage and Management	7,500	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	143,295
Office Equipment Maintenance	25,000	26,250	28,875	31,763	34,939	38,433	42,276	46,503	51,154	56,269	381,462
Air-Handling Equipment - Maintenance - Replacement	10,000	11,000 20,000	12,100	13,310 22,000	14,641	16,105 24,000	17,716	19,487 26,000	21,436	23,579 28,000	159,374 120,000
Audio-Visual Equipment Maintenance	2,000	2,200	2,420	2,662	2,928	3,221	3,543	3,897	4,287	4,716	31,874
Cyclic Building Maintenance (heavy cleaning, etc.)	45,000	47,250	49,613	52,093	54,698	57,433	60,304	63,320	66,485	69,810	566,006
Miscellaneous Repairs	20,000	21,000	23,100	25,410	27,951	30,746	33,821	37,203	40,923	45,015	305,169
Total Bldg Services & Maint - Kennedy Center	1,850,890	3,031,679	1,779,273	2,065,842	2,417,663	2,094,030	2,432,197	2,468,532	2,513,258	2,956,915	23,610,279
TOTAL BUILDING SERVICES AND MAINTENANCE	2,010,890	4,958,179	2,860,748	3,125,543	3,694,317	2,645,006	3,710,150	3,647,252	3,828,158	3,873,090	34,353,333

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KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
I. MAJOR CAPITAL REPAIRS AND IMPROVEMENTS - FUTURE NEEDS											
A. MECHANICAL SYSTEM UPGRADE (including addition of Smoke Alarm Detection System)											
1. Planning and Design		1,200,000									1,200,000
2. Construction and Modification			1,300,000	1,000,000	1,000,000						3,300,000
3. Contingencies, Inflation & Fees			500,000	500,000	500,000						1,500,000
TOTAL PROJECT COST = \$ 6,000,000	0	1,200,000	1,800,000	1,500,000	1,500,000	0	0	0	0	0	6,000,000
B. ELECTRICAL SYSTEM REPAIR AND UPGRADE											
1. Expand Emergency Lighting System		250,000			50,000			50,000			350,000
2. Upgrade Emergency Generator System		250,000									250,000
3. 2nd Generator/Computer & Telephone Systems				250,000							250,000
4. Survey Switchgear Rooms & Elec. Closets			250,000	75,000	75,000	75,000	75,000	75,000			375,000
5. Repair Switchgear Rooms & Elec. Closets											
TOTAL PROJECT COST = \$ 1,475,000	0	500,000	250,000	325,000	125,000	75,000	75,000	125,000	0	0	1,475,000
C. SERVICE TUNNEL & LOADING DOCK REPAIRS											
1. Waterproofing				100,000							100,000
2. Improve Air Exhaust			150,000								150,000
3. Air locks at Roll-up Doors					200,000						200,000
4. Repair/Replace Dock Levelers		100,000									100,000
5. Raise Truck Clearances in Tunnel			150,000	150,000							300,000
6. Lower Floor level at Docks		50,000									50,000
TOTAL PROJECT COST = \$ 900,000	0	150,000	300,000	250,000	200,000	0	0	0	0	0	900,000
D. EXPAND PARKING GARAGE											
1. Planning and Engineering			400,000								400,000
2. Construction				20,000,000							20,000,000
TOTAL PROJECT COST = \$ 20,400,000	0	0	400,000	20,000,000	0	0	0	0	0	0	20,400,000

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
E. BUILDING ROOF REPLACEMENT											
1. Planning and Design							150,000				150,000
2. Construction								750,000	750,000	750,000	2,250,000
TOTAL PROJECT COST = \$ 2,400,000	0	0	0	0	0	0	150,000	750,000	750,000	750,000	2,400,000
F. SURVEILLANCE SECURITY SYSTEM THROUGHOUT BUILDING											
1. Planning and Design		100,000									100,000
2. Installation			500,000	500,000							1,000,000
TOTAL PROJECT COST = \$ 1,100,000	0	100,000	500,000	500,000	0	0	0	0	0	0	1,100,000
G. GLASS WALL INSULATION/REPLACEMENT											
1. Grand Foyer								3,000,000			3,000,000
2. Roof Terrace (inc. Terrace Theater)						1,000,000					1,000,000
TOTAL PROJECT COST = \$ 4,000,000	0	0	0	0	0	1,000,000	0	3,000,000	0	0	4,000,000
H. BUILDING RELIGHTING											
1. Design			40,000								40,000
2. Installation				300,000							300,000
TOTAL PROJECT COST = \$ 340,000	0	0	40,000	300,000	0	0	0	0	0	0	340,000
I. RESTROOM REFURBISHING (including fixture replacement)											
1. Theaters (24)			600,000	600,000	600,000	600,000					2,400,000
2. Other Areas (30)			400,000	400,000	400,000	400,000	400,000				2,000,000
TOTAL PROJECT COST = \$ 4,400,000	0	0	1,000,000	1,000,000	1,000,000	1,000,000	400,000	0	0	0	4,400,000

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
J. NORTH AND SOUTH GALLERY MODIFICATIONS											
1. Relocate Theater Lab Entrance			100,000								100,000
2. Create Stage Door & Crossover Hallway			200,000								200,000
3. Reconfigure Terrace Theater Box Office		100,000									100,000
TOTAL PROJECT COST = \$ 400,000	0	100,000	300,000	0	0	0	0	0	0	0	400,000
K. SOUTH OPERA LOUNGE RENOVATION											
1. Design						75,000					75,000
2. Construction						400,000					400,000
3. New Furniture						200,000					200,000
TOTAL PROJECT COST = \$ 675,000	0	0	0	0	0	675,000	0	0	0	0	675,000
L. BOX OFFICE EXPANSION											
1. Central Box Office				250,000							250,000
2. Concert Hall Box Office					225,000						225,000
TOTAL PROJECT COST = \$ 475,000	0	0	0	250,000	225,000	0	0	0	0	0	475,000
M. GIFT SHOP EXPANSION											
1. New Hall of States Shop		100,000	250,000								350,000
2. Increased Storage & Office Space			150,000								150,000
3. Relocation of Coat Room			75,000								75,000
TOTAL PROJECT COST = \$ 575,000	0	100,000	475,000	0	0	0	0	0	0	0	575,000
N. INSTANT CHARGE EXPANSION											
1. Enlarge Present Facility					200,000						200,000
2. Relocate Photo Lab					100,000						100,000
TOTAL PROJECT COST = \$ 300,000	0	0	0	0	300,000	0	0	0	0	0	300,000
O. REDESIGN/RENOVATION OF MOTOR LOBBY A											
1. Design				75,000							75,000
2. Construction					250,000						250,000
TOTAL PROJECT COST = \$ 325,000	0	0	0	75,000	250,000	0	0	0	0	0	325,000

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
P. PERMANENT VIDEO CABLING FROM THEATERS TO LOADING DOCKS AND PLAZA											
1. Engineering			50,000								50,000
2. Installation				200,000							200,000
TOTAL PROJECT COST = \$ 250,000	0	0	50,000	200,000	0	0	0	0	0	0	250,000
Q. PATRON INFORMATION SYSTEM											
1. Design		50,000									50,000
2. Construction		50,000	400,000								450,000
TOTAL PROJECT COST = \$ 500,000	0	100,000	400,000	0	0	0	0	0	0	0	500,000
TOTAL MAJOR CAPITAL REPAIRS AND IMPROVEMENTS - FUTURE NEEDS	0	2,250,000	5,515,000	24,400,000	3,600,000	2,750,000	625,000	3,875,000	750,000	750,000	44,515,000
TOTAL BLDG SERVICES, MAINTENANCE AND CAPITAL REPAIRS/IMPROVEMENTS	6,010,890	14,470,179	30,476,048	27,525,543	7,294,317	5,395,006	4,335,150	7,522,252	4,578,158	4,623,090	112,230,633

KENNEDY CENTER 10 YEAR PROJECTION

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. DATA SYSTEMS

A. CAPITAL EQUIPMENT

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
											32,832
Lease Payments	32,832										339,992
Terminals	5,500	35,000	35,000	36,000	36,000	37,000	37,000	38,850	38,850	40,792	272,910
Report Printers	21,800	25,000	26,250	26,250	27,560	27,560	28,900	28,900	30,345	30,345	245,765
LQ Printers		25,000	25,000	26,250	26,250	27,560	27,560	28,900	28,900	30,345	419,910
PC Hardware	26,400	29,100	32,100	35,100	38,600	42,400	46,600	51,260	56,360	61,990	456,957
PC Software	36,320	38,140	40,047	42,100	44,200	46,400	48,700	51,100	53,650	56,300	114,000
Terminal/Printer Servers		10,000	10,000	12,000	12,000	13,500	13,500	13,500	14,750	14,750	91,160
Extra Hardware	3,100	8,000	8,400	8,820	9,260	9,720	10,200	10,700	11,200	11,760	38,000
Cabling	3,000	3,000	3,300	3,500	3,700	3,900	4,100	4,300	4,500	4,700	44,500
Modems/Switchboxes	3,100	3,000	3,400	3,800	4,200	4,600	5,000	5,400	5,800	6,200	21,600
Printer/Terminal Stands		1,200	1,500	1,800	2,100	2,400	2,700	3,000	3,300	3,600	131,750
Laptops		9,000	11,500	13,000	15,250	15,250	15,250	17,000	17,000	18,500	47,000
Port Printers		2,000	3,500	5,000	5,000	5,000	6,500	6,500	6,500	7,000	
	132,052	188,440	199,997	213,620	224,120	235,290	246,010	259,410	271,155	286,282	2,256,376

B. DEVELOPMENT/MARKETING PACKAGES

Development Software		200,000	108,000	93,000	63,000	28,000	28,000	28,000	30,000	28,000	606,000
Marketing Software	30,000	30,000	30,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	216,000
	30,000	230,000	138,000	111,000	81,000	46,000	46,000	46,000	48,000	46,000	822,000

C. PC LOCAL AREA NETWORK

LAN Repeater	10,800	16,200	17,500	9,000	9,000	9,500	9,500	10,000	10,000	10,000	111,500
Network Interconnect	1,450	3,000	3,500	3,675	3,855	4,050	4,250	4,460	4,680	4,900	37,820
PCSA PC Hardware Kits	3,675	27,300	3,675	3,850	4,050	4,250	4,460	4,680	4,900	5,150	65,990
PCSA PC Software	500	500			500			500			2,000
PCSA VAX Software	7,500	8,650	9,450								25,600
PCSA License	6,000	24,500	25,000	1,750	1,750	2,450	2,450	2,450	3,100	3,100	72,550
PC Printer Server	4,000	8,000	4,200	4,200	4,400	4,400	4,600	4,600	4,850	4,850	48,100
PC Printer Converters	2,400	4,800	1,200	1,200	1,500	1,500	1,700	1,700	1,900	1,900	19,800
Additional Ethernet	5,000	5,000	1,200	1,200	1,450	1,450	1,575	1,575	1,800	1,800	22,050
	41,325	97,950	65,725	24,875	26,505	27,600	28,535	29,965	31,230	31,700	405,410

KENNEDY CENTER 10 YEAR PROJECTION

Page 20 of 22

D. BACKSTAGE COMPUTER SYSTEMS

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Systems Hardware		336,000	360,000	80,000	84,000	88,000	92,000	96,000	100,000	104,000	1,340,000
Special Software		200,000	240,000		256,000		280,000		308,000		1,284,000
Printers/Plotters		520,000	532,000			640,000			672,000		2,364,000
	0	1,056,000	1,132,000	80,000	340,000	728,000	372,000	96,000	1,080,000	104,000	4,988,000

E. IMAGE SCANNING SYSTEM

VAX Station 3500		52,500	55,000	55,750			55,000			55,000	273,250
Scanner MD300		5,500	5,750	5,300	5,000		5,900			4,500	31,950
Image Workstations		23,000	20,000	15,000	10,000	8,500	8,900	8,900	9,150	9,150	112,600
RV20 WORM Drives (Write Once Read Many)		30,000	30,500	29,000	35,000				37,500	35,000	197,000
Image Printers		10,000	5,000	5,500	5,750			5,900			32,150
Image Software and License		20,000	5,000	5,000			5,000			5,500	40,500
	0	141,000	121,250	115,550	55,750	8,500	74,800	14,800	46,650	109,150	687,450

F. PATRON INFORMATION SYSTEM

VAX Station 3100		36,000	72,500					38,500			147,000
DEC Talk		4,200	9,800					10,500			24,500
Console		1,950	3,800					2,500			8,250
Touch Screen		5,000	10,000					13,500			28,500
Video Disc Players		5,000	10,000					13,500			28,500
Video Disc Production		36,000	45,000	30,000	10,000		10,000	30,000			161,000
PIS Software		350,000	250,000	90,000	32,000	15,000			5,000		742,000
	0	438,150	401,100	120,000	42,000	15,000	10,000	108,500	5,000	0	1,139,750

KENNEDY CENTER 10 YEAR PROJECTION

Page 21 of 22

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Training/Demo Aids		1,200	2,500	2,500	2,750	2,750	2,900	2,900	3,150	3,150	23,800
Training Stations		20,000	22,500	24,200	25,500	27,000	28,500	30,000	31,500	33,750	242,950
Training Software	250	2,000	2,500	2,750	2,900	3,200	3,350	3,500	3,650	3,900	28,000
Manuals/Documentation	500	1,850	2,000	2,100	2,250	2,500	2,750	3,000	3,250	3,500	23,700
	750	25,050	29,500	31,550	33,400	35,450	37,500	39,400	41,550	44,300	318,450

G. COMPUTER TRAINING CENTER

H. SYSTEM GROWTH AND REPLACEMENT

VAX 6440		700,000		710,000		725,000		225,000		750,000	3,110,000
Cluster Base		150,000								75,000	225,000
Star Coupler		15,000				17,500					32,500
Storage Array SA600		225,000	250,000		265,000		285,000		285,000		1,310,000
Cartridge Tape System		131,000					155,000				286,000
Storage Array SA482			65,000			67,500					132,500
Printer Server LPS40		50,650			52,000						102,650
LGO2 Printer		13,000	13,000			13,000				14,500	53,500
Upgrade LGO1 Printers				6,000	6,000						12,000
	0	1,284,650	328,000	716,000	323,000	823,000	440,000	225,000	285,000	839,500	5,264,150

I. COMPUTER FACILITIES

Fire Extinguishers	2,000	500	200				1,200				3,900
Dry Sprinklers		50,000	25,000								75,000
Halon System		75,000				50,000				25,000	150,000
Uninterruptable Power Supply		100,000	100,000				75,000		30,000		305,000
Replacement of Air-Conditioner Units			35,000			37,500		15,000			87,500
Renovation of Primary Computer Room		35,000	10,000				37,500			10,000	92,500
Renovation of Backup Computer Room		3,000	5,000	17,500					30,000		55,500
Rewire Data Lines		7,500	5,000	3,000	6,500		5,500			8,000	35,500
Computer Room Furniture		2,100	1,500	1,750	1,900	2,100	2,250	2,400	2,650	2,900	19,550
Daily Tape Vault		5,000			12,000				8,000		25,000
	2,000	278,100	181,700	22,250	20,400	89,600	121,450	17,400	70,650	45,900	849,450

KENNEDY CENTER 10 YEAR PROJECTION

Page 22 of 22

J. COMPUTER HARDWARE MAINTENANCE

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Digital Equipment	72,000	75,000	96,000	101,700	116,700	122,600	150,000	161,000	180,000	192,500	1,267,500
IBM System 34	3,300	3,450									6,750
Altos Equipment	3,500	3,700	3,950								11,150
Xerox Printers	800	840									1,640
Personal Computers Equipment	8,000	15,000	17,500	19,000	22,500	24,000	26,500	28,000	30,500	34,000	225,000
Air Conditioner	1,500	2,000	2,100	2,250	2,550	2,700	2,850	3,000	3,150	3,300	25,400
	89,100	99,990	119,550	122,950	141,750	149,300	179,350	192,000	213,650	229,800	1,537,440

K. COMPUTER SOFTWARE MAINTENANCE

Digital Corporation	23,000	37,000	38,900	40,000	42,500	44,750	48,000	50,400	52,900	55,500	432,950
Spacetime (BOCS)	24,000	25,200	26,460	27,800	29,500	30,750	32,500	33,750	35,500	37,250	302,710
Marketing System	24,000	25,200	26,460	27,800	29,500	30,750	32,500	33,750	35,500	37,250	302,710
Development System		15,000	17,000	18,250	19,500	20,750	22,000	23,250	24,500	25,750	186,000
Data Processing Design (Word 11)	1,400	1,470	1,550	1,650	1,700	1,800	1,850	1,950	2,000	2,150	17,520
Access Technology (20/20)	1,250	1,320	1,380	1,450	1,530	1,600	1,680	1,760	1,840	1,930	15,740
Other VAX Software		6,000	6,600	6,900	7,300	7,650	7,950	8,350	8,750	9,200	68,700
American Digital Systems	24,000	25,200	13,250	14,000	14,750						91,200
Williamson (Development)	2,400	2,550	2,700								7,650
Hemmingway Associates (IBM System 34)	2,000	2,100									4,100
	102,050	141,040	134,300	137,850	146,280	138,050	146,480	153,210	160,990	169,030	1,429,280
JTAL DATA SYSTEMS	397,277	3,980,370	2,851,122	1,695,645	1,434,205	2,295,790	1,702,125	1,181,685	2,253,875	1,905,662	19,697,756

hold

THE WHITE HOUSE
WASHINGTON

February 6, 1990

MEMORANDUM TO GOVERNOR SUNUNU

✓ ED ROGERS

FROM: SUSAN PORTER ROSE

SUBJECT: KENNEDY CENTER CORPORATE RECEPTION

It was extremely helpful to have the information from Ed about the Wolfenson meeting and the fact that a management plan had been requested. Thinking it is better to have all i's dotted, I have told Jim Evans, Chairman of the Search Committee, that as soon as the management plan is to Governor Sununu and the March 23rd board meeting has officially installed Wolfenson that Wolfenson--with whom I have spoken several times--should give me a call to set up the date. Jim Evans was very comfortable with this.

Also--F.Y.I.--they would like to have the reception in "May, June, or the fall." They hope the President will also be able to attend.

Thank you.

cc: Andy Card
Joe Hagin
Laurie Firestone

THE WHITE HOUSE

WASHINGTON

March 12, 1990

3/20

MEMORANDUM TO ED ROGERS

FROM: SUSAN PORTER ROSE

SUBJECT: KENNEDY CENTER MANAGEMENT PLAN

We have received the attached letter from Jim Evans, Chairman of the Search Committee for the Kennedy Center. Our plan was that until Governor Sununu had signed off on the requested management plan and Jim Wolfensohn was aboard that we would not schedule a Kennedy Corporate Donors Reception. Can this now be considered?

Attachments

JAMES H. EVANS

February 28, 1990

Mrs. Susan Porter Rose
Deputy Assistant to the President
and Chief of Staff to the First Lady
The White House
2/EW
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

Dear Mrs. Rose:

Following up the very pleasant telephone conversation you and I had about the Kennedy Center recently, enclosed is a copy of a self-explanatory letter I addressed yesterday to Governor Sununu with which I enclosed Jim Wolfensohn's management plan and analysis of the Kennedy Center dated February 26, 1990. This management plan and analysis was requested by the Chief of Staff when a delegation from the Kennedy Center met with him in his office on January 31, 1990. In view of the fact that the First Lady is our Honorary Chairman, I wanted you and Mrs. Bush to have this report.

You will note that I have sent copies of the report to the six trustees from the Hill and to Mel Laird in his capacity as Chairman of the Nominating Committee and the Transition Committee (each was present when we met with Governor Sununu in his office on January 31). As soon as there is an indication from the various recipients of this letter that they approve its content in principle, I shall send copies to members of the Search Committee.

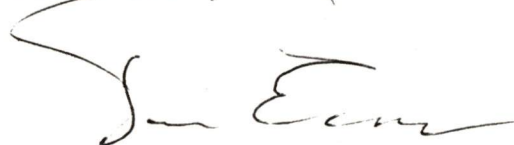
From my point of view, I believe that Jim Wolfensohn has made a brilliant analysis of the history, current situation and future needs of the Center. In the few short weeks that we have been able to engage him in studying the Kennedy Center in depth, he has analyzed it with greater understanding and clarity than perhaps has heretofore ever been the case by anyone except our own incomparable Roger Stevens. The problem with Roger, if there was one, was that while he understood the situation, it was never articulated to the full Board. Jim Wolfensohn has laid it all out in such a way that I believe anyone taking the time to read the memorandum and its enclosures will have an immediate understanding of where we are at the Kennedy Center and where we hope to go.

As we move forward, and assuming that Jim Wolfenshon will be elected Chairman of the Kennedy Center on March 23, we would hope to schedule a reception at the White House along the lines you and I discussed by telephone a couple of weeks ago. I believe your advice is very sound, namely, that we should wait until Mr. Wolfensohn has his "feet under the desk for awhile"; perhaps May or early June would be a perfect time. Let's discuss that at your convenience. To that end, I visited briefly with Barbara Bush about the Center when she and the President were on hand at The Business Council dinner at the Library of Congress last week. Needless to say, all of us involved with the Kennedy Center are grateful beyond measure for the interest of our First Lady and the President in what is transpiring at the Center.

Should you have any questions, please do give me a call at this number (212/418-7799) or at home (212/517-7117).

With warm thanks.

Yours ever,

A handwritten signature in dark ink, appearing to read "Jim Wolfensohn", with a long, sweeping horizontal line extending from the end of the signature.

Enclosures

THE WHITE HOUSE

WASHINGTON

February 6, 1990

MEMORANDUM TO GOVERNOR SUNUNU
ED ROGERS

FROM: SUSAN PORTER ROSE

SUBJECT: KENNEDY CENTER CORPORATE RECEPTION

It was extremely helpful to have the information from Ed about the Wolfenson meeting and the fact that a management plan had been requested. Thinking it is better to have all i's dotted, I have told Jim Evans, Chairman of the Search Committee, that as soon as the management plan is to Governor Sununu and the March 23rd board meeting has officially installed Wolfenson that Wolfenson--with whom I have spoken several times--should give me a call to set up the date. Jim Evans was very comfortable with this.

Also--F.Y.I.--they would like to have the reception in "May, June, or the fall." They hope the President will also be able to attend.

Thank you.

cc: Andy Card
Joe Hagin
Laurie Firestone



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

March 20, 1990

MEMORANDUM FOR EDWARD M. ROGERS, JR.
DEPUTY ASSISTANT TO THE PRESIDENT
AND EXECUTIVE ASSISTANT
TO THE CHIEF OF STAFF

FROM:

for Robert E. Grady *dg*

SUBJECT:

Assistance to John F. Kennedy Center

As you requested, OMB staff reviewed the documents from James Wolfensohn, and have several observations.

An earlier memo to you reported the Department of the Interior's understanding that a total of \$37 million was needed: \$20 million to forgive the Kennedy Center's unpaid construction loan from the Federal Government, and \$17 million for structural and mechanical repairs along with other deferred cyclic maintenance. Mr. Wolfensohn's documents indicate a significant change in the distribution of dollars from that understanding. The \$37 million would now include \$15 million to pay the Center's accumulated operating deficit, of which we were previously unaware, and \$22 million for repairs and maintenance. It is not indicated whether the Center intends to repay the \$20 million construction loan or is just assuming it is going to be written off.

In addition, the total cost has risen from \$37 million to \$45 million to reflect an apparent increase in the Center's estimate of required assistance for repair work from \$22 million to \$30 million. Although Mr. Wolfensohn's intentions are good, it appears that he is getting his information from Kennedy Center staff who have a long history of using "bait and switch" tactics when it comes to Federal aid (see attached funding history). OMB staff are gathering information to evaluate the need for the repair work.

Further, and perhaps most important, Mr. Wolfensohn's proposal that the Federal Government pay for accumulated operating deficits, and for future repair and replacement of "theater furnishings, backstage machinery and equipment, computers and mechanical systems", would effectively eliminate cost-sharing arrangements in place since the Center's opening.

JAMES H. EVANS

February 27, 1990

The Honorable John H. Sununu
Chief of Staff to the President
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Governor Sununu:

Following up the very fine meeting my fellow trustees of the Kennedy Center and Jim Wolfensohn had with you on January 31, I am pleased to enclose a management plan and analysis drafted by Mr. Wolfensohn in response to your request for such a plan. Copies of this memorandum are also being sent to the seven trustees of the Kennedy Center listed below, each of whom was present at the January 31 meeting. It seemed to me it would save time to furnish the memo to all of those who were present in your office the morning of January 31 with the request that each recipient be in direct touch with Jim Wolfensohn or with me should questions arise regarding it. Should there be no factual questions regarding the analysis, I would hope that there might be a sufficient meeting of the minds with regard to the program and needs spelled out therein, so that the Search Committee may move forward in the recommendation of the election of Mr. Wolfensohn as Chairman of the Kennedy Center Board of Trustees at the annual meeting scheduled for Friday morning, March 23.

It is my understanding that your office and Chase Untermeyer are prepared to accept a resignation from the Kennedy Center Board, now in your hands, and will, as a result of that vacancy, recommend to the President that he appoint James D. Wolfensohn as a member of the Kennedy Center Board of Trustees. It is imperative that this matter be addressed prior to the March 23 Annual Meeting of the Kennedy Center Board inasmuch as the by-laws of the Center require that the Chairman be a member of the Board. Therefore, if the general contents of this memorandum meet with your approval -- and also with the concurrence of our six trustees from the Hill and from Mel Laird, who is Chairman of the Nominating Committee of the Center as well as the Transition Committee -- the Search Committee will be able to move forward with Jim Wolfensohn's name on March 23.

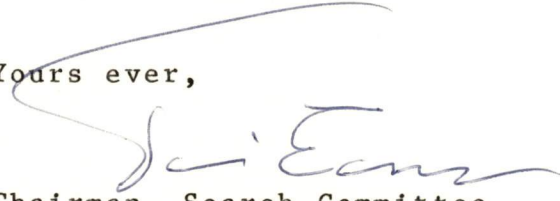
Jim Wolfensohn's office telephone number is
212/909-8101 and his home telephone number is 212/772-2262.
His office address is

James D. Wolfensohn, Inc.
599 Lexington Avenue, 40th Floor
New York, NY 10022

I urge each recipient to read this memorandum as quickly as possible and to be in direct touch with Jim Wolfensohn -- or with me -- or, if you choose, with Mel Laird in his oversight capacity. While not meaning to pressure anyone, I do believe it is fair to say that time is of the essence, considering that we have less than a month ahead of us before the Search Committee hopes to be able to present Mr. Wolfensohn's name for election as our next Chairman.

With warm thanks and with even warmer personal regards.

Yours ever,



Chairman, Search Committee
The John F. Kennedy Center
for the Performing Arts

Enclosure

cc The Honorable Edward M. Kennedy
The Honorable James A. McClure
The Honorable George J. Mitchell
The Honorable Joseph M. McDade
The Honorable Charles Wilson
The Honorable Sidney R. Yates
The Honorable Melvin R. Laird

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KENNEDY CENTER

TO: The Hon. John H. Sununu, Chief of Staff
The White House
Washington, D.C.

FROM: James D. Wolfensohn
New York, New York

DATE: Monday, February 26, 1990

You have asked me to set down my thoughts regarding The John F. Kennedy Center of the Performing Arts based upon my review of the last two months. This series of personal observations and recommendations is organized as follows:

- I. THE HISTORY - a very brief review of the Center since its opening in 1971.
- II. THE PROBLEMS - an identification of the current issues facing the Center.
- III. THE DREAM - a broad statement of the role which the Center should fulfill and an indication of some of the initiatives which might be undertaken.
- IV. THE SOLUTION - a series of suggestions and recommendations as to how the Kennedy Center can fulfill its potential, including specific proposals as to management and funding.

BRIEF SUMMARY AND RECOMMENDATION

The Center is at a very difficult stage in its development. It is bankrupt on a current basis with a deficit of approximately \$15 million. It has an endowment of approximately \$30 million which has been raised from private sources.

Very little structural maintenance of the building has taken place in the eighteen years of its existence, since the opening in September 1971. Virtually nothing has been done to restore or to replace the substantial investment in data processing, furnishings, back stage machinery and equipment, most of which must be renewed during the coming five to ten years. The Jeter report, dated February 20, 1990 (Attachment II), on the ten year projections of building operations and data systems discloses total needs for the period of \$152 million.

The estimate for urgent deferred maintenance and repairs, submitted recently at \$22.5 million, has risen to \$30.5 million (see Otremba memo 2/22/90 Attachment I) with expenditures required in FY91 and FY92. Without construction of the much needed extra garage space (estimate \$20 million) I would estimate annual expenditures of the order of \$8-10 million.

With regard to programming, annual operating deficits are running at approximately \$12 million per year which is funded from predominantly private support. More extensive and creative programming is constrained by lack of adequate funding.

As to the content of the programming, there is room for great pride and great concern. The Kennedy Center has achieved very much since its inception with a particularly strong emphasis on theater and musicals due to the influence and great talent of its founder, Roger Stevens. Today it needs reforming, tightening up, the establishment of new standards of excellence, and a renewed commitment to make it the national and international showcase for the performing arts which the nation's capital deserves.

Recommendation - I believe and would recommend that the Government consider appropriating funds immediately as follows:

- | | |
|---|-------------------------|
| (i) to repay \$15 million deficit | \$15 million |
| (ii) to complete deferred maintenance in structural repairs previously estimated at \$22.5 now: | <u>\$30.5</u>
\$45.5 |

In addition, a partnership should be created between Government and the private sector, with the Government undertaking a greater role in funding operating expenses of the Center by committing to refurbish and to replace theater furnishings, back stage machinery equipment, mechanical systems, and other items outlined in the attached Jeter report, up to \$10 million per annum for the next five years (to be reviewed thereafter) and with the Kennedy Center committing to match this with support of programming and educational activities on a \$ for \$ basis up to \$10 million. Every effort will be made to obtain additional private funds for a greatly enriched and expanded programmatic thrust.

The aim of both the Government and the Kennedy Center Board should be to have the best managed, highest quality performing arts organization in this country - to make the Kennedy Center part of the heartbeat of the nation and of its capital.

I. HISTORY

The history of the Kennedy Center is well known. Roger Stevens played a pivotal role, making a unique contribution to the enduring benefit of the nation, not only with the establishment of a major performing arts center, but with his programmatic thrust, particularly in the production and presentation of theater and popular musicals. Classical musical programming and opera have been of lesser importance, although in the early stages of the Center's life, important presentations attracted interest and involvement from the musical world. Today with its subsidiary, The National Symphony Orchestra, and with its extensive program in ballet and in the presentation of chamber music and some individual artists, the Kennedy Center is taking greater responsibility for the programming and presentation of music. However, a very large part of the musical program is presented by the Washington Performing Arts Society and the National Opera, neither of which is a Kennedy Center affiliate, and both of which simply rent the theaters.

The education program has been established with sound basic lines, both nationally and in Washington, but it suffers from lack of depth. The program for cultural diversity has potential and has been innovative in the past, but due to lack of funds and priority, it has not been developed fully.

Turnover at the Center is approximately \$50 million a year in five theaters. The annual operating deficit before fundraising in 1989 was \$15 million.

Ralph Davidson has continued in the tradition established by Roger Stevens and has brought to the Center great experience from the corporate world. He leads a group of high quality executives with a long history at the Center and with considerable knowledge of the arts and of administration, finance, and fundraising. Over the last three years the staff has grown substantially to about 200 persons in all.

Let me review briefly the programmatic thrusts undertaken in recent years:

Theater

During the period of the Chairmanship of Roger Stevens, the greatest emphasis in programming and promotion was placed upon theater and musicals. Roger Stevens, himself, with some friends and with the Center itself, took an entrepreneurial role. Because of his deep knowledge of the theater he was able to make the Kennedy Center a highly visible and important theatrical center, presenting performances of plays and musicals from around the country and the world.

During the middle years of the 1980s the momentum somewhat slowed. Under Ralph Davidson the theaters have been more active again, with fewer dark nights and with the rebuilding of the subscription audience.

Innovations in the theater have been limited due to the fact that the Theater Lab has been used for a cabaret "Shear Madness" for the last two years. This show has generated approximately a half million dollars of profit each year.

As part of the education initiative, a very important college theater program has been established with a nationwide competition amongst colleges, with winning plays performed at the Kennedy Center. In 1987 a bold step was undertaken with the establishment of an American national theater under Peter Sellers, but this initiative was short-lived and abandoned.

As an indication of the funding of the theater, a ten year history is now given:

Theater (Net Programming Deficit)

1980	-	(670,237)
1981	-	(136,769)
1982	-	(2,264,769)
1983	-	(1,137,046)
1984	-	(1,936,890)
1985	-	(1,250,457)
1986	-	(546,739)
1987	-	(1,159,921)
1988	-	(979,632)
1989	-	(732,921)
TOTAL	-	(10,815,381)

Musicals and Variety

The Kennedy Center has played a role in both sponsorship of new productions and in the presentation of shows mainly from the United States, and in some cases from overseas, for example, the Kabuki Theater. This activity meets a real need in Washington and attracts audiences to the Center. This role continues with the following financial results:

(Net Programming Deficit)

<u>Musicals</u>		<u>Variety (Includes Kabuki)</u>
1980	- (285,675)	(40,378)
1981	- (618,846)	(182,823)
1982	- (1,247,207)	(1,247,207)
1983	- (299,275)	(251,621)
1984	- (629,890)	(151,897)
1985	- (436,529)	(1,024,754)
1986	- (828,030)	(366,235)
1987	- (71,165)	(499,143)
1988	- (361,507)	(648,244)
1989	- (657,751)	(703,180)
TOTAL	- (5,435,875)	(4,074,491)

Concerts and Dance

While the Center has presented some notable attractions and distinguished artists in the past, the main presenters of music have not been part of the Kennedy Center family. Until 1987, when it was absorbed by the Center, the National Symphony Orchestra was an independent organization which rented the concert hall. Most of the programming of classical music, such as the presentation of visiting orchestras, artists, chamber music, was and still is presented by the Washington Performing Arts Society. Nor is the Washington Opera part of the Kennedy Center, although it rents office space and theaters for its productions.

Kennedy Center has taken program initiative for ballet, inviting a number of visiting companies annually to perform in one of the nation's best ballet seasons. Last year it announced a new artistic initiative with selected national companies, commissioning new works for presentation at the Kennedy Center and beyond. The following figures for annual deficit funding indicate the importance of ballet in the Center:

Dance/Ballet (Net Programming Deficit)

1980	-	(670,341)
1981	-	(920,402)
1982	-	(1,150,557)
1983	-	(1,159,258)
1984	-	(881,944)
1985	-	(1,112,800)
1986	-	(1,417,937)
1987	-	(1,145,359)
1988	-	(1,219,182)
1989	-	(1,038,023)
TOTAL	-	(10,715,803)

Other musical programming tends to be more modest in scope comprising chamber music, individual artist recitals, and lectures. It is of high quality and gives an opportunity for younger and less well known artists to perform. The Kennedy Center programming supplements the more weighty programs of the Washington Performing Arts Society.

Concerts (Net Programming Deficit)

1980	-	(462,254)
1981	-	(341,581)
1982	-	(402,302)
1983	-	(522,875)
1984	-	(672,752)
1985	-	(743,678)
1986	-	(703,132)
1987	-	(755,011)
1988	-	(472,268)
1989	-	(541,101)
TOTAL	-	(5,616,954)

Opera

In the past the Kennedy Center has presented visiting opera companies and until 1985 presented annually the Metropolitan Opera of New York. Since the cessation of the Metropolitan Opera visits, the operatic thrust has diminished with the exception of Nixon in China in 1988 and the highly acclaimed Berlin Opera performances in 1989.

Opera (Net Programming Deficit)

1980	-	(555,801)
1981	-	(918,782)
1982	-	(381,687)
1983	-	(458,967)
1984	-	(1,439,400)
1985	-	(342,965)
1986	-	0
1987	-	0
1988	-	(431,682)
1989	-	(47,505)
TOTAL	-	(4,576,789)

National Symphony Orchestra

In 1987 the National Symphony Orchestra was absorbed into the Kennedy Center family. It retains its own Board, although the fundraising has been combined with that of Kennedy Center. The Orchestra has a full season with a subscription series, each concert being repeated four times, perhaps too often for a city the size of Washington. It also tours both nationally and internationally. The NSO has some outreach and education programs for the community, but these are more significant as an indication of what can be done, than as a substantial ongoing and meaningful initiative. The NSO runs itself as a free standing organization, and there is limited coordination with the other musical activities in the Center. There is no doubt that the NSO is a very important resource, but it has severe financial problems. Approximately half of the total deficit of the Center is made up by the National Symphony Orchestra's deficit.

When the NSO became part of the Kennedy Center they transferred a net \$9 million to the Endowment Fund. Unfortunately, annual fundraising for the NSO has declined since its absorption. Annual deficits before fundraising are as follows:

National Symphony Orchestra (Net Programming Deficit)

1987	-	(5,058,666)
1988	-	(5,558,974)
1989	-	(6,433,285)
TOTAL	-	(17,050,925)

Education Programs

In education The Kennedy Center has established a name and visibility nationally. It is a leader in some existing education programs and has the potential for an even greater impact. A full description of all the programs cannot be given in this report, although its activities include the Alliance for Arts Education in communities throughout the nation, the creation and presentation of plays with programs for children, youth college theater programs in the American College Theater Festival, and creative activities for families in communities entitled "The Imagination Celebrations." The Very Special Arts program has close links with the Center and is important in the field of bringing arts to the handicapped. The greatest problem with Education Programs is its lack of depth and focus. The Program has been constrained by funds and as a consequence has had less of an impact locally and nationally than it is capable of.

Education (Net Programming Deficit)

1980	-	(1,270,999)
1981	-	(1,232,277)
1982	-	(1,331,834)
1983	-	(1,372,276)
1984	-	(1,490,292)
1985	-	(1,671,788)
1986	-	(1,845,355)
1987	-	(2,211,981)
1988	-	(2,147,608)
1989	-	(1,840,160)
TOTAL	-	(16,414,570)

Cultural Diversity and Outreach Programs

In the field of cultural diversity the Kennedy Center has an adequate, but not an outstanding record. Initiatives have been taken to reach out into minority communities and to different cultural and ethnic groups within the District and the nation. Enough has been done to demonstrate that the Center can enrich the lives of all, but it is fair to say that more can be done to change the mix of those attending the Center both by programming, education, and creative initiative to attract broader audiences.

Public Service (Net Programming Deficit)

1980	-	(862,333)
1981	-	(645,471)
1982	-	(552,767)
1983	-	(383,534)
1984	-	(474,574)
1985	-	(356,539)
1986	-	(393,806)
1987	-	(2,100,247)
1988	-	(484,532)
1989	-	(522,908)
TOTAL	-	(6,776,711)

II. THE PROBLEMS

There are, of course, many opportunities and many problems at the Kennedy Center, and my perception of them is an entirely personal one. I have not reviewed my findings with anyone, though I believe some would support my views. I shall state them briefly and as a consequence somewhat starkly.

1. Kennedy Center has lost momentum. It is perfectly acceptable as a provincial performing arts center, but it is not a national or international center of excellence and creativity.
2. As originally conceived, the Kennedy Center was authorized to promote and support activities in all the performing arts. As you will note from the History section there has been little central programming. Major emphasis was in fact on the theater and musicals, and only recently, with the absorption of the NSO and the expansion of the ballet season, has the Center shouldered the financial and programming responsibility. Opera and presentation of major orchestral and artistic performances are in the hands of unrelated outside organizations.
3. The Education Program is too broad and too thin in its presentations. The initiatives are sound and some of the programs are excellent and innovative, but it is lacking in depth, penetration, and focus. The audience and the extended reach of the Center is too narrow and should be expanded to a broader and more culturally mixed community.
4. The building is in disrepair and is poorly maintained. Essential maintenance has been deferred and \$30 million is required urgently. A further \$20-30 million will be required in the next five years for repair and maintenance of the structure.
5. The theaters and backstage machinery and equipment are now eighteen years old and in many cases both in poor repair and outmoded. There are two new theaters opening soon in the Washington area with over two thousand seat capacity. Several smaller theaters are planned. All these theaters will take initiatives to compete with the Center. It will be essential over the next five years to initiate a program of renewal and renovation. There will simply be no option for many of the expenditures. I would estimate \$10 million must be spent annually both for essential needs and to keep the theaters competitive and functioning.
6. Garage facilities are a major problem. No successful solution has been found with off-site parking. The NSO audience, the last to be seated with the staggered starting times of the theaters, complains consistently, leading to loss of audience. A thousand extra parking spaces are needed, but the \$20 million estimated cost is high.

7. The building complex itself is not very friendly. This is a personal view, but the scale of the building, the halls and the lack of adequate signage makes it a forbidding place. Something should be done to "warm the place up"--to make it more friendly--to give it an ambiance that makes you want to come to visit to attend a performance and to return many times.
8. Proximity to public transportation systems has been and remains a problem for those without automobiles.
9. Costs are very high. All aspects of the Center are unionized and during this year five major contracts are coming up for renegotiation. Kennedy Center and the management must prepare carefully for these negotiations with the full backing of an informed Board. Quite apart from labor costs, it is difficult to make some of the theaters pay because of the unbalanced relationship between capacity and production costs.
10. Programming and presentations costs are high and in most cases growing in keeping with the national experience. As a consequence, deficits are inevitable for most performances. Kennedy Center has been limited in what it can do, and management has been constrained and generally fearful about taking risks. As a consequence there has been too little creativity and too little richness in the offerings.
11. While the Kennedy Center has a \$30 million endowment which cannot be invaded, the balance sheet discloses that the Kennedy Center is bankrupt. It has an excess of liabilities over assets of \$15 million and is remaining afloat only with bank loans, stretching out payables and by using advance ticket sale receipts for current purposes. Clearly this situation cannot go on.

III. THE DREAM

1. The nation's capital deserves a performing arts center which is renowned nationally and internationally. It should be part of the heartbeat of the nation. It should be daily proof that this Administration and the Congress care about its cultural history, its cultural diversity, and that they wish to see the best preserved and performed and honored in the nation's capital so that the heritage can be passed to future generations. Each year regional or state groups should perform at the Center--to be recognized by the Congress and the Administration. Other nations should send their best performers and creative talent to Washington, for it is here that the nation can receive the best of other lands.

2. Kennedy Center should stand for excellence. It should establish standards. It should be alive and take risks on the young and the talented. It should be confident in the fact that by performing the best in the arts, by encouraging the creative in our society, by educating the youth, and by enhancing the cultural diversity in our land, the Kennedy Center is playing a unique role in proving to the nation and to the world that we care about our culture and our children. We must show that we are aware that spiritual and cultural values make us civilized and enrich the lives of our citizens.
3. The Kennedy Center should not be regarded as in competition with any of the performing arts organizations or theatrical complexes in the nation. It should work with artistic centers throughout the country on joint initiatives in programming and in presentations and in providing a venue for a national recognition of the performing arts. While the Center is not involved in presenting the full spectrum of the performing arts, it can and should work with local national and international bodies to present coordinated programming of an innovative and unique kind. For example; a tribute to Latin/American culture in music theater and dance, a tribute to Mozart's 300th Anniversary in 1992 with performances of orchestral chamber music, instrumental, and operatic performances, a festival of the best in American drama with the greatest American actors of the day. The existing management of the Center has many ideas. They should be encouraged to work together and with outside producers and presenting organizations to develop innovative programs.
4. Several times each year there should be a festival of the performing arts for a state or city in the nation. Once or twice each year there should be an international festival built around a great performing arts organization like the Vienna Opera, La Scala or the Berlin Philharmonic. New works of American creative writers and composers should be commissioned for initial Washington performances. Young actors, dancers, and musicians should be given scope to perform at the Center as a recognition of their talents.
5. The education program should be broadened, deepened, and more clearly defined in terms of its objectives. There should be clear national and local goals developed in close cooperation with national, regional, and local educational bodies. The Kennedy Center should develop the best education programs and, by its leadership set standards for others to follow. Absolutely nothing is more important than educating our youth.

6. More members of the minority communities must be attracted to participate every night at the Kennedy Center. The Center must set out to attract a broader audience by a combination of education, free or subsidized tickets and arrangements to welcome first time visitors to the Center to make them feel at home. Kennedy Center must strive to develop an audience that is rich in its cultural diversity and age distribution.
7. The Center must be alive. Youth has to be attracted, not only to school concerts, but also to programs geared to those who have left school and are in the early years of their working or college lives. Special programming is needed for this as well as subsidized seating.
8. The Washington community must become more involved. The Kennedy Center is both a national and a local institution. By virtue of its governance established under the framework of the Smithsonian, and with the Presidential appointment of Members of the Board of Trustees and Board of Advisors, there are few locals actively involved in the top of the Center. Ways must be found to make Washingtonians feel it is their Center as well as the nation's Center. Their involvement is crucial for audience development as well as for fundraising.
9. Most important of all, the Kennedy Center must stand for excellence, setting the highest standards for creativity for encouraging our young both as creators, performers and as members of the audience. The Kennedy Center must be as significant to Washington as the Bolshoi Theater is to Moscow.

IV. THE SOLUTION

There are a number of steps that must be taken to address the issues raised in this memorandum. Let me set forth just some of these initiatives:

1. It is essential that agreement be reached between the Board of Trustees, the Administration, and the Congress on the objectives of the Kennedy Center. This need not be more than a reaffirmation of the original goals, but it is time to remind all of the constituents of the dream of the Center.
2. The Board of Trustees, the Board of Advisors must be told that they are part of the process of achieving the objectives and, in particular, that they must shoulder a major responsibility for fundraising in the private sector.

3. The responsibilities of the Chairman and Chief Operating Officer, previously residing in one person, should be split with the appointment of a Chairman of the Board and a President or Director who would have full daily management responsibility, while reporting to the Chairman of the Board. The Chairman should ensure that the Board is informed and mobilized and that the full talents of the Board are used. However, representation should be made to the President of the United States to request that he appoint Directors and Advisors who can be active and helpful in achieving the stated objectives of the Center.
4. The current split of financial responsibilities between the Federal Government and the private sector should be readjusted as follows:
 - a.) The private sector should be responsible for fundraising for all programming of all theaters as well as for the funding of the management of the Center. The Board must be prepared for a substantial increase in effort to raise funds from existing annual levels in order to finance enhanced programmatic thrusts and additional efforts in education and in cross-cultural programming. The funds raised for programming will indeed be substantial if the Center is to fulfill its national role and survive against the competition.

The Federal Government should agree immediately:

- (i) to finance the \$15 million existing deficit.
- (ii) to approve \$30 million for immediate building repairs and renovations and deferred maintenance for FY1991 and FY1992.
- (iii) to appropriate an amount of \$10 million per year annually for five years to refurbish and to replace theater furnishings, backstage machinery and equipment, computers and mechanical systems as outlined in the Jeter report of ten year needs, dated February 20, 1990. Provision of these funds should be dependent on the Board's raising \$ for \$ funds of \$10 million for programming and education as noted above.

- (iv) the existing arrangements with the Parks Department with regard to cleaning (80% Federal Government, 20% Kennedy Center) should continue, although the costs of \$6 million, established five to six years ago for cleaning services, is apparently inadequate as one can see as one walks through the buildings.
- (v) Speaking personally, if I were asked to be Chairman of the Board, I would spend approximately two days a week in Washington for the next year, during which time I would seek to understand further the opportunities and problems of the Center. I would work with the existing management of the institution to understand their strengths and weaknesses. I would seek to involve the Board far more fully in the establishment of goals and in their implementation. I would establish a series of advisory committees for each of the performing art centers, drawn from experts throughout the nation. These individuals should understand the importance of the Kennedy Center in the nation's capital. I would also work closely with the Board of Trustees and Advisors and, in demanding their active participation and support, I would seek to determine whether there are weaknesses in the Board that can be strengthened by new appointments.
- (vi) Finally, after a period of months, I would delineate the exact role of the Director or President within the context of existing management strengths and the established objectives for the institution. I would then seek to find and hire such a person and would work with such a person to make the Kennedy Center live up to its hopes and aspirations.

For the appointment of a President we have a few months. However, we do not have time to delay financial support, without which the cultural tasks are impossible to achieve.

As I have stated many times, my own proposed position on the Board as Chairman is not important. I am prepared to work enthusiastically and without any title on any basis that the Board might wish, to assist it in achieving the objectives stated above.

Attachment I

The Kennedy Center

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

WASHINGTON, D.C. 20566
202 872-0466
FAX 202 853-6749

MEMORANDUM

TO: James D. Wolfensohn
FROM: Geraldine Otremba 
DATE: 22 February, 1990

The figures forwarded to you on Tuesday for garage repair, structural repair, and National Park Service deferred maintenance are \$8.068 million higher than the total of \$22.552 million quoted earlier for FY91 and FY92. Individual comments on each item follow:

Garage repair: NPS has retained a consulting engineer for the garage repair project. All cost quotes to date are soft estimates because no bids for actual repair have been solicited. April 1st is the target date for the request for bids. On Friday, the Park Service staff responsible for the project met with the consulting engineers and increased the total estimated garage repair cost from \$10.0 million to \$15.0 million based on their on-going analysis of the garage's condition. We chose to reflect the higher figure in FY91 and FY92 because it was now the more accurate figure.
INCREASE: \$5.0 M

Structural Repair Needs: Kennedy Center retained engineering consultation (Cushman & Wakefield) in 1988 to determine the extent of damage to marble and major structural elements in the building. The full report was forwarded to NPS early in 1989. Cushman & Wakefield estimated the cost of marble repair in 1988 dollars and added 3% inflation for two years. When NPS was asked to re-calculate the estimates for FY91 and FY92, we asked that they allow for additional inflation and their costs of supervision. When we re-examined their estimates in order to prepare the 10-year projections you requested, we realized that they had not adjusted their figures from 1988 to 1992 dollars. INCREASE: \$1.9M

Deferred cyclic maintenance: NPS had identified the most glaring deferred maintenance projects. In order to complete the 10-year projection you later requested, we reviewed with NPS their entire cyclic maintenance schedule and included items we felt were critical that their staff had omitted. These items amount to an additional \$1.1 million and could be

~~ABC~~

listed for completion in FY93. If you would like we can re-configure and re-calculate Section II (A) on pages 7-8 to reflect these items in years beyond FY92. INCREASE: \$1.1M (could be shifted to FY93)

If you would like to discuss any of this further, please call me at (202) 416-8703.

cc: Clif Jeter

Attachment II

THE JOHN F. KENNEDY CENTER
TEN-YEAR PROJECTION
BUILDING OPERATIONS & DATA SYSTEMS

The Kennedy Center

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

WASHINGTON, D.C. 20566-0001
202 416-8000
FAX 202 416-8205

M E M O R A N D U M

RECEIVED 2/21/90

ANSWERED _____

FILE _____

To: James D. Wolfensohn

From: Clifton B. Jeter
Drew Murphy
Geraldine Otremba

Date: 20 February 1990

The following is the information you requested.

We have reviewed the needs of the Kennedy Center with respect to the theater maintenance, facility maintenance and data processing systems. These areas have been discussed generally in narrative form and are supported by summary and detailed graphic information regarding each component.

If you need further information, please let us know.

cc: James H. Evans
Ralph P. Davidson

Ten Year Projection
Building Operations & Data Systems

The Kennedy Center is approaching its twentieth anniversary in 1991. Planning for the building, its theatrical operations, and principal structural components date from the 1960's. When the Kennedy Center opened in 1971, some of its initially installed theatrical equipment was already outdated. It is not surprising, therefore, that many major elements in the building are nearing the end of their useful aesthetic, mechanical, or technological life.

The Eisenhower Theater, Opera House, and Terrace Theater have hosted ballet, opera, musical theater, drama, modern dance, concerts and film premieres. Within reason, each of these venues should be equipped to handle the technical demands made upon it if the center is to be able effectively to compete in a worldwide market for performing arts events. The Kennedy Center's current technical state is substandard in comparison to other major facilities in this country of similar age -- Lincoln Center and the Los Angeles Music Center.

BACKGROUND

When the Kennedy Center opened in 1971, it lacked the funds to complete or acquire many essential building elements including the center's small theater (now the Terrace Theater), the film theater, theater seating, administrative space, comprehensive signage, and special events rooms. Essential items were leased or purchased with borrowed funds.

Major contributions -- often from foreign governments -- later helped complete the Terrace Theater and create appropriate special events rooms (Israeli Lounge, African Room, Chinese Lounge, the South Opera Lounge). By the late 1970's modest annual operating surpluses allowed the board to decrease the large deficit fund balance owed from the building's opening.

The Kennedy Center Board of Trustees has been solely responsible since 1971 for capital repairs and replacement in the theaters, administrative spaces, and emergency building repairs, usually those posing a safety or business hazard (for example, sprinkler system expansion; asbestos testing and removal; security for cash and ticketing operations). The center's board and staff have replaced or made large purchase expenditures only on an "as needed" or "emergency" basis.

Since its inception, therefore, the Kennedy Center has not had the luxury of creating a sinking fund for repair and replacement of equipment, nor for the necessary additional capital costs incurred as a building ages and its theater activities expand.

When annual operating budgets for the center are prepared, all requests for repair and replacement are categorized and funded by safety and other urgent requirements -- the immediate and relatively unplanned re-alignment of administrative office space occasioned by the NSO affiliation in 1987 is an example. As the Kennedy Center building has aged 20-30 years in varying respects, no major building component or system has been upgraded or replaced. The accumulation of deferred and unidentified repair and replacement needs will seriously impair the building's operation in the very near future unless planning and funding for upgrading begins immediately.

OVERVIEW OF THE THEATERS

Only the Opera House has undergone a major renovation (1984). Seating needs to be recovered or replaced in all theaters. Major funding is required to equip the theaters to a "state of the art". Electrical and sound systems have been held together over the years with continual patch work that is at best adequate. As a result, the center has been faced with increasing rental expenses in order to meet production requirements. For example, for the recent presentation of Compagnie Maguy Marin, the Kennedy Center rented the requisite sound system at a cost of \$18,000 per week. Lightboards and dimmers for all theaters are outdated and equipment inventory is low. Even the Terrace Theater -- completed in 1979 and relatively new by the center's standards-- is in need of additional equipment. The Terrace and Eisenhower Theaters share the back theater wall; as a result, substantial sound proofing needs to be installed between the two theaters to prevent the sound carryover that now occurs during many performances. The Eisenhower Theater also needs an hydraulic lift for the orchestra pit and a motorized curtain drive (two men are required to raise and lower the curtain each time). The Theater Lab was gradually converted from a multi-use reception area into a theater space. Virtually total renovation is needed for the Theater's Lab's shared use by the Kennedy Center Theater for Young People, Education Department events, and evening theater performances.

The center's theaters can be adequately equipped with proper funding. The Kennedy Center can be brought up to par with other major performing arts centers. With continuing funding for maintenance and replacement, the center's theaters can operate at a high technical level and would not be expected to deteriorate to the current condition.

FEDERAL GOVERNMENT'S ROLE

The Federal Government recognized the need for some measure of support for the building as a presidential memorial when in 1972 the U. S. Congress authorized the Department of Interior, through the National Park Service (NPS), to seek annual appropriations for maintenance, repair, and security. Specific responsibility for capital repair and replacement was not assigned to the Park Service at that time, an omission that undoubtedly was influenced by the building's history of construction problems and design flaws.

The relationship between the Kennedy Center Board of Trustees and the Secretary of the Interior is governed by a Cooperative Agreement that clearly separates performing arts and non-performing arts activities, areas, and responsibilities. The agreement also assigns the board a 23.8% participation in the annual cost of Park Service building operations.

Annual NPS expenditures have addressed repair, minor replacement, housekeeping, and security but have totally excluded major repair and replacement for building systems or components with only two exceptions: funding sought by the Board of Trustees to repair massive building leaks and appropriated for repair to NPS in 1977-79; and garage repair funds -- again requested by the Board of Trustees -- and appropriated to NPS in FY89 and FY90. Cost-sharing has not been required of the board in either instance.

BUILDING

Edward Durell Stone's design and choice of building materials for the Kennedy Center dictate many of the building's immediate repair needs. A flat roof, porous, thinly-clad marble exterior and building surrounds have continuously caused water leakage and aesthetic problems since the building opened. Major waterleak repair was undertaken in the mid-1970's at a cost of \$4.7M in federal funds.

Kennedy Center retained engineering consultation in FY89 to determine the priorities for building repairs. The analysis and recommendations developed by Cushman & Wakefield were provided to the Park Service and are reflected in Sections III (B).

Items not repaired at that time include the planters on both the River and Roof Terraces. These continue to leak and are already causing small leakage in the Grand Foyer and major leakage in the service tunnel and Friends merchandise offices.

NPS annual appropriations have virtually been level funded since FY84. There are many deferred repair projects requiring immediate attention in FY91 (Section II (A)). Beyond repair needs recognized by the Park Service as within the scope of its responsibility, there exists the need for replacement of many principal building components -- roof, HVAC, electrical installations. (See Section IV (A)).

GARAGE REPAIR

Total garage repair is estimated at \$15 million. Four million was appropriated to NPS for FY90; \$3.0 million has been requested by the Administration for NPS in FY91.

HANDICAPPED ACCESS

The Kennedy Center building is under review by a committee on access for the disabled, chaired by the Department of Interior. Preliminary recommendations encompass theater and non-theater areas and include extensive restroom modifications and removable theater seating for wheelchairs in four theaters. (Section III (E)).

FUTURE NEEDS - FACILITY

There are other structural problems that face the Kennedy Center that funding will not readily address. The major such problem is space, or rather the lack thereof. When the Kennedy Center was built it was never designed by Stone to house extensive office areas. The building now houses Kennedy Center administrative, education, and theatrical staff; it also houses the operations of the National Park Service, The Washington Opera, four concessioners, and partial staff for the American Film Institute and Very Special Arts. Over the years backstage areas, storage space, rehearsal and warm-up rooms have been converted to office space.

The Kennedy Center has added two theaters since it was first built. The center has had to vastly expand sales and marketing efforts, telemarketing, subscription, and Instant Charge telephone sales in order to be able to sustain needed levels of box office income. With the center's growth and expansion of theatrical activities, so has the need expanded for additional office space. When the center opened in 1971, a typical week included 20-25 performances. With the addition of the Terrace Theater and Theater Lab and expanded usage of the Concert Hall, a typical week now includes 40-50 performances.

If the Kennedy Center is to be restored to a first-class, efficiently operated performing arts center, it will require convenient storage space for electrical equipment, props, costumes, and scenic properties. (Stage areas are currently being used for such storage.) Shop space for repair of electrical and sound equipment and a prop shop are required. The Concert Hall functions without any warm-up or practice rooms. The Opera House lacks a suitable, well-located Green Room.

When the center was built, many economies were achieved at the expense of future operations. The chandeliers for the Opera House and Concert Hall were permanently installed in the ceilings of those theaters, in lieu of the more expensive hydraulic equipment needed to lower the chandeliers for what should be annual cleaning and re-lamping. If structurally possible (and this needs consultation with engineers and theater designers), hydraulics should be installed in both houses to avoid the major expense of scaffolding and dark theater weeks now affordable only every two or three years for cleaning and re-lamping.

To restore necessary theater areas to their original intended use and to house staff displaced by this change and to provide needed additional theater support areas would require an additional 130,000 square feet of artistic and administrative space not available within the existing building structure.

The Kennedy Center garage has a capacity of 1,400 vehicles with theater seating capacity of 7,000. Parking is needed immediately for 800-1,200 additional cars. Preliminary estimate for increased parking is \$20.0 million; If expansion of the building is contemplated within the next decade, engineering and architectural consultation would be needed at an estimated cost of \$500,000.

FUTURE NEEDS - DATA SYSTEMS

With the exception of certain automated systems in the theaters, the Kennedy Center had no computerization until 1983.

The center had depended substantially on grants in-kind to provide needed automated systems. This has resulted in the center having a primary computer and several satellite systems for varying applications. However, because donations came from different vendors, the equipment is not compatible. Therefore, a need exists to integrate these systems.

Computer equipment becomes technologically obsolete both with respect to design and capacity. In order to be able to apply updated applications and maintain the ability to service the center's patron data base of 350,000 (up from 125,000 in 1985), equipment must be periodically replaced to maintain its state-of-the-art standard.

DEVELOPMENT/MARKETING PACKAGES

The current Kennedy Center Development and Marketing systems consist of four different database systems, which are on three different computer systems. In addition to these systems, an outside service bureau is utilized. Development and Marketing require a system which utilizes a single database. This system should allow for flexibility to provide for changes in the operation of the Development and Marketing departments.

PC LOCAL AREA NETWORK

The Kennedy Center support staff is in need of PC Local Area Network capabilities. PC users do not have an efficient method of transferring data from one PC to another. In some cases, disk storage is totally inadequate. Additionally, some users do not have access to an available printer, making the printing of documents a difficult and lengthy process.

Our goal is to implement a center-wide PC network which would allow for three important and much needed facilities:

1. Allow for the sharing of information between PCs, not only in the same department, but center wide.
2. Provide adequate disk storage, using the VAXs disk drives as file servers for the PC network.
3. Allow for the sharing of printers so that each PC user will have available the type of printer needed, including letter-quality laser, wide carriage report and color.

BACKSTAGE COMPUTER SYSTEMS

Systems are needed for each venue which would initially provide the staff with simple word processing, spreadsheet, and database capabilities. These systems should be planned to provide for the computer aided design capabilities in the very near future and to allow these systems to grow as the staffs' use of these systems increases. These systems would also become integral parts of the planned PC network.

IMAGE SCANNING SYSTEM

Image scanning provides all of the facilities of microfiche with the potential to grow as our needs grow. The Image Scanning System scans and stores information (currently stored in file cabinets, boxes, and an off-site storage facility), not only saving valuable physical space, but also allowing faster retrieval of archived documents.

PATRON INFORMATION SYSTEM

A Patron Information System would provide patrons of the Kennedy Center with up-to-the-minute information about the center and current events. The system would link with the ticketing system and provide information about the current and upcoming events at the Kennedy Center. For example, a patron could select DANCE and all events currently scheduled would be displayed. The patron could then select one particular dance event, and a description of that event along with run dates would also provide general tourist information about the Washington, DC area attractions.

In the section which follows, each of these areas is detailed in a ten-year projection.

KENNEDY CENTER 10 YEAR PROJECTION

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
I. THEATER PROJECTS	2,065,000	7,538,775	3,250,989	1,366,630	1,151,739	786,754	2,142,162	763,498	836,355	916,369	20,818,270
II. BUILDING SERVICES AND MAINTENANCE	2,010,890	4,958,179	2,860,748	3,125,543	3,694,317	2,645,006	3,710,150	3,647,252	3,828,158	3,873,090	34,353,333
III. MAJOR CAPITAL REPAIRS AND IMPROVEMENT - IMMEDIATE NEEDS	4,000,000	7,262,000	22,100,300								33,362,300
IV. MAJOR CAPITAL REPAIRS AND IMPROVEMENTS - FUTURE NEEDS		2,250,000	5,515,000	24,400,000	3,600,000	2,750,000	625,000	3,875,000	750,000	750,000	44,515,000
V. DATA SYSTEMS	397,277	3,980,370	2,851,122	1,695,645	1,434,205	2,295,790	1,702,125	1,181,685	2,253,875	1,905,662	19,697,756
TEN YEAR PROJECTION TOTAL	8,473,167	25,989,324	36,578,159	30,587,818	9,880,261	8,477,550	8,179,437	9,467,435	7,668,388	7,445,121	152,746,659

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KENNEDY CENTER 10 YEAR PROJECTION

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I. THEATER PROJECTSA. EISENHOWER THEATERSOUND

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
House Sound System	350,000										350,000
Revamp Sound Booth	100,000										100,000
Revise and Add House Page and Show Program		75,000									75,000
Maintenance and Upgrade		30,000	33,000	36,300	39,930	43,923	48,315	53,147	58,462	64,308	407,385

ELECTRICAL

Light Board and Dimmers		300,000									300,000
Upgrade Circuits		75,000									75,000
Update and Replace Lighting Equipment		150,000	150,000								300,000
Change Raceways to Mult Cable	65,000										65,000
Revamp Light Booth		100,000									100,000
Motorized Spot Lines in House		60,000									60,000
Update Electrical Accessories and Equipment		30,000									30,000
New Projectors		75,000									75,000
Maintenance and Upgrade			30,000	33,000	36,300	39,930	43,923	48,315	53,147	58,462	343,077

CARPENTRY

Redo Stage Floor		75,000									75,000
Dance Floor	75,000										75,000
Linoleum for Ballet Floor	7,500										7,500
Hydraulic Pit		130,000									130,000
Motorized Curtain		180,000									180,000
Movable Loading Bridge			250,000								250,000
Movable Winch for Lockrail			50,000								50,000
New Soft Goods and Scrim		60,000									60,000
Scenery Dollies		9,000									9,000
Miscellaneous Equipment and Forklift		75,000									75,000
Maintenance and Upgrade		15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	32,154	203,693

KENNEDY CENTER 10 YEAR PROJECTION

Page 2 of 22

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
<u>GENERAL</u>											
Refurbish and Update Rehearsal Rooms		20,000									20,000
Refurbish and Update Dressing Rooms		150,000									150,000
Refurbish Fire Curtain			20,000				25,000				45,000
Refurbish/Replace Seating				125,000							125,000
Replace Ceiling Fabric				250,000							250,000
Refurbish and Update Green Room		20,000									20,000
Door Stop System Replacement		20,000									20,000
Interpreter's Booth		20,000									20,000
Musician Stands and Chairs		9,000									9,000
Recarpet Theater				60,000							60,000
Theater Cleaning-Annual	10,000	10,500	11,025	11,576	12,155	12,762	13,400	14,070	14,773	15,512	125,773
General Maintenance and Repair	20,000	22,000	24,200	26,620	29,282	32,210	35,431	38,974	42,872	47,159	318,748
EISENHOWER THEATER TOTAL	627,500	1,710,500	584,725	560,646	137,632	150,787	190,227	181,079	198,485	217,595	4,559,177

B. OPERA HOUSE

SOUND

House Sound System	500,000										500,000
Revamp Sound Booth	250,000										250,000
Monitor System for Sound Booth		50,000									50,000
Revise and Add House Page and Show Program		275,000									275,000
Portable Sound Systems for Rehearsal Rms. & Lobbies			25,000								25,000
Sound Equipment for Stage Effects		45,000									45,000
Maintenance and Upgrade		40,000	44,000	48,400	53,240	58,564	64,420	70,862	77,949	85,744	543,179

ELECTRICAL

Light Board and Dimmers		500,000									500,000
Upgrade Circuits		200,000									200,000
Update and Replace Lighting Instruments		250,000	250,000								500,000
New Projectors		200,000									200,000
Update Electrical Accessories and Equipment		175,000									175,000
Revamp Box Boom and Front of House Positions		75,000									75,000
Replace House/Stage T.V. Set-up			35,000								35,000
Emergency Lights Backstage	10,000										10,000
Chandelier Lift System for Cleaning and Bulb Replacing				200,000							200,000
Maintenance and Upgrade			40,000	44,000	48,400	53,240	58,564	64,420	70,862	77,949	457,435

KENNEDY CENTER 10 YEAR PROJECTION

Page 3 of 22

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
CARPENTRY											
Add Chain to Flying Pipes		25,000									25,000
Overhead Motorized Crane Lift			35,000								35,000
New Dance Floor	150,000										150,000
Linoleum for Ballet Floor	10,000										10,000
Ballet Barres		5,000									5,000
Steel Dollies		5,000									5,000
Blue and White Cycs on Motorized Tracks			250,000								250,000
Additional Upstage Rigging Sets			750,000								750,000
Resurface Stage Floor			100,000								100,000
Masking Tracks (Stage Left and Stage Right)			75,000								75,000
New/Additional Soft Goods, Legs and Scrim		100,000									100,000
Track Winch for Fly Floor		75,000									75,000
Replace Air Floats with Caster Platform System		50,000									50,000
Pit Scrims		15,000									15,000
Chain Motor Pickups Offstage			35,000								35,000
Miscellaneous Equipment and Forklift	75,000										75,000
Safe Access/Fire Wall Hoist	17,000										17,000
Safe Access/Smoke Vent Door	10,000										10,000
Repair House Curtain			100,000								100,000
Portable Stage for Lobbies			15,000								15,000
Maintenance and Upgrade		15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	32,154	203,693
GENERAL											
Refurbish and Update Rehearsal Rooms		100,000									100,000
Refurbish and Update Dressing Rooms		300,000									300,000
Refurbish and Update Musician's Lounge		10,000									10,000
Revised Security System Stage Door		10,000									10,000
Refurbish Fire Curtains			30,000				35,000				65,000
Wallscape Replacement/Repair							1,000,000				1,000,000
Refurbish/Replace Seating							250,000				250,000
Handrail Seating Lights		30,000									30,000
Interpreter's Booth		20,000									20,000
Recarpet Theater							120,000				120,000
Theater Cleaning-Annual	10,000	10,500	11,025	11,576	12,155	12,762	13,400	14,070	14,774	15,512	125,774
General Maintenance and Repair	20,000	22,000	24,200	26,620	29,282	32,210	35,431	38,974	42,872	47,159	318,748
OPERA HALL TOTAL	1,052,000	2,602,500	1,835,725	348,746	163,042	178,738	1,600,973	214,899	235,688	258,518	8,490,829

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
C. CONCERT HALL											
SOUND											
House Sound System	100,000										100,000
Revise and Add House Page and Program		50,000									50,000
Upgrade T.V. Monitor System		50,000									50,000
On Stage Accoustical Clouds	100,000										100,000
Maintenance and Upgrade		30,000	33,000	36,300	39,930	43,923	48,315	53,147	58,462	64,308	407,385
ELECTRICAL											
Light Board and Dimmers		75,000									75,000
Upgrade Circuits		50,000									50,000
Upgrade and Add Lighting Instruments		75,000									75,000
Motorized Spot Lines			80,000								80,000
Maintenance and Upgrade			30,000	33,000	36,300	39,930	43,923	48,315	53,147	58,462	343,077
CARPENTRY											
Rigging for Masking			125,000								125,000
Soft Goods for Masking			40,000								40,000
Replace Stage Flooring			75,000								75,000
Dance Floor Marley			30,000								30,000
Risers (Orchestra and Choral)			175,000								175,000
Miscellaneous Tools and Equipment			30,000								30,000
Maintenance and Upgrade		15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	32,154	203,693
GENERAL											
Overhall/Renovate House Organ		250,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	330,000
Two Steinway Grand Pianos		90,000									90,000
Chandelier Lift System for Cleaning & Bulb Replacing				200,000							200,000
Cleaning and Bulb Replacing for Chandeliers	50,000										50,000
Refurbish and Update Dressing Rooms		100,000									100,000
Repaint Theater					100,000						100,000
Replace Wallscaping Box Tiers					50,000						50,000
Recarpet Theater					120,000						120,000
Refurbish/Replace Seating					300,000						300,000
Theater Cleaning-Annual	10,000	10,500	11,025	11,576	12,155	12,762	13,400	14,070	14,774	15,513	125,775
General Maintenance and Repairs	20,000	22,000	24,200	26,620	29,282	32,210	35,431	38,974	42,872	47,159	318,748
CONCERT HALL TOTAL	280,000	817,500	679,725	335,646	717,632	160,787	175,227	191,079	208,486	227,596	3,793,678

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
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D. TERRACE THEATER

SOUND

Sound Cluster	25,000										25,000
Additional Sound Equipment	20,000										20,000
Revise and Add House Page and Program		15,000									15,000
Maintenance and Upgrade		15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	32,154	203,693

ELECTRICAL

Lighting Equipment		20,000									20,000
Film Projector and Screen		30,000									30,000
Genie Lift		7,500									7,500
Motorized Spot Lines in House		25,000									25,000
Maintenance and Upgrade			15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	171,539

CARPENTRY

Risers		5,000									5,000
Marley Dance Floor		40,000									40,000
Nylon Lines For Counterweight System		30,000									30,000
Rework Stage Floor		20,000									20,000
New Railing for Pit		7,500									7,500
Wood Panel Masking		15,000									15,000
Maintenance and Upgrade		10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	135,795

GENERAL

Sound Proof Theater		1,000,000									1,000,000
Refurbish and Update Rehearsal Room		10,000									10,000
Refurbish and Update Dressing Rooms		75,000									75,000
Refurbish Fire Curtain			10,000				15,000				25,000
Seat Replacement						70,000					70,000
Repaint Theater						50,000					50,000
New House Curtain			30,000								30,000
New Carpet for Theater						30,000					30,000
General Repair Front of House and Lobby		20,000									20,000
Theater Cleaning-Annual	3,500	3,675	3,859	4,052	4,254	4,467	4,690	4,925	5,171	5,430	44,023
General Maintenance and Repair	15,000	16,500	18,150	19,965	21,962	24,158	26,573	29,231	32,154	35,369	239,062

TERRACE THEATER TOTAL

	63,500	1,365,175	104,509	70,767	77,641	235,193	108,488	102,603	112,616	123,620	2,364,111
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KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
E. THEATER LAB											
SOUND											
Sound Equipment	30,000										30,000
House Page and Show Program		10,000									10,000
House T.V. Monitor System		20,000									20,000
Maintenance and Upgrade		10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	135,795
ELECTRICAL											
Light Board and Dimmers		50,000									50,000
Rewiring and Upgrade Circuits		75,000									75,000
Additional Lighting Equipment		50,000									50,000
Maintenance and Upgrade			10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	114,359
CARPENTRY											
Portable Stage Floor and Rigging for Future		100,000									100,000
New Masking, Legs and Scrim		40,000									40,000
Maintenance and Upgrade		10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	135,795
GENERAL											
Refurbish and Update Dressing Rooms		40,000									40,000
Refurbish Seats		25,000									25,000
New Floor		75,000									75,000
Carpet		25,000									25,000
Refurbish and Sound Proof Theater		500,000									500,000
Theater Cleaning-Annual	2,000	2,100	2,205	2,315	2,431	2,552	2,680	2,814	2,954	3,102	25,153
General Maintenance and Repairs	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	23,579	159,374
THEATER LAB TOTAL	42,000	1,043,100	46,305	50,825	55,792	61,249	67,247	73,838	81,080	89,040	1,610,476
TOTAL THEATER PROJECTS	2,065,000	7,538,775	3,250,989	1,366,630	1,151,739	786,754	2,142,162	763,498	836,355	916,369	20,818,270

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
. BUILDING SERVICES AND MAINTENANCE											
A. NATIONAL PARK SERVICE											
Roof Repairs											
Annual Maintenance	60,000	63,000	66,150	69,458	72,930	76,577	80,406	84,426	88,647	93,080	754,674
Opera and Penthouse Roof Partial Replacement		200,000									200,000
Major Structural Inspection											
External		150,000									150,000
Infrastructure		50,000									50,000
Minor Structural Inspection	30,000	31,500	33,075	34,729	36,465	38,288	40,203	42,213	44,324	46,540	377,337
Vertical Exp. Joints											
Replace		130,000	136,500	143,325	150,491						560,316
Maintenance						50,000	52,500	55,125	57,881	60,775	276,281
Inspect/Repair Exp. Joints											
East Plaza Drive			10,000				12,155				22,155
Refinish Exterior Columns											
River Terrace and Roof Terrace		200,000							295,491		495,491
Paint Upper and Lower Soffits				130,000							130,000
Clean Rock Creek Overhang						50,000					50,000
Paint Seawall Rail		5,000					6,381				11,381
Lights and Benches											
Watergate Walk			30,000								30,000
Lights - Columbia Plaza Walkway		20,000	1,000	1,050	1,103	1,158	5,000	2,000	2,100	2,205	35,616
Repair Sidewalks		100,000									100,000
Inspect and Repair											
Condensation Walls		10,000	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	57,746
Road Paving and Repair											
South		75,000					100,000				175,000
North		100,000					125,000				225,000
Tree/Shrub Replacement			50,000					75,000			125,000
Exterior Sculpture Cleaning		15,000				18,233				22,162	55,395
Marble Maintenance											
River Terrace			15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	143,237
Roof Terrace			10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	95,491
Inspect/Clean/Polish											
Interior Marble Panels		50,000	52,500	55,125	57,881	60,775	63,814	67,005	70,355	73,873	551,328
Exterior Marble Panels		75,000	78,750	82,688	86,822	91,163	95,721	100,507	105,533	110,809	826,993
Refinish Inside Columns									75,000		75,000
Refurbish Elevators				75,000							75,000
Sprinkler System Repairs							75,000	78,750	82,688	86,822	323,260
Replace Insulation -											
Service Drives and Air Handlers		5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	55,133
Refinish Bronze											
Doors & Handrail		20,000			23,153			26,802			69,955
Purchase/Replace Wallscape				250,000							250,000
Paint Grand Foyer Walls				75,000							75,000

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Paint Ceilings											
Grand Foyer, Halls of States and Nations		150,000								200,000	350,000
North & South Galleries			45,000					70,000			115,000
Paint Interior Ceiling Tiles		17,000			19,680			22,782			59,462
Replace Damaged Ceiling Tiles in Hallway		15,000	15,750	16,538					20,000		67,288
Replace Grand Foyer Drapes	70,000								100,000		170,000
Clean Grand Foyer Drapes					10,000					15,000	25,000
Grand Foyer Planters/Replace on Lease		30,000	31,500	33,075	34,729	36,465	38,288	40,203	42,213	44,324	330,797
Replace Carpet											
Grand Foyer, Halls of States and Nations			250,000				350,000				600,000
Purchase/Replace Carpet Pad											
Grand Foyer, Halls of States and Nations			75,000				100,000				175,000
Refinish/Reseal/Stain											
North & South Gallery Floors		100,000	100,000		75,000						275,000
Replacements								400,000			400,000
Replace Vinyl Flooring		40,000	42,000	44,100	46,305	48,620	51,051	53,604	56,284	59,098	441,062
Terrazzo Floors											
Men's Room		75,000							105,533		180,533
Ladies Room		75,000							105,533		180,533
Flags - Hall of Nations											
Realignment/Cleaning					110,000						110,000
Lock/Key System - Replacement		50,000	5,000				25,000				80,000
- Maintenance			5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	47,746
Fire Escape Exit Doors											
Replace All Panic Hardware					500,000						500,000
Repair/Replace Doors & Frames		35,000	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	82,746
Repair/Replace Marble Pavers		5,000	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	24,098
Roof Terrace Door Replacement			12,000								12,000
Flow Meter for Fire Pump		10,000									10,000
White House Box Renovation		25,000				25,000				35,000	85,000
total Bldg Services & Maint - National Park Service	160,000	1,926,500	1,081,475	1,059,701	1,276,654	550,976	1,277,953	1,178,720	1,314,900	916,175	10,743,054

KENNEDY CENTER 10 YEAR PROJECTION

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B. KENNEDY CENTER

	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Telecommunications System											
SL-1 System - Initial Installation	133,000										133,000
- System Upgrade					400,000						400,000
Integrated Voice/Data Network											
Hardware - station				50,000							50,000
Hardware - system				75,000							75,000
Software				25,000							25,000
Meridian Mail Expansion					50,000						50,000
Instant Charge Expansion											
Terminals/Printers					15,000						15,000
Station Equipment					35,000						35,000
Maintenance											
PEX Maintenance (adds, moves, changes)	82,000	150,000	90,000	94,000	156,000	98,000	102,000	160,000	106,000	110,000	1,148,000
Annual Maintenance Contract		100,000	110,000	121,000	133,000	135,000	135,000	135,000	135,000	135,000	1,139,000
Cable Maintenance	3,000	3,000	6,000	4,000	4,000	7,000	7,000	7,000	10,000	8,000	59,000
Tools & Hardware for Garage Repair	10,000										10,000
Training	5,000	3,000	3,000	8,000	8,000	4,000	4,000	4,000	5,000	5,000	49,000
Switchroom Safety/Environmental											
Fire Suppression											
Dry Sprinkler System		20,000									20,000
Fire Extinguishers		1,500				1,000					2,500
Replace Air Conditioner								20,000			20,000
Halon System		75,000				50,000				25,000	150,000
Asbestos Monitoring/Removal											
Survey & Mapping of Building		50,000									50,000
Annual Program											
Inspection		10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	110,266
Removal/Encapsulation		100,000	75,000	50,000	20,000	22,000	24,200	26,620	29,282	32,210	379,312
Air Testing		10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	110,266
Employee Testing/Monitoring	5,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	140,795
Education		3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	33,080
Admin. Space Renovation (lg. projects)											
Construction	300,000	300,000	100,000	110,000	121,000	133,100	146,410	161,051	177,156	194,872	1,743,589
Architect, Engineering Services	125,000	75,000	25,000	27,500	30,250	33,275	36,603	40,263	44,289	48,718	485,898

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Function/Special Events Rooms:											
Boehm Bird Room											
Replace Furniture		20,000					25,526				45,526
Replace Carpet	7,000					10,000					17,000
Clean Chandeliers	1,000					1,500					2,500
Clean/Refinish Wood Paneling	1,000					1,500					2,500
Cleaning/Restoration of Collection	5,000					7,000					12,000
South Opera Lounge (Golden Circle)											
Replace Carpet		20,000								30,000	50,000
Clean Chandelier		2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	22,053
Repair/Replace Furniture		40,000								50,000	90,000
Clean Rugs		7,000	7,350	7,718	8,103	8,509	8,934	9,381	9,850	10,342	77,187
Refurbish/Upgrade Kitchen		15,000									15,000
Refinish Wood Paneling and Floors		8,000					10,210				18,210
Clean Wallscape		2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	22,053
Replace Wallscape		15,000									15,000
Note: Major renovation of South Opera Lounge is reflected under Major Capital Improvements, Section IV. Part K.											
African Room											
Climate Control		20,000									20,000
Restoration and care of art objects		50,000	5,000	5,500	6,050	6,655	7,321	8,053	8,858	9,744	107,181
Repair and Oiling of Wooden doors		20,000	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	39,098
Replace Carpet		15,000					20,000				35,000
Cleaning/Curatorial Care		8,000	8,400	8,820	9,261	9,724	10,210	10,721	11,257	11,820	88,213
Israeli Room											
Cleaning/Inspection of Ceiling and Walls		10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	110,266
Repair/Replace Furniture		8,000								20,000	28,000
Repair Lighting		5,000					10,000				15,000
Repair of Ceiling		35,000					44,670				79,670
Refinish Doors		2,000					2,553				4,553
Replace Carpet		10,000					15,000				25,000
Chinese Lounge											
Replace Carpet		8,000					15,000				23,000
Restoration and care of Artwork		5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	55,133
Repair/Replace Furniture			15,000								15,000
Atrium/North and South Foyers											
Replace Lighting/Skylights				75,000							75,000
Paint Walls and Ceilings		30,000					40,000				70,000
Renovate Restrooms		150,000									150,000
Restore Woodwork			35,000	5,000	10,000	5,000	10,000	5,000	40,000	6,000	116,000
Repair/Replace Planters				75,000						100,000	175,000
Replace Seating Cushions		25,000						25,000			50,000
Replace Carpet	42,000						60,000				102,000

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Property Insurance - Consultants	5,000	10,000	6,000	6,300	6,615	6,946	7,293	7,658	8,041	8,443	72,296
- Property Ins.	138,160	151,976	167,174	183,891	202,280	222,508	244,759	269,235	296,158	325,774	2,201,915
- Theatrical Floater	4,000	4,400	4,840	5,324	5,856	6,442	7,086	7,795	8,574	9,432	63,749
- Flood Insurance	3,440	3,784	4,162	4,579	5,037	5,540	6,094	6,704	7,374	8,111	54,825
- Liability	154,290	169,719	186,691	205,360	225,896	248,486	273,334	300,668	330,734	363,808	2,458,986
- Crime Policy	13,000	14,300	15,730	17,303	19,033	20,937	23,030	25,333	27,867	30,653	207,186
- NSO Property	7,000	7,700	8,470	9,317	10,249	11,274	12,401	13,641	15,005	16,506	111,563
Signage											
Design	20,000										20,000
Installation	30,000	250,000	50,000								330,000
Maintenance/Replacement	5,000	5,500	6,050	6,655	7,321	8,053	8,858	9,744	10,718	11,790	79,689
Building Lock System											
Installation	70,000	100,000			25,000			25,000			220,000
Maintenance	5,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	140,795
Alarm System											
Installation	10,000	50,000	20,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	174,872
Maintenance	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	7,757	62,890
AFI Theater Renovation		30,000				20,000					50,000
Computer Rooms - Primary		50,000						25,000			75,000
- Back-up	45,000						20,000				65,000
Telephone Switchroom	25,000			25,000						25,000	75,000
NSO Telemarketing Space	5,000										5,000
Handicapped Bathrooms	40,000		Note: After 1990 this becomes Capital Improvement								40,000
Blueprint Restoration	5,000	25,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	144,359
NSO Wardrobe Trunks	34,000						40,000				74,000
NSO Library	20,000					10,000					30,000
Artwork - Curatorial Survey		10,000									10,000
- Curatorial Care		25,000	50,000	20,000	22,000	24,200	26,620	29,282	32,210	35,431	264,743
Telephone Cable Removal	30,000	30,000	30,000								90,000
Construction/Renovation (small projects)	75,000	90,000	99,000	108,900	119,790	131,769	144,946	159,440	175,385	192,923	1,297,153
Furniture and Fixture Purchase	125,000	75,000	78,750	82,688	86,822	91,163	95,721	100,507	105,533	110,809	951,993

KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
Office Equipment Lease/Purchase	123,000	150,000	165,000	181,500	199,650	219,615	241,577	265,734	292,308	321,538	2,159,922
Misc. Bldg. Equipment and Supplies	5,000	5,500	6,050	6,655	7,321	8,053	8,858	9,744	10,718	11,790	79,689
Storage Rental	5,000	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	140,795
Trash Removal	7,000	7,350	8,085	8,894	9,783	10,761	11,837	13,021	14,323	15,755	106,809
Recycling Program	5,000	5,250	5,775	6,353	6,988	7,687	8,455	9,301	10,231	11,254	76,294
Air Quality Testing	1,000	5,000	5,500	6,050	6,655	7,321	8,053	8,858	9,744	10,718	68,899
Pest Control		150,000	157,500	165,375	173,644	182,326	191,442	201,014	211,065	221,618	1,653,984
Safe Servicing	2,500	2,750	3,025	3,328	3,660	4,026	4,429	4,872	5,359	5,895	39,844
Archive Storage and Management	7,500	10,000	11,000	12,100	13,310	14,641	16,105	17,716	19,487	21,436	143,295
Office Equipment Maintenance	25,000	26,250	28,875	31,763	34,939	38,433	42,276	46,503	51,154	56,269	381,462
Air-Handling Equipment - Maintenance - Replacement	10,000	11,000 20,000	12,100	13,310 22,000	14,641	16,105 24,000	17,716	19,487 26,000	21,436	23,579 28,000	159,374 120,000
Audio-Visual Equipment Maintenance	2,000	2,200	2,420	2,662	2,928	3,221	3,543	3,897	4,287	4,716	31,874
Cyclic Building Maintenance (heavy cleaning, etc.)	45,000	47,250	49,613	52,093	54,698	57,433	60,304	63,320	66,485	69,810	566,006
Miscellaneous Repairs	20,000	21,000	23,100	25,410	27,951	30,746	33,821	37,203	40,923	45,015	305,169
Total Bldg Services & Maint - Kennedy Center	1,850,890	3,031,679	1,779,273	2,065,842	2,417,663	2,094,030	2,432,197	2,468,532	2,513,258	2,956,915	23,610,279
TOTAL BUILDING SERVICES AND MAINTENANCE	2,010,890	4,958,179	2,860,748	3,125,543	3,694,317	2,645,006	3,710,150	3,647,252	3,828,158	3,873,090	34,353,333

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KENNEDY CENTER 10 YEAR PROJECTION

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
E. BUILDING ROOF REPLACEMENT											
1. Planning and Design							150,000				150,000
2. Construction								750,000	750,000	750,000	2,250,000
TOTAL PROJECT COST = \$ 2,400,000	0	0	0	0	0	0	150,000	750,000	750,000	750,000	2,400,000
F. SURVEILLANCE SECURITY SYSTEM THROUGHOUT BUILDING											
1. Planning and Design		100,000									100,000
2. Installation			500,000	500,000							1,000,000
TOTAL PROJECT COST = \$ 1,100,000	0	100,000	500,000	500,000	0	0	0	0	0	0	1,100,000
G. GLASS WALL INSULATION/REPLACEMENT											
1. Grand Foyer								3,000,000			3,000,000
2. Roof Terrace (inc. Terrace Theater)						1,000,000					1,000,000
TOTAL PROJECT COST = \$ 4,000,000	0	0	0	0	0	1,000,000	0	3,000,000	0	0	4,000,000
H. BUILDING RELIGHTING											
1. Design			40,000								40,000
2. Installation				300,000							300,000
TOTAL PROJECT COST = \$ 340,000	0	0	40,000	300,000	0	0	0	0	0	0	340,000
I. RESTROOM REFURBISHING (including fixture replacement)											
1. Theaters (24)			600,000	600,000	600,000	600,000					2,400,000
2. Other Areas (30)			400,000	400,000	400,000	400,000	400,000				2,000,000
TOTAL PROJECT COST = \$ 4,400,000	0	0	1,000,000	1,000,000	1,000,000	1,000,000	400,000	0	0	0	4,400,000

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
J. NORTH AND SOUTH GALLERY MODIFICATIONS											
1. Relocate Theater Lab Entrance			100,000								100,000
2. Create Stage Door & Crossover Hallway			200,000								200,000
3. Reconfigure Terrace Theater Box Office		100,000									100,000
TOTAL PROJECT COST = \$ 400,000	0	100,000	300,000	0	0	0	0	0	0	0	400,000
K. SOUTH OPERA LOUNGE RENOVATION											
1. Design						75,000					75,000
2. Construction						400,000					400,000
3. New Furniture						200,000					200,000
TOTAL PROJECT COST = \$ 675,000	0	0	0	0	0	675,000	0	0	0	0	675,000
L. BOX OFFICE EXPANSION											
1. Central Box Office				250,000							250,000
2. Concert Hall Box Office					225,000						225,000
TOTAL PROJECT COST = \$ 475,000	0	0	0	250,000	225,000	0	0	0	0	0	475,000
M. GIFT SHOP EXPANSION											
1. New Hall of States Shop		100,000	250,000								350,000
2. Increased Storage & Office Space			150,000								150,000
3. Relocation of Coat Room			75,000								75,000
TOTAL PROJECT COST = \$ 575,000	0	100,000	475,000	0	0	0	0	0	0	0	575,000
N. INSTANT CHARGE EXPANSION											
1. Enlarge Present Facility					200,000						200,000
2. Relocate Photo Lab					100,000						100,000
TOTAL PROJECT COST = \$ 300,000	0	0	0	0	300,000	0	0	0	0	0	300,000
O. REDESIGN/RENOVATION OF MOTOR LOBBY A											
1. Design				75,000							75,000
2. Construction					250,000						250,000
TOTAL PROJECT COST = \$ 325,000	0	0	0	75,000	250,000	0	0	0	0	0	325,000

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
P. PERMANENT VIDEO CABLING FROM THEATERS TO LOADING DOCKS AND PLAZA											
1. Engineering			50,000								50,000
2. Installation				200,000							200,000
TOTAL PROJECT COST = \$ 250,000	0	0	50,000	200,000	0	0	0	0	0	0	250,000
Q. PATRON INFORMATION SYSTEM											
1. Design		50,000									50,000
2. Construction		50,000	400,000								450,000
TOTAL PROJECT COST = \$ 500,000	0	100,000	400,000	0	0	0	0	0	0	0	500,000
R. MAJOR CAPITAL REPAIRS AND IMPROVEMENTS - FUTURE NEEDS	0	2,250,000	5,515,000	24,400,000	3,600,000	2,750,000	625,000	3,875,000	750,000	750,000	44,515,000
S. BLDG SERVICES, MAINTENANCE AND CAPITAL REPAIRS/IMPROVEMENTS	6,010,890	14,470,179	30,476,048	27,525,543	7,294,317	5,395,006	4,335,150	7,522,252	4,578,158	4,623,090	112,230,633

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
. DATA SYSTEMS											
A. CAPITAL EQUIPMENT											
Lease Payments	32,832										32,832
Terminals	5,500	35,000	35,000	36,000	36,000	37,000	37,000	38,850	38,850	40,792	339,992
Report Printers	21,800	25,000	26,250	26,250	27,560	27,560	28,900	28,900	30,345	30,345	272,910
LQ Printers		25,000	25,000	26,250	26,250	27,560	27,560	28,900	28,900	30,345	245,765
PC Hardware	26,400	29,100	32,100	35,100	38,600	42,400	46,600	51,260	56,360	61,990	419,910
PC Software	36,320	38,140	40,047	42,100	44,200	46,400	48,700	51,100	53,650	56,300	456,957
Terminal/Printer Servers		10,000	10,000	12,000	12,000	13,500	13,500	13,500	14,750	14,750	114,000
Extra Hardware	3,100	8,000	8,400	8,820	9,260	9,720	10,200	10,700	11,200	11,760	91,160
Cabling	3,000	3,000	3,300	3,500	3,700	3,900	4,100	4,300	4,500	4,700	38,000
Modems/Switchboxes	3,100	3,000	3,400	3,800	4,200	4,600	5,000	5,400	5,800	6,200	44,500
Printer/Terminal Stands		1,200	1,500	1,800	2,100	2,400	2,700	3,000	3,300	3,600	21,600
Laptops		9,000	11,500	13,000	15,250	15,250	15,250	17,000	17,000	18,500	131,750
Port Printers		2,000	3,500	5,000	5,000	5,000	6,500	6,500	6,500	7,000	47,000
	132,052	188,440	199,997	213,620	224,120	235,290	246,010	259,410	271,155	286,282	2,256,376
B. DEVELOPMENT/MARKETING PACKAGES											
Development Software		200,000	108,000	93,000	63,000	28,000	28,000	28,000	30,000	28,000	606,000
Marketing Software	30,000	30,000	30,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	216,000
	30,000	230,000	138,000	111,000	81,000	46,000	46,000	46,000	48,000	46,000	822,000
C. PC LOCAL AREA NETWORK											
LAN Repeater	10,800	16,200	17,500	9,000	9,000	9,500	9,500	10,000	10,000	10,000	111,500
Network Interconnect	1,450	3,000	3,500	3,675	3,855	4,050	4,250	4,460	4,680	4,900	37,820
PCSA PC Hardware Kits	3,675	27,300	3,675	3,850	4,050	4,250	4,460	4,680	4,900	5,150	65,990
PCSA PC Software	500	500			500			500			2,000
PCSA VAX Software	7,500	8,650	9,450								25,600
PCSA License	6,000	24,500	25,000	1,750	1,750	2,450	2,450	2,450	3,100	3,100	72,550
PC Printer Server	4,000	8,000	4,200	4,200	4,400	4,400	4,600	4,600	4,850	4,850	48,100
PC Printer Converters	2,400	4,800	1,200	1,200	1,500	1,500	1,700	1,700	1,900	1,900	19,800
Additional Ethernet	5,000	5,000	1,200	1,200	1,450	1,450	1,575	1,575	1,800	1,800	22,050
	41,325	97,950	65,725	24,875	26,505	27,600	28,535	29,965	31,230	31,700	405,410

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
D. BACKSTAGE COMPUTER SYSTEMS											
Systems Hardware		336,000	360,000	80,000	84,000	88,000	92,000	96,000	100,000	104,000	1,340,000
Special Software		200,000	240,000		256,000		280,000		308,000		1,284,000
Printers/Plotters		520,000	532,000			640,000			672,000		2,364,000
	0	1,056,000	1,132,000	80,000	340,000	728,000	372,000	96,000	1,080,000	104,000	4,988,000
E. IMAGE SCANNING SYSTEM											
VAX Station 3500		52,500	55,000	55,750			55,000			55,000	273,250
Scanner MD300		5,500	5,750	5,300	5,000		5,900			4,500	31,950
Image Workstations		23,000	20,000	15,000	10,000	8,500	8,900	8,900	9,150	9,150	112,600
RV20 WORM Drives (Write Once Read Many)		30,000	30,500	29,000	35,000				37,500	35,000	197,000
Image Printers		10,000	5,000	5,500	5,750			5,900			32,150
Image Software and License		20,000	5,000	5,000			5,000			5,500	40,500
	0	141,000	121,250	115,550	55,750	8,500	74,800	14,800	46,650	109,150	687,450
F. PATRON INFORMATION SYSTEM											
VAX Station 3100		36,000	72,500					38,500			147,000
DEC Talk		4,200	9,800					10,500			24,500
Console		1,950	3,800					2,500			8,250
Touch Screen		5,000	10,000					13,500			28,500
Video Disc Players		5,000	10,000					13,500			28,500
Video Disc Production		36,000	45,000	30,000	10,000		10,000	30,000			161,000
PIS Software		350,000	250,000	90,000	32,000	15,000			5,000		742,000
	0	438,150	401,100	120,000	42,000	15,000	10,000	108,500	5,000	0	1,139,750

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
G. COMPUTER TRAINING CENTER											
Training/Demo Aids		1,200	2,500	2,500	2,750	2,750	2,900	2,900	3,150	3,150	23,800
Training Stations		20,000	22,500	24,200	25,500	27,000	28,500	30,000	31,500	33,750	242,950
Training Software	250	2,000	2,500	2,750	2,900	3,200	3,350	3,500	3,650	3,900	28,000
Manuals/Documentation	500	1,850	2,000	2,100	2,250	2,500	2,750	3,000	3,250	3,500	23,700
	750	25,050	29,500	31,550	33,400	35,450	37,500	39,400	41,550	44,300	318,450
H. SYSTEM GROWTH AND REPLACEMENT											
VAX 6440		700,000		710,000		725,000		225,000		750,000	3,110,000
Cluster Base		150,000								75,000	225,000
Star Coupler		15,000				17,500					32,500
Storage Array SA600		225,000	250,000		265,000		285,000		285,000		1,310,000
Cartridge Tape System		131,000					155,000				286,000
Storage Array SA482			65,000			67,500					132,500
Printer Server LPS40		50,650			52,000						102,650
LGO2 Printer		13,000	13,000			13,000				14,500	53,500
Upgrade LGO1 Printers				6,000	6,000						12,000
	0	1,284,650	328,000	716,000	323,000	823,000	440,000	225,000	285,000	839,500	5,264,150
I. COMPUTER FACILITIES											
Fire Extinguishers	2,000	500	200				1,200				3,900
Dry Sprinklers		50,000	25,000								75,000
Halon System		75,000				50,000				25,000	150,000
Uninterruptable Power Supply		100,000	100,000				75,000		30,000		305,000
Replacement of Air-Conditioner Units			35,000			37,500		15,000			87,500
Renovation of Primary Computer Room		35,000	10,000				37,500			10,000	92,500
Renovation of Backup Computer Room		3,000	5,000	17,500					30,000		55,500
Rewire Data Lines		7,500	5,000	3,000	6,500		5,500			8,000	35,500
Computer Room Furniture		2,100	1,500	1,750	1,900	2,100	2,250	2,400	2,650	2,900	19,550
Daily Tape Vault		5,000			12,000				8,000		25,000
	2,000	278,100	181,700	22,250	20,400	89,600	121,450	17,400	70,650	45,900	849,450

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	FY'90	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99	TOTAL
J. COMPUTER HARDWARE MAINTENANCE											
Digital Equipment	72,000	75,000	96,000	101,700	116,700	122,600	150,000	161,000	180,000	192,500	1,267,500
IBM System 34	3,300	3,450									6,750
Altos Equipment	3,500	3,700	3,950								11,150
Xerox Printers	800	840									1,640
Personal Computers Equipment	8,000	15,000	17,500	19,000	22,500	24,000	26,500	28,000	30,500	34,000	225,000
Air Conditioner	1,500	2,000	2,100	2,250	2,550	2,700	2,850	3,000	3,150	3,300	25,400
	89,100	99,990	119,550	122,950	141,750	149,300	179,350	192,000	213,650	229,800	1,537,440
K. COMPUTER SOFTWARE MAINTENANCE											
Digital Corporation	23,000	37,000	38,900	40,000	42,500	44,750	48,000	50,400	52,900	55,500	432,950
Spacetime (BOCS)	24,000	25,200	26,460	27,800	29,500	30,750	32,500	33,750	35,500	37,250	302,710
Marketing System	24,000	25,200	26,460	27,800	29,500	30,750	32,500	33,750	35,500	37,250	302,710
Development System		15,000	17,000	18,250	19,500	20,750	22,000	23,250	24,500	25,750	186,000
Data Processing Design (Word 11)	1,400	1,470	1,550	1,650	1,700	1,800	1,850	1,950	2,000	2,150	17,520
Access Technology (20/20)	1,250	1,320	1,380	1,450	1,530	1,600	1,680	1,760	1,840	1,930	15,740
Other VAX Software		6,000	6,600	6,900	7,300	7,650	7,950	8,350	8,750	9,200	68,700
American Digital Systems	24,000	25,200	13,250	14,000	14,750						91,200
Williamson (Development)	2,400	2,550	2,700								7,650
Hemmingway Associates (IBM System 34)	2,000	2,100									4,100
	102,050	141,040	134,300	137,850	146,280	138,050	146,480	153,210	160,990	169,030	1,429,280
TOTAL DATA SYSTEMS	397,277	3,980,370	2,851,122	1,695,645	1,434,205	2,295,790	1,702,125	1,181,685	2,253,875	1,905,662	19,697,756