

# Implementation

If the concepts presented by this study are pursued, three steps will be necessary to implement them: (1) planning, environmental review, and design approval; (2) funding, construction, and plaza development; and (3) ongoing operations and maintenance. The estimated time frame for implementation is ten to fifteen years. A brief overview of each stage is provided below.

**Step I - Project planning and environmental review.** This phase, which would lead to concept and design approvals, would focus on project planning, environmental review, preliminary design, and the refinement of cost estimates. These activities could be undertaken through the continuing cooperative efforts of the Kennedy Center, the National Park Service, the D.C. Department of Public Works and the Federal Highway Administration.

It will be important during this phase of study to decide upon the type of development to occur within the plaza. Determining appropriate building uses in such close proximity to this living presidential memorial is an important public policy decision that will shape the project's implementation. Once environmental, project, and design approvals have been obtained, a formal



decision must be made to proceed with the development of a funding plan and the construction of improvements. This phase could be expected to last three to four years.

**Step II - Air rights leasing, site development, funding, design, engineering, construction, leasing and initial maintenance.**

Each of the four operating agencies has a stake in the concepts contained in this report. Development of the plaza should proceed only through their cooperative efforts and oversight. The determination of a lead agency must be reached, both for plaza construction and building development.

Plaza construction may be led by a public agency, regardless of how the buildings are developed. If plaza buildings are to be developed as an extension of the Kennedy Center in keeping with its designation as a living memorial, the Kennedy Center or the General Services Administration (GSA) might be the logical developer. GSA served as the agent for the original design and construction of the Kennedy Center. Both the National Park Service and FHWA utilize the services of GSA for development of real property.

Alternatively, if a private entity were to propose a development that consists of a set of private uses and an ownership plan that the coordinating agencies and other stakeholders consider appropriate to the unique Kennedy Center setting, then the private sector might play the lead development role.