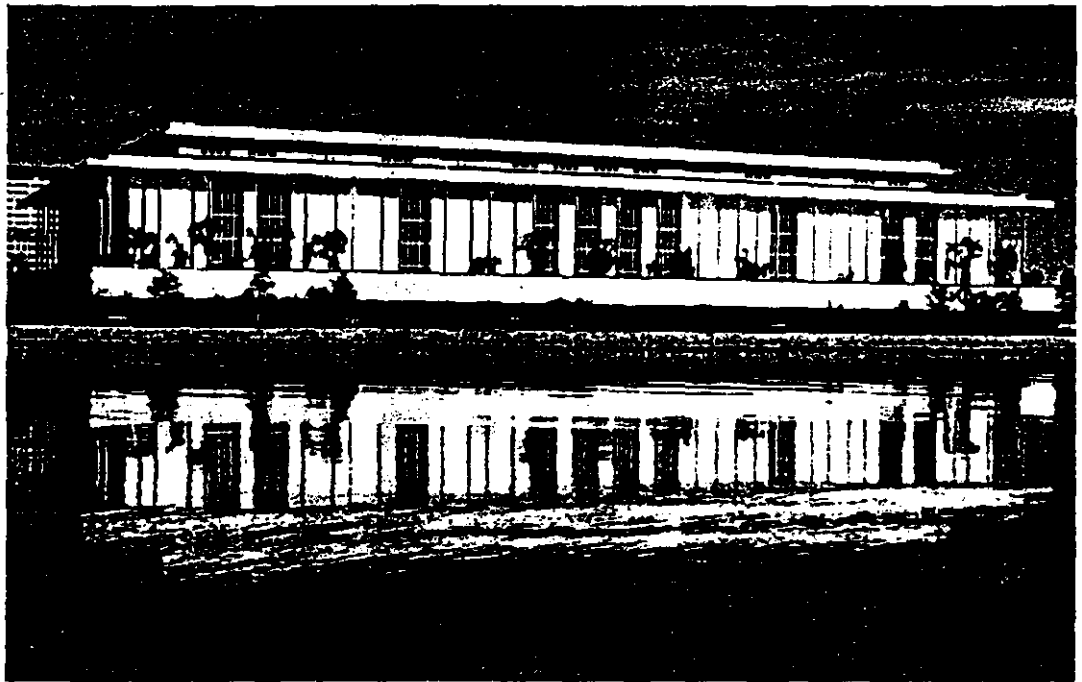




Friends of The Kennedy Center

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS



VOLUNTEER
TRAINING MANUAL

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FRIENDS OF THE KENNEDY CENTER VOLUNTEER TRAINING MANUAL

INTRODUCTION

The Friends of the Kennedy Center was authorized in 1965 by the Kennedy Center's Board of Trustees as a nationwide, self-supporting auxiliary of volunteers and donor members. The Friends first achievement was raising matching funds to build the Kennedy Center. The Friends of the Kennedy Center volunteers currently work in the Center's Gift Shops and Information Center, provide tours to more than 100,000 visitors each year, provide special visitor assistance to persons with disabilities, work on special projects, and assist in the Friends administrative office, in the Performing Arts Library, and in other Kennedy Center offices. The value in dollars of the volunteer program to the Kennedy Center in 1991 was \$953,222 based on hourly wage rates for comparable jobs.

The Friends of the Kennedy Center support the Center in four crucial ways:

- * Providing a strong volunteer force to help implement many of the Kennedy Center's public service programs.
- * Providing vital financial assistance to the Kennedy Center through the volunteer-staffed gift shops and the guided tours.
- * Presenting events and programs to encourage new audiences to enjoy the Kennedy Center.
- * Promoting membership in the Friends of the Kennedy Center and National Symphony Orchestra Association.

VOLUNTEERS...

You're Someone We Appreciate

THE FRIENDS OF THE KENNEDY CENTER VOLUNTEER PROGRAM

MISSION STATEMENT

The Friends of the Kennedy Center volunteers serve Kennedy Center patrons, members, and the general public by offering up-to-date information and effective customer service. Friends volunteers strive to ensure that everyone they come in contact with is welcomed, offered appropriate services, and leaves with a positive feeling about the Kennedy Center.



VOLUNTEER BENEFITS

As a Friends of the Kennedy Center Volunteer, you will have an opportunity to:

- + receive free parking while on duty, or reimbursement for transportation expenses in accordance with current policy.
- + receive "Friendscript," the Friends of the Kennedy Center monthly volunteer newsletter.
- + receive benefits of membership in the Friends of the Kennedy Center at a reduced introductory rate for the first year.
- + receive a 15% discount on purchases of \$10.00 or more at the Kennedy Center Gift Shops.
- + receive occasional complimentary tickets for Kennedy Center performances, when available.
- + attend annual volunteer recognition events and other special events for volunteers and staff.
- + receive insurance liability coverage during actual working hours.
- + receive a recommendation for outside employment, if requested.
- + use the employee cafeteria (Canteen) when on duty as a volunteer.



VOLUNTEER GUIDELINES

Friends of the Kennedy Center volunteers serve as the most visible Kennedy Center ambassadors to the general public. The following policies have been established to maintain a consistent positive image of the Kennedy Center. All volunteers are expected to be familiar with these policies.

1. Always be available, courteous, and helpful to each patron.
2. Volunteer shifts are available from 10 a.m to 2 p.m., 2 p.m. to 6 p.m., and 6 p.m. to 9:30 p.m. Each volunteer is expected to work one complete shift per week.
3. Volunteers should arrive at least 15 minutes before the start of their shift in order to check in, be briefed on any new information, and to allow for the shift change-over to be as smooth as possible. Being late inconveniences the other volunteers on your shift and on the preceding shift.
4. Volunteers should not leave before the scheduled end of their shift unless prior arrangements have been made with the shift chairperson.
5. The shift chairperson should be notified of any planned absences at least one week prior to departure. Extended vacations should be reported to the shift chairperson at least one month prior to departure.
6. The volunteer shift chairpeople are responsible for scheduling volunteers for all work areas, making sure that each shift is adequately covered, and notifying the members of the shift concerning policy changes, new information, and occasional complimentary ticket offers.
7. Volunteers are encouraged to provide suggestions to their shift chairperson, the Director of Volunteers, or the Coordinator of Volunteers that may increase the effectiveness of the volunteer program.

8. Volunteers are expected to continually update and expand their knowledge of the Kennedy Center by attending all orientation and training sessions as scheduled and by reading the *Kennedy Center News*, *Friendscript*, and other brochures and information sheets.
9. Volunteers are required to take a minimum of two (free) Kennedy Center tours within the first month of service. One tour per year is required thereafter.
10. Placement and position are not guaranteed to volunteers who fail to fulfill their volunteer responsibilities in a satisfactory manner. Frequent and continuous tardiness and/or absences without making provisions for a substitute will not be allowed. A volunteer's services may no longer be needed if s/he is unable to meet the time commitment, if his or her work does not meet acceptable standards, or if that volunteer position is no longer necessary to the operation of the organization.
11. Always wear and make visible your Volunteer Name Badge. Notify your shift chairperson if you misplace your badge so that it can be replaced.
12. Volunteers promote contributions to the Kennedy Center in the form of Friends and National Symphony Orchestra membership, and donations to the tour box.
13. All volunteer area counter tops and public locations should be kept neat and clean. Personal items are to be kept in cabinets and out of sight of the public.
14. Volunteers are expected to dress neatly and professionally. Men may wear a tie and jacket or shirt with collar, women may wear a nice dress, suit, or pant suit. No blue jeans.
15. Volunteers are expected to eat meals before or after, not during, their shift. All food and drink is to be kept out of sight of the public.

JOB DESCRIPTIONS FOR FRIENDS OF THE KENNEDY CENTER VOLUNTEERS

INFORMATION CENTER

The Information Center is staffed by volunteers seven days a week from 10 a.m. to 9:30 p.m. Volunteers are responsible for providing visitor information, performance information, and answering general questions. The Information Center provides visitors with information on the services available at the Kennedy Center such as performances, tours, free events, and the Specially Priced Ticket program.

Each Information Center volunteer is also responsible for:

- * Promoting membership in the Friends of the Kennedy Center and National Symphony Orchestra Association
- * Notifying their shift chairperson in advance of all absences
- * Keeping up-to-date on information to be provided to visitors
- * Stocking the Information Center
- * Making brochures, maps, etc. available to visitors
- * Encouraging visitors to take a free tour
- * Taking Kennedy Center tours periodically as a refresher
- * Knowing how to use the Information Computer
- * Participation in periodic performance reviews and advanced training

Measures of Success: Visitors return to the Kennedy Center; visitors understand and are able to follow directions; volunteer offers positive response to complaints and directs complaints to appropriate person; visitors receive helpful and complete information (written and oral); visitors spend time at the Kennedy Center on a volunteer-led tour or self-guided tour; volunteer is aware of the many resources at the Information Center; volunteer is able to utilize the computer; increase in number of Friends and NSOA members

**Friends Volunteers
Open Up The World**

TOUR GUIDE

The Kennedy Center Tour Program is staffed by volunteers seven days a week from 10 a.m. to 2 p.m. Volunteers are responsible for providing free public tours, Congressional tours, scheduled group tours, access tours, prescheduled foreign language tours, and VIP tours. The Kennedy Center Tour Program provides visitors with an opportunity to explore their national center for the performing arts, including the theaters, reception rooms, and gifts of artwork from foreign countries.

Each volunteer tour guide is also responsible for:

- * Promoting membership in the Friends of the Kennedy Center and National Symphony Orchestra Association
- * Notifying their shift chairperson in advance of all absences
- * Learning the complete tour script and incorporating subsequent revisions
- * Courteously accommodating all tour patrons
- * Keeping the tour desk neat and clean
- * Encouraging visitors to make a tour box donation to the Kennedy Center at the end of each tour
- * Encouraging visitors to make purchases at the Kennedy Center Gift Shops
- * Learning voice projection techniques
- * Participation in periodic performance reviews and advanced training

Measures of Success: Visitors receive correct, up-to-date information about the Kennedy Center; volunteer stays in control of the group; volunteer works well with ushers; volunteer describes the performances going on in each theater; tour box income increases; tour groups visit a Kennedy Center Gift Shop following the tour; volunteer speaks clearly and shares questions and answers with the whole group; volunteer is comfortable with a wide variety of groups (foreign language speakers, people with disabilities, children, seniors)

PERFORMING ARTS LIBRARY

The Performing Arts Library, which is a branch of the Library of Congress, is staffed by volunteers five days a week from 11 a.m. to 8:30 p.m. Tuesday through Friday, and from 10 a.m. to 6 p.m. on Saturday. Volunteers are responsible for the daily upkeep of files and records, for helping to maintain the collection, and for special projects assigned by the library staff that can satisfy the volunteer's interests as well as the needs of the Library. The Performing Arts Library collection, which encompasses all aspects of the performing arts, is used by performers, directors, choreographers, students, and the general public.

Volunteers in the Performing Arts Library are responsible for:

- * Duties assigned by the library staff
- * Notifying library staff in advance of all absences
- * Promoting membership in the Friends of the Kennedy Center and National Symphony Orchestra Association

Measures of Success: Library materials are well-managed and organized; Library resources are readily available to the public

FRIENDS ADMINISTRATIVE OFFICE

The Friends Administrative Office relies on volunteer assistance five days a week from 10 a.m. to 5:30 p.m. Monday through Friday. Volunteers are responsible for support services for all Kennedy Center departments. Volunteers assist the receptionist, provide clerical support, and work on assigned projects. Volunteers may also perform similar duties in the Friends Gift Shops Office.

Volunteers in the Friends Administrative Office are also responsible for:

- * Promoting membership in the Friends of the Kennedy Center and National Symphony Orchestra Association
- * Notifying the shift chairperson in advance of all absences
- * A courteous and helpful phone manner
- * Assisting all Friends staff as needed
- * Light typing when necessary
- * Assisting with projects from other departments when needed
- * Participation in periodic performance reviews and advanced training

Measures of Success: Projects are completed in a timely and efficient manner; volunteer is able to work well with a variety of supervisors; volunteer is able to work independently or with a group

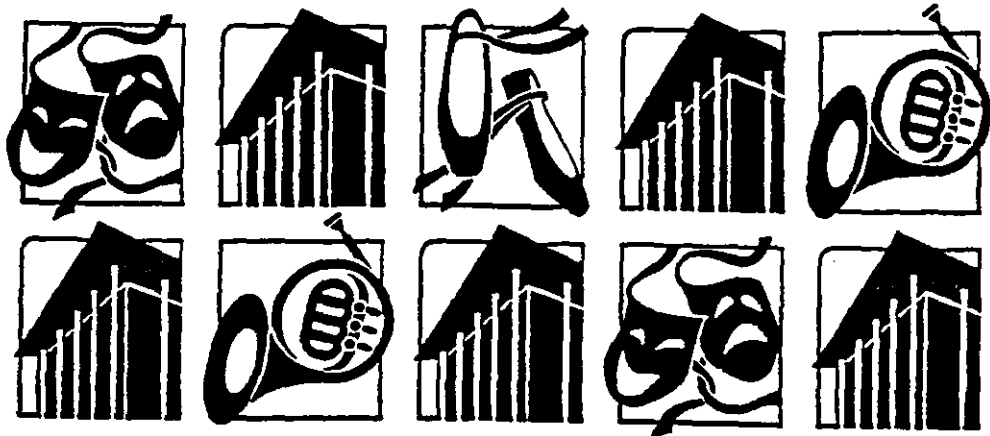
GIFT SHOPS

The Gift Shops are staffed by volunteers seven days a week from 10 a.m. to 9:30 p.m. Volunteers are responsible for sales, making change, writing credit card slips, and helping customers select purchases. The Gift Shops are a prime attraction to visitors, and produce significant revenue to help offset the expenses of the Kennedy Center's performing arts and public service programming.

Each Gift Shop volunteer is also responsible for:

- * Promotion and sales of merchandise and Friends membership
- * Providing excellent customer service
- * Promoting membership in the Friends of the Kennedy Center and National Symphony Orchestra Association
- * Notifying their shift chairperson in advance of all absences
- * Organization and upkeep of merchandise
- * Adhering to Gift Shops procedures as outlined in this manual
- * Co-signing for register monies
- * Assisting Gift Shops staff with inventory and other duties as assigned
- * Providing information to visitors when time permits, referring visitors to the Information Center when Gift Shops are busy
- * Participation in periodic performance reviews and advanced training

Measures of Success: Visitors feel welcome at the Gift Shop; increase in overall sales and sales per visitor; increase in number of Friends and NSOA members; volunteer is familiar with merchandise and can suggest gift items to visitors; volunteer is able to use register, process credit cards, and make change with minimal error



**FRIENDS OF THE KENNEDY CENTER
GIFT SHOPS**

CABARET VOLUNTEERS

The Encore Cabaret, currently showing *Pump Boys and Dinettes*, is staffed by volunteers six nights a week from 7:30 - 10:30 p.m. The Friends member lounge in the Eisenhower Theater is staffed by volunteers during every evening performance. Volunteers welcome patrons and direct them to their seats in the Encore Cabaret and serve beverages and greet members in the Friends member lounge. Volunteers serve in the Encore Cabaret and the Friends member lounge on alternate weeks. Volunteers may stand for the performance.

In the Encore Cabaret, each Cabaret Volunteer is also responsible for:

- * Showing patrons to tables and assisting them with seating needs
- * Informing patrons about cafeteria services and providing performance information
- * Distributing "Stagebill" to patrons
- * Informing cafeteria patrons about the performance
- * Escorting non-ticket-holders as they enter and exit the cafeteria
- * Keeping informed about the Kennedy Center and performances
- * Assisting patrons who have questions or concerns
- * Assisting patrons during intermission
- * Helping to relieve pressure in lines
- * Assisting the house manager as needed

In the Friends member lounge, each Cabaret Volunteer is also responsible for:

- * Preparing and serving complimentary beverages
- * Keeping informed about the Kennedy Center and performances
- * Assisting members with questions or concerns
- * Promoting Friends and National Symphony Orchestra Association membership
- * Knowing Kennedy Center directions and facilities
- * Participation in periodic performance reviews and advanced training

Measures of Success: Volunteer is familiar with Kennedy Center and services provided to members and patrons; increase in number of Friends and NSOA members; volunteer is team player; visitors feel welcome and are treated with respect, patrons are seated efficiently and performance runs smoothly

SPECIAL EVENTS

Special Events are volunteer positions that are not regularly scheduled. Volunteers are notified of openings as they arise and are expected to work on as many different events as possible. Special Events volunteers complete a special training program which is offered twice a year. Volunteers assist on special events in addition to working their regular shift.

Each Special Events volunteer must have six months of experience as a Friends volunteer, and is responsible for:

- * Keeping informed about the Kennedy Center and performances
- * Assisting visitors with questions or concerns
- * Promoting Friends and National Symphony Orchestra Association membership at all events
- * Knowing Kennedy Center directions and facilities
- * Staffing the Friends Member Lounges
- * Answering phones during new member call-ins
- * Working at the annual Kennedy Center Open House Arts Festival
- * Staffing annual public ticket giveaways
- * Assisting with administrative duties
- * Assisting on special events as needed

Measures of Success: Volunteer is familiar with Kennedy Center and services provided to members and patrons; increase in number of Friends and NSOA members; volunteer is team player; visitors feel welcome and are treated with respect

**The Friends
are stuck on
VOLUNTEERS**

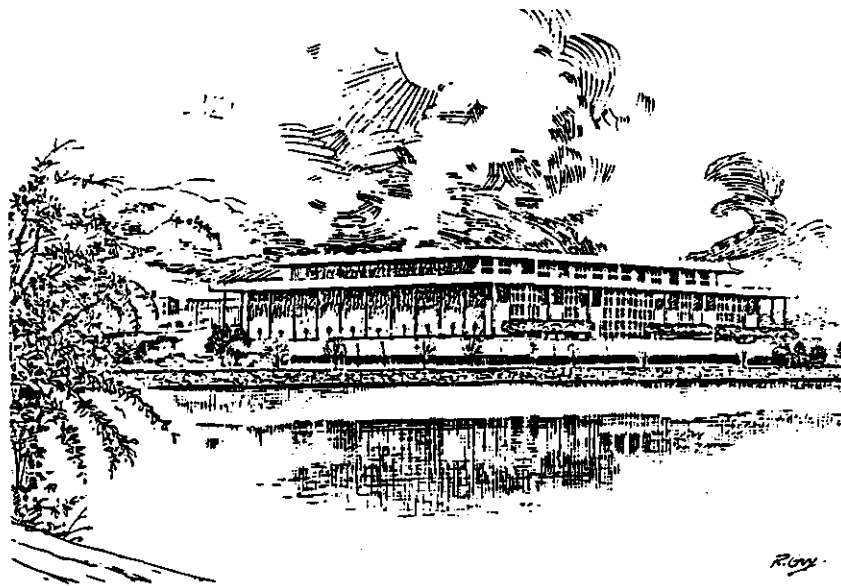
SHIFT CHAIRPERSON

The shift chairperson position allows Friends volunteers to take on a managerial role within the program. A shift chairperson supervises volunteers in each work area. The chairperson is able to work in all supervised areas.

Each chairperson must have one year of experience as a Friends volunteer and is responsible for the following:

- * Serving as liaison between volunteers and the Coordinator and Director of Volunteers
- * Making sure that the shift is fully staffed each week
- * Attending all quarterly shift chair meetings and advanced training
- * Keeping current with all new information and policies and communicating changes and new information to volunteer staff
- * Keeping all information and supplies available
- * Evaluation and on-site training of volunteers

Measures of Success: Volunteer determines overall staffing needs and arranges for substitutes when necessary; volunteer handles problems on shift in a timely and empathetic manner; volunteer participates in quarterly shift chair meetings; Volunteer ensures that Kennedy Center policies and procedures are upheld; volunteer provides up-to-date information to other volunteers and to patrons; volunteer is available to patrons and volunteers during 95% of shift



WORKING WITH VISITORS

As a Friends of the Kennedy Center volunteer, you may be the first (and sometimes only) person with whom a Kennedy Center visitor comes into contact. As a public representative of the Kennedy Center, always try to be nonjudgmental, unbiased, and treat each visitor with respect and as a potential Friends member.

* Use "open" questions that do not have a yes or no answer, or an implied answer. ("How can I help you?")

* Ask questions that start with: what, who, where, when, or how. A "why" question can sound judgmental and put the visitor on the defensive. ("Why do you want the tickets?")

* Always present several options to visitors who are trying to decide what to do at the Kennedy Center, or what to purchase at the Gift Shops.

* When providing information to visitors, be sure that the information is always correct, up-to-date, complete, and unbiased. If you can't be sure about the information you are providing, then be certain about where to send the visitor for the correct information. ("Tickets are available in the main ticket office, that's down the hall on your left," "The reviews have been good.")

* If a visitor has a problem or complaint that you can't resolve make sure that you give the information to the Director of Volunteers. Write down the visitor's name, address, phone number, and a description of the problem. Be as specific as possible when describing the problem (include dates, times, people involved, etc.) Put this form in the Director of Volunteers' box at the Public Service Desk. Tell the visitor that a staff person will respond as soon as possible. **REMEMBER: The patron is always right!**

* Visitors may be referred directly to the following areas:

PUBLIC SERVICE DESK: This is the desk located off the Hall of States in the lobby of the American Film Institute where the Friends volunteers validate specially-priced tickets (SPT), make tour reservations, and provide information. Congressional and VIP tours usually meet here. Open 10 a.m - 9 p.m. daily.

INFORMATION CENTER: This is the counter in the Hall of States opposite the Gift Shop. Friends volunteers at this counter provide tourists and patrons with Kennedy Center information, Metro maps, performance information and general tourist information on Washington. Open 10 a.m. - 9 p.m. daily.

TOUR DESK: This desk is located in the center of Motor Lobby "A" where the regular tours are available from 10 a.m. to 1 p.m. daily. The last tour of the day leaves from this desk at 1 p.m. A free film about the Kennedy Center is shown continuously from 10 a.m. to 9 p.m. (The film is self-service from 1:30 - 9 p.m.)

SERVING PEOPLE WITH DISABILITIES

The Kennedy Center is wheelchair accessible and is able to accommodate all persons with disabilities. As a volunteer with the Friends of the Kennedy Center, you will be in a unique position to assist persons with disabilities in obtaining tickets, attending performances, and feeling comfortable in the Kennedy Center. The Friends assist the Office of Accessibility in administering many of the Kennedy Center's programs which aid persons with disabilities. These include wheelchair services, the Specially Priced Ticket (SPT) program, a listening system for persons who are hearing impaired, and audio description and recorded program notes for persons who are visually impaired. Volunteers are not required to push wheelchairs or act as leaders for persons with visual impairment, but they may do so when necessary.

When speaking to or about a person with a disability, it is crucial to pay attention to the words you are using. Words can create barriers or stereotypes that are demeaning to persons with disabilities. When you are speaking, try to always use words which encourage dignity and independence. If you refer to a person as "disabled" or "handicapped," you are stereotyping them. Using these stereotypes implies that being "disabled" is the only distinguishing feature the person has. If you refer to someone as a **person with a disability** then you are implying that s/he is a person, and the disability is only one aspect of that person. In this way, you are recognizing the individual, not the disability. The same reasoning applies to groups of persons with disabilities. Instead of saying "the disabled," try to say **people or persons with disabilities**. This wording also applies to specific disabilities.

For example:

persons who have mental retardation
persons with hearing loss or with partial hearing loss or who are hearing impaired
persons with loss of vision or who are partially sighted or who are visually impaired
persons with a speech impairment
persons with epilepsy
(family of) a person with mental retardation
John Doe, who has a speech impairment

* When referring to the companion of a person with a disability, use the term **nondisabled** (Using the term "able-bodied" implies that persons with disabilities are less able.)

* When referring to a person who uses crutches, a wheelchair, braces, etc. try to use words that emphasize the person's abilities. For example: **walks with crutches, walks with braces, uses a wheelchair**. Words that should not be used when referring to persons with disabilities are: handicap, birth defect (use congenital disability), special.

THE KENNEDY CENTER SERVICES FOR PEOPLE WITH DISABILITIES

For information about these services, contact the Kennedy Center's Office of Accessibility: (202) 416-8727, TDD (202) 416-8728

Assistive Listening System - A wireless sound enhancement system has been installed in the Eisenhower Theater, the Opera House, and the Terrace Theater. This system can be used by people who wear hearing aids. The equipment is small and barely noticeable and is distributed at a desk in the Hall of States, opposite the ticket office. The equipment is free and is available on a first-come, first-served basis. Patrons will be asked to leave two forms of identification (driver's license or other I.D. showing home address) as a security deposit. The equipment is effective from any seat in the house.

Audio Description - Audio description is live narration of performances. Between lines spoken by the actors, narrators describe stage action, body language, and scene changes. Recorded program notes are provided 10 to 15 minutes before the performance and during intermission. Audio description is available for most plays and musicals in the Eisenhower Theater and Opera House. Usually, the audio description is scheduled twice during the run of each show. The dates for audio description shows are advertised in *The Washington Post*, and *Kennedy Center News* and are displayed and listed in a notebook at the Friends Public Service Desk. There is no charge for use of the equipment, but reservations must be made by calling the Friends Public Service Desk (202) 416-8340 prior to the performance. The audio description receivers are distributed from a desk in the Hall of States opposite the ticket office. Patrons will be asked to leave one form of identification as a security deposit. The equipment is effective from any seat in the house.

Free transportation service is provided to all audio description performances. People wishing to use this service should call the Metropolitan Washington Ear at (301) 681-6636.

Friends volunteers are not required to lead visitors with visual impairments.

Braille and Large-Print Maps - Available at the Friends Information Center in the Hall of States.

Elevators - The Head Usher operates the elevators in each theater. These elevators serve each seating level.

Parking Facilities - Parking services for persons with disabilities are available at the lobby entrances on all three levels of the Kennedy Center parking garage. A driver may stop temporarily on the Plaza to assist a passenger with a disability in getting inside the building if the Park Police on the Plaza are notified.

Cars bearing disability license plates may park on the east side of the Entrance Plaza, but this space is very limited. Advance parking arrangements may be made by calling the garage (202-416-7980).

Recorded Program Notes - The National Symphony Orchestra offers recorded program notes prior to all NSO subscription concerts, matinee and evening. This free service is available at the NSO Welcome Center, a booth in the Grand Foyer near the Concert Hall, on a first-come, first-served basis beginning 30 minutes before the start of the concert. Cassettes of recorded program notes for all NSO concerts are available by mail by calling the Washington Ear, Inc. at (301) 681-6636.

Restroom Facilities - Visitors who use wheelchairs may use the facilities on the orchestra level of each theater and in both the north and south lobby areas on Parking Level A.

Specially Priced Ticket Identification Card - The Kennedy Center has issued more than 2,000 identification cards to assist persons with permanent disabilities in purchasing half-priced tickets by mail or over the phone. To obtain this card, the person must send a doctor's letter describing the disability and a cover letter with name, address, and phone number, to the Friends Administrative Office. A letter which explains this procedure is available at the Friends Public Service Desk or can be requested by telephoning the Friends Administrative Office (202) 416-8300. When purchasing tickets by phone, persons with disabilities may call (202) 416-8528 to speak with an operator who is trained to handle special seating needs.

Telephones - Amplified handsets are available on phones located at each end of parking level A, Concert Hall box tier, Eisenhower Theater box tier, first tier, and orchestra level, and Opera House first tier.

Tours - Access Tours of the Kennedy Center are offered to all people with disabilities. Patrons may call the Friends Public Service Desk at (202)416-8340 for more information. (TDD: Kennedy Center Information at 202-416-8524). Access Tours for people with hearing or visual impairment and people who use wheelchairs are offered on a quarterly basis. In addition, these tours are offered upon request.

TDD - The TDD phone number for information or ticket purchase is (202) 416-8524.

Wheelchairs - Wheelchairs can be reserved in advance for tours or for attending Kennedy Center performances by calling the Friends Public Service Desk (202) 416-8340. A special box is reserved in the Eisenhower Theater, the

Concert Hall, and the Opera House for patrons who do not wish to transfer out of their wheelchairs; the patron may purchase tickets for these seats at half-price by going to the ticket office or by calling Instant- Charge and using a Specially Priced Ticket identification card. If a patron can transfer from the wheelchair into a theater seat, then tickets for an aisle seat may be purchased. Access doors to each theater are located near the escalators in each hall. The access door for the Eisenhower Theater is located across from the escalators in the Hall of States elevator bay. The access doors for the Opera House are located next to the escalators in the Hall of States and in the Hall of Nations. The access door for the Concert Hall is located across from the Gift Shop in the Hall of Nations elevator bay. The person using the wheelchair may use the courtesy phone located at the access door to request usher assistance in entering the theater. When a patron arrives at the Friends Public Service Desk to obtain a wheelchair, s/he should be accompanied by an escort. Friends volunteers, Park Police, and ushers are not responsible for escorting wheelchairs. Patrons occasionally ask to use a wheelchair without having made a prior reservation. If a wheelchair is unreserved, it may be loaned to the patron, but s/he should be informed of our reservation policies for future reference.



When evacuating personnel from the north end of the Kennedy Center they should be led along the building, down the hill, and across the street to the sidewalk of the Watergate Complex. Personnel who exit from the south end of the Center should be led to the bus turnabout circle. **DO NOT CROSS THE PLAZA.** Police, Fire and other emergency vehicles will be arriving on the plaza at high speed to combat the emergency.

WHERE ARE THE EMERGENCY SIGNAL BOXES LOCATED?

Emergency signal alarm boxes are used for all public emergencies including fire. In non-public areas these are the standard RED fire alarm boxes that you or an usher can activate by pulling down a lever. In the public areas the RED fire boxes are covered by a bronzed cover plate marked "FIRE SIGNAL - In case of Fire Open Door Pull Lever." These cover plates are designed to minimize false alarms.

A bronzed fire alarm box is located on the wall above the Friends Public Service Desk. In an emergency, open the cover plate and PULL DOWN the lever to activate the alarm. This is an internal alarm system which when sounded will result in Park Service Personnel notifying the appropriate DC emergency services.

HOW CAN I AS A VOLUNTEER IMPROVE SAFETY?

You should report any hazard to your Shift Chairperson who can call Central Control and describe the situation. You can also call ext. 7900 to report an emergency situation. It is the responsibility of each volunteer to take every reasonable action to prevent injury, fires or other emergencies. The National Park Service Safety Officer conducts safety training sessions several times each year. EVERY Volunteer MUST attend one of these training sessions. The times and places of these sessions are posted.

WHAT ABOUT TERRORISM?

We have never had a serious fire or any terrorist acts at the Kennedy Center. If you get a call alleging a bomb is in the building remain CALM and ask specific questions about the location of the alleged bomb, the time frame involved, and the reason for its placement. The answers help the police in the investigation.

CALL 7900 FOR FIRE/RESCUE POLICE.

Do not use 911 when you have an emergency within the Kennedy Center. If you dial 911 in the Center you will not get any assistance as 911 within the Center is not connected to the DC emergency system.

PATRONS WHO WISH TO RECEIVE CALLS.

Occasionally a patron may need to be reached while attending a performance. The patron should leave his/her name and seat location with a theater usher. The person trying to reach the patron must call (202) 416-8590, and should also be aware of the theater and seat location.

ANSWERS TO THE MOST FREQUENTLY ASKED QUESTIONS ABOUT THE KENNEDY CENTER

1. WHAT IS THE KENNEDY CENTER AND HOW WAS IT FOUNDED?

The John F. Kennedy Center for the performing arts is the national center for the performing arts and a living presidential memorial. It is mandated by Congress to present and create programming of the highest standards that reflects the diverse cultural life of the United States and that recognizes and nourishes our international heritage.

President Eisenhower took the first step toward its establishment in 1955 when he appointed a commission to examine the feasibility of a national center. In 1958, the National Cultural Center Act was signed into law by President Eisenhower, and private fund-raising began for what was to be an independent, self-sustaining performing arts center. In 1964, following the assassination of President John F. Kennedy, Congress, by unanimous joint resolution, dedicated the Center as the sole memorial in the nation's capital to the late president. That same Act of Congress authorized federal matching funds and borrowing authority to help finance construction of the building.

Since it opened in 1971, the Center has come to symbolize our nation's regard for the performing arts and to serve as a dynamic national resource contributing to the cultural enrichment of the United States. Through its diverse presentations and its nationwide education programs, the Center gives millions of Americans a chance to learn about and enjoy live performances. The Center recognizes American accomplishment in this field by bringing the finest performing arts programs from all over the country to its stages and into the national spotlight. Hundreds of talented Washington-area artists perform at the Kennedy Center each year as well, and the Center is the home of the National Symphony Orchestra, the American Film Institute, and the Washington Opera. The Kennedy Center actively assists and encourages both aspiring artists and established performers through musical and theatrical competitions and through its commissions of new works. The Kennedy Center also has the nation's largest half-price ticket program, made available each year to more than 100,000 eligible students, senior citizens, persons with permanent disabilities, enlisted military personnel, and others on fixed low incomes. Presenting more performing arts than any other single institution in the United States, the Kennedy Center is the largest cultural facility of its kind, housing seven theaters of varying sizes, designed to offer exceptionally fine acoustics, sight lines, and technical capabilities, with performances and other events offered every day of the year.

Since opening, the Center has operated seven days a week, 365 days a year, and has welcomed more than 73 million visitors from all parts of the United States and the world. The Center invites and presents the world's outstanding artists and entertains, educates, and serves millions of Americans across the country through its radio and television programs, its touring productions, and its education and public service programs.

2. WHAT IS THE GOVERNING BODY OF THE KENNEDY CENTER?

The Kennedy Center is administered by its Board of Trustees as a bureau of the Smithsonian Institution. This 45-member Board is composed of 30 presidential appointees who serve 10-year overlapping terms. Six congressional representatives and nine designated ex officio representatives of the executive branch complete the membership.

3. WHAT WAS THE FEDERAL GOVERNMENT'S ROLE IN CONSTRUCTION OF THE KENNEDY CENTER?

After the National Cultural Center was renamed for President Kennedy, Congress authorized federal matching funds, totaling \$23 million, and Treasury borrowing instruments in the form of revenue bonds totaling \$20.4 million. The Center's trustees far exceeded the federal matching requirements and raised \$34 million from the private sector to construct the building. The revenue bonds fall due beginning 2017. Congressional action in 1984 restructured the Center's original construction debt by authorizing waiver of accrued and future interest on the bonds in return for early repayment of the bond principal beginning in 1987.

4. WHAT IS THE ROLE OF THE NATIONAL PARK SERVICE AT THE KENNEDY CENTER?

The National Park Service provides for building maintenance, repair, security, and utility expenses as it does for all presidential memorials.

5. HOW IS THE KENNEDY CENTER FUNDED TODAY?

Since its opening, the Center has continued to raise substantial private funding each year to support the performing arts programming and public service and educational activities mandated by Congress. The Center's operating budget (including the National Symphony Orchestra) for FY 1991 was just over \$57 million. In order to meet its budget, the Center relies upon revenues from theater operations (box office revenues and theater occupancy income), concession income, and private contributions from corporations, individuals, and foundations.

While the Kennedy Center has continued to raise substantial private funds to support performing arts programming and education and public service activities, the Center has also been the beneficial recipient of annual appropriated funds for its national education programs. The Kennedy Center is also a regular applicant for programming funding from the National Endowment for the Arts and from the National Capitol Arts and Cultural Affairs program for Washington-area arts institutions.

In 1990 the Kennedy Center sought and received a one-time federal appropriation to help eliminate an accumulated 18-year deficit from operations. In more typical years, 3 percent or less of the annual operating budget of the Kennedy Center has been received from federal sources.

PL101-512, signed by President Bush November 5, 1990, provided \$14.49 million to the National Park Service for repairs and \$6.49 million for annual operations and maintenance in FY91. In addition, \$14.9 million is provided to the Board of the Kennedy Center for elimination of the Center's accumulated operating deficit.

PL102-154, signed on November 13, 1991, provides to the National Park Service \$15.79 million for repairs and rehabilitation and \$6.85 million for annual operations and maintenance of the Center in FY92.

6. DO TICKET PRICES COVER THE COSTS OF PERFORMANCES, AND ARE THEY COMPARABLE TO OTHER PERFORMING ARTS INSTITUTIONS?

Ticket sales cover the costs of some theater productions, but most ballet and opera productions and many music productions depend on subsidies from other sources. It is important to remember that the Kennedy Center's major concern is the performing arts. The Center does not aim to make profits as such but to break even in its programming entirety by means of substantial private giving. Published surveys have shown that the Kennedy Center ticket prices are on par with virtually every comparable major market.

7. WHAT PERFORMING ARTS FACILITIES AND PROGRAMMING DOES THE KENNEDY CENTER OFFER?

Over the past 20 years, the Kennedy Center has presented a varied and comprehensive array of programming in dance, drama, musical theater, classical and contemporary music, and opera. Its six theaters accommodate a wide range of audiences and types of performances. Performances are presented by the Kennedy Center, the National Symphony Orchestra (the Center's affiliate), the Center's associate organizations (the Washington Opera and American Film Institute), the Washington Performing Arts Society, and independent producers or sponsors.

The Concert Hall, largest of the theaters, seats 2,700. It is home for the National Symphony Orchestra. Among the highlights of the Concert Hall's many presentations are the National Symphony Orchestra's seasonal concerts and appearances of such visiting orchestras as the New York Philharmonic, the Philadelphia Orchestra, the Leningrad Symphony Orchestra, the Berlin Philharmonic, and the Vienna Philharmonic. Many presentations in the Center's annual Holiday Celebration take place in the Concert Hall.

The Center's second largest theater, the Opera House (2,300 seats), is designed for musical theater, opera, and dance. Some of the Center's most exciting performances have taken place here, including the world premiere of Leonard Bernstein's *Mass*, appearances of the New York City Ballet, the Stuttgart Ballet, the Royal Ballet, the Bolshoi Ballet and Opera, the Deutsche Oper Berlin, the Royal Danish Ballet, the Paris Opera Ballet, the Grand Kabuki of Japan, the Vienna State Opera, and productions of *Porgy and Bess*, *A Chorus Line*, *Sweeney Todd*, *Annie*, and the American premiere of *Les Miserables*. The Opera House is also the setting for the televised "Kennedy Center Honors" gala, which annually recognizes the contributions of outstanding performing artists to our nation's cultural life. The Washington Opera presents its season of performances in both the Opera House and the Eisenhower Theater.

The Eisenhower Theater, named in honor of the late president for his role in helping to found the Center, seats 1,100. Programming highlights include Tom Stoppard's *Jumpers*, the Royal Shakespeare Company's production of *A Midsummer Night's Dream*, *The Skin of Our Teeth*, *A Texas Trilogy*, *Long Day's Journey into Night*, *First Monday in October*, *On Golden Pond*, *The Little Foxes*, *Medea*, *The Count of Monte Cristo*, *The Iceman Cometh*, *The Search for Signs of Intelligent Life in the Universe*, *The Piano Lesson*, *The Road to Mecca*, and *The Playboy of the Western World*.

The Terrace Theater, located on the Roof Level of the Center, was made possible by a \$3 million Bicentennial gift from the people and the government of Japan. The 500-seat house is an ideal setting for chamber music, recitals, and opera, dance, and theatrical productions. It is also the stage for the IMAGINATION CELEBRATION, the Center's national youth arts festival.

The Theater Lab, which seats approximately 450 people, is also located on the Roof level. Children's performances, teachers' workshops, and exhibits are offered free or at low cost to the public. The Theater Lab Cabaret is also the home of the long-running whodunit *Shear Madness*.

The Encore Cabaret, which seats approximately 160 people, is located on the Roof level. *Pump Boys and Dinettes* is the first production in this new performance space.

The American Film Institute (AFI) Theater is operated at the Kennedy Center by the AFI. It brings more than 600 films and 100,000 moviegoers to the Center each year. The 224-seat AFI Theater has become one of the world's most respected repertory film theaters.

8. HOW DOES THE KENNEDY CENTER PROVIDE PROGRAMMING FOR ITS HALLS?

Like other performing arts centers, the Kennedy Center provides programming for its halls in a number of different ways:

- * by **presenting** companies, thereby exercising financial and artistic responsibility for the presentation. Examples: The Texas Festival at the Kennedy Center; the Kennedy Center ballet season (e.g. New York City Ballet, American Ballet Theatre, the Joffrey, Houston and Bolshoi ballet companies); Terrace Concerts; the John Curry Skaters; and the Grand Kabuki.

- * by helping to create new works or productions, thus serving as **producer or coproducer**. Examples: *The Iceman Cometh*, *A Texas Trilogy*, *Mass*, *Medea*, *Annie*, *On Your Toes*, *You Can't Take It with You*, *Les Miserables*, *A Few Good Men*.

- * by choosing **outside attractions** which require a minimal shared financial risk while providing balance to the Center's programming. Examples: *Aren't We All?*, *Zorba*, *My One and Only*, *Grand Hotel*, *the Musical*.

- * by supporting the presentation of all National Symphony Orchestra concerts through the Center's management affiliation with the orchestra.

- * by leasing its halls on an ongoing basis to **associated organizations** that use the Center as their principal home for performance. Examples: The Washington Opera and Washington Performing Arts Society.

- * by leasing its halls occasionally to outside groups which pay the Center a rental fee and receive all revenues from ticket sales. This arrangement, referred to as **booking**, is undertaken primarily in the Concert Hall and Terrace Theater for one-performance attractions.

Typically, nearly two-thirds of all performances are Kennedy Center presentations or coproductions. The balance of each year's programming is provided by the Center's affiliate--the National Symphony Orchestra--and by the Washington Opera and the Washington Performing Arts Society, occasionally augmented by outside attractions.

As presenter, the Kennedy Center itself pays the usual costs of presentation such as artists' fees, marketing and advertising costs, and backstage and front-of-house costs, including the compensation of ushers and box office personnel. In return, the Center receives revenues from ticket sales. As a presenter, the Kennedy Center assumes considerable financial risk since nearly all dance, classical music, and opera engagements incur deficits, even with capacity audiences. The unpredictability of attendance, which often depends on such factors as reviews and weather, heightens that risk.

In addition to serving as presenter, the Center often assumes the role of producer or coproducer by providing direct private financial assistance to help create new works and new versions of old works which otherwise might not be seen. The Center has provided such support for nearly 75 percent of its theatrical presentations as well as numerous opera productions. More recently, it has helped produce new stagings of *Romeo and Juliet* by the Joffrey Ballet and the American Ballet Theatre. Both companies held their technical rehearsals at the Center. The Center also commissions new works. The Kennedy Center Education Department has presented more commissioned works, with noted artists and young people, than any other arts center in the nation.

In the past, the Center has been able to cover its programming deficits with the proceeds from profitable attractions or with private contributions. However, this has become increasingly difficult in recent years. Whenever possible, the Center negotiates an agreement whereby the risks of presentation are shared with the company or artist. However, many of the attractions that are important for the Center to present are less able to share financial exposure. Despite monetary losses, the Kennedy Center, in its role as the national center for the performing arts, is mandated to present the finest artists from America and abroad.



Kennedy Center

VOLUNTEERS

9. WHAT PUBLIC SERVICE PROGRAMS DOES THE CENTER OFFER?

The authorizing legislation for the Center directed its trustees to ensure access to its performing arts programs and to create programs that reach a broad audience.

* Since opening in 1971, the Kennedy Center has supported the most extensive reduced-price ticket program in the country to help ensure access to its performing arts programming. Nearly 1.9 million senior citizens, students, persons with permanent disabilities, enlisted military (E-1 to E-4), and persons with fixed low-incomes have purchased reduced-price tickets through this program.

* The Kennedy Center reaches out to the community with its education presentations, which are offered either free or at very low prices. It also sponsors a well-attended series of events--workshops, symposia, meet-the-artist receptions, and open rehearsals--for students and their teachers as well as the general public that enhance their understanding and appreciation of the performing arts.

* The Center's commitment to broad audience participation is also evidenced by its range of services for persons with disabilities. These include free use of special listening equipment to aid the hearing impaired, as well as sign-interpreted and audio-described performances of theatrical presentations for patrons who are deaf or hard-of-hearing or who are blind or have low vision. Also, many public service offices at the Kennedy Center are now equipped with a telecommunications device for the deaf to improve accessibility.

* Each year more than 500,000 people attend free and modestly priced events at the Center. Included are special music festivals designed to share performances of high quality with a broad public audience.

* The Center seeks to expand multiethnic presentations in the performing arts, education, and public service programming at the Center. The program encourages artistic activities that reflect our nation's cultural and ethnic variety by sponsoring performances, commissions, workshops, conferences, internships, and advisory and technical services in arts administration.

* The Kennedy Center Friedheim Awards program is the only significant national competition for original American music. Each year the program recognizes and rewards outstanding chamber and orchestral music by American composers. Finalists in the national competition perform in a free concert at the Center.

* The Performing Arts Library, a joint undertaking with the Library of Congress, serves more than 17,000 visitors, students, and arts professionals each year. The library provides access to the nation's most comprehensive collections of films, books, recordings, and other materials on the performing arts.

* Internships at the Kennedy Center offer meaningful on-the-job experience for people interested in careers in arts administration, cultural management, and/or arts education. Upper-level undergraduate college students, graduate students, and teachers of the arts are eligible to apply.

10. WHAT DOES THE KENNEDY CENTER OFFER TO AUDIENCES OUTSIDE WASHINGTON, D.C.?

As the national center for the performing arts, the Kennedy Center sponsors programs that reach millions of Americans nationwide.

* The Kennedy Center Honors were created in 1978 to recognize performing artists who have made major contributions to our nation's cultural life. Television broadcasts of the gala tributes, which take place in the Center's Opera House, give Americans across the country an opportunity to share in a memorable evening.

* In 1991, the Center's annual American College Theater Festival involved more than 20,000 students from over 400 colleges and universities in approximately 840 productions at 8 regional festivals and a national festival at the Kennedy Center--reaching a total audience of 75,000 people.

* The Center's Education Department produces IMAGINATION CELEBRATION, an annual national youth arts festival which is conducted both at the Center and in 10 cities nationwide. Hundreds of thousands of children and their families have attended festivals across the country.

* Very Special Arts, an educational affiliate of the Center, is an international organization dedicated to enriching the lives of children, youth, and adults with special needs.

* In creating model programs in arts education, the Kennedy Center has become a national leader. One such program is the institute for "Arts Centers and Schools: Partners in Arts Education." The institute brings together staffs of regional arts centers and their neighboring school systems to study the Kennedy Center's education programs as models for their own.

FRIENDS VOLUNTEERS  AT THE KENNEDY CENTER

11. WHAT IS THE NATIONAL SYMPHONY ORCHESTRA'S RELATIONSHIP WITH THE KENNEDY CENTER?

The National Symphony Orchestra is the affiliate organization of the Kennedy Center. The Orchestra has its own board of directors and music administration staff which is responsible for the artistic quality of the organization and private fund-raising. The Kennedy Center provides financial support and other administrative services such public relations, marketing, advertising, and also fund-raising. The National Symphony Orchestra also helps fulfill the Kennedy Center's national mandate through its numerous tours of the country. The Orchestra also serves as the Center's ambassador abroad on its highly successful international tours.

12. WHAT IS THE KENNEDY CENTER'S RELATIONSHIP WITH THE OTHER RESIDENT ORGANIZATIONS?

The Kennedy Center is home to two independent organizations which enhance the Center's programming and, in turn, benefit from the Center's excellent facilities and operations. The resident Washington Opera and American Film Institute have their own staffs and boards and are, of course, responsible for their own programming and funding. Also, the local Washington Performing Arts Society presents numerous events at the Center each year.

13. WHO ARE THE FRIENDS OF THE KENNEDY CENTER?

The Friends of the Kennedy Center are the Center's volunteers. More than 600 volunteers give more than 71,000 hours per year to the Center, worth more than \$953,000 at current wage rates. They conduct the guided tours of the Center, provide special visitor assistance to the elderly and persons with disabilities, administer the Specially Priced Ticket program, staff the gift shops and the information desks, assist in the administrative offices, participate in numerous special events and, overall, make an immeasurable contribution to the Center.

Friends of The Kennedy Center

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS
WASHINGTON, D.C. 20566-0001

KENNEDY CENTER -- DEPARTMENT DESCRIPTIONS

Unless otherwise noted, all telephone extensions begin with 416-

Administration -- 8720

-- Information on building operations, insurance, and Human Resources (personnel), contracts with outside vendors such as Restaurant Associates and APCOA parking

REFER TO: Charles Meng, Director

Accessibility -- 8727

-- Services for people with disabilities, sign interpreted and audio described performances

REFER TO: Kelsey Marshall

Accounting/Internal Audit/Budget -- 8624

-- Information on accounts payable, budgets, financial summaries and annual reports for the Center
-- Questions on tax forms

REFER TO: Clare Cookson

Advertising and Promotion -- 8530

-- Buys and creates all print for advertising
-- Receives calls from people who wish to buy and sell advertising space
-- Will take calls regarding mistakes or complaints in ads - but does not provide information regarding showtimes and ticket prices

REFER TO: Joanne Steller, Director

American College Theater Festival (ACTF) -- 8850

- Especially busy around the time of the April Festival. Patrons will want to know about ticket give-aways and which shows are being performed.
- Regular calls will involve groups that wish to enter the Festival from around the country.

REFER TO: David Young or Susan Shaffer

American Film Institute (Administrative Offices) -- 828-4000
(AFI Theater) -- 828-4090
(Performance Info) -- 785-4600

Booking Coordinator -- 8032

- Information on use of theaters for all events
- No ticket requests

REFER TO: Elizabeth Thomas

Box Office (Call Theater Treasurer during Box Office hours)

Concert Hall	Martha Lock	8374
Eisenhower Theater	Ralph Groth	8371
Opera House	Jane Smith	8375
Terrace Theater	Ralph Groth	8371
Theater Lab	Martha Lock	8374



Chairman -- 8010

James D. Wolfensohn
-- Questions regarding nominations for Kennedy Center Honors Gala

REFER TO: Dinah Smith

Chief Operating Officer -- 8048

Lawrence J. Wilker
-- Kennedy Center Management

REFER TO: Sharon Hessler

Cultural Diversity -- 8090

-- Office oversees Kennedy Center's involvement in cultural affairs and community service
-- Deals with ethnic/minority contacts provides a higher education liaison

Dr. Archie Buffkins, Director

REFER TO: Lori Künkel-Coryell

Data Systems -- 8683

-- Kennedy Center computer systems and telecommunications

Development/Fundraising -- 8060

-- Information on the endowment, corporate donations, foundation donations, annual fund campaign, telefundraising campaigns

Education -- 8800

-- Information on Education workshops and symposia, the Alliance for Arts Education, teaching fellowships, master class lectures, Imagination Celebration, Performance Plus events

David Humphrey, Director

Founding Chairman -- 8020

Roger L. Stevens
-- Fund for New American Plays

REFER TO: Iris Bond

Friends Administration -- 8300

-- Public service programs, services for people with disabilities, Gift Shops, and volunteer program
-- Information on travel program which provides opportunities to see performing artists around the world
-- Kennedy Center Community and Friends Board

Peg Allen, Director

REFER TO: Jim Dunn

Friends Gift Shops -- 8350

-- Questions about merchandise, sales

Kevin Bridges, Director

Friends Volunteers -- 8300

-- Questions regarding volunteer opportunities, *Friendscript*, public and VIP tours, FANS, SPTs

Heller An Shapiro, Director of Volunteers

Garage (APCOA) -- 7908

REFER TO: Mike Hackshaw

General Counsel -- 8005

REFER TO: Debbie Buchholz

Government Liaison -- 8700

-- Congressional relations office

Group Sales -- 4502

- Questions on group rates, discounts, ticket availability and contracts

Housekeeping -- 7948

Human Resources -- 8601

- Office handles Kennedy Center employee problems and benefits
- Questions on employment availability

Instant Charge/Information -- 4515 (Public number: 467-4600)

- Ticket purchase and performance information

Library -- 8780

- Information and reference assistance on dance, theater, music, film, broadcasting, etc.

Lost and Found -- 7900

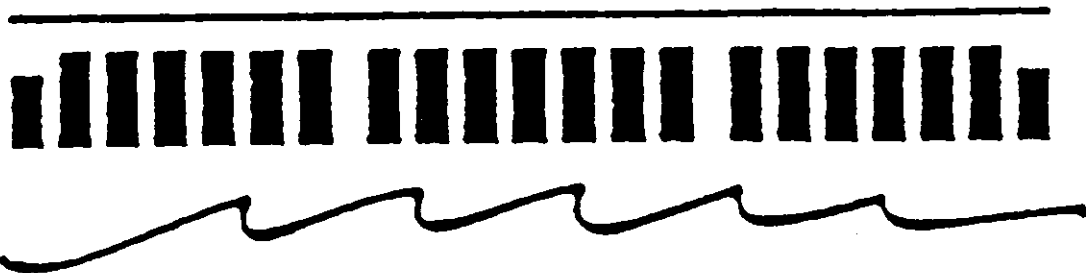
Mail Room -- 8770

REFER TO: Wilbur Higginbotham

Marketing Administration -- 8460

- Questions and requests for *Kennedy Center News*, oversize posters, display areas, flyers

REFER TO: Nancy Gasper



Member Servicing -- 8305

-- Questions regarding Friends/NSOA memberships, complimentary tickets for new members, use of member lounges, and other benefits

REFER TO: Mary Ester

National Park Service -- 7910

-- Information on park-related functions, surrounding monuments, directions around DC, VA, and MD
-- Maintenance of Kennedy Center buildings and grounds

National Symphony Orchestra Administration -- 8100

-- Information on concerts, tours, auditions
-- Messages for orchestra members may be left here
-- Questions on the NSO Board of Directors

Payroll Office -- 8620

Press Office -- 8442

Theater/Dance: Tiki Davies
Music: Patricia O'Kelly

Print Shop -- 8773

-- In-house printing

REFER TO: Richard Surles

Programming Office -- 8034

-- Works on festival coordination and all artistic programming except theater and classical music

***Pump Boys and Dinettes* Producer -- 8048**

-- Handles all production and management needs, auditions performers, liaison with Encore Cabaret, assists with training of Cabaret Volunteers

REFER TO: Jill Cross

Restaurant Associates -- 8550

-- Handles all restaurants, food and beverage services in the Center, including catering

Sales Services -- 8480

-- Handles customer service, coordinates telemarketing for ballet, theater and NSO, works closely with Instant-Charge

Special Events -- 8015

-- Handles internal distribution schedule of events, private reception rooms, Trustee questions, VIP visits, coordinates special events

Stagebill -- 7940

-- Feature writers
-- Questions on advertising in Stagebill

REFER TO: Judy Pletcher

Subscription -- 4503

-- Office handles all types of subscriber ticket series (ballet, symphony, Opera, Terrace) orders and inquiries
-- Also handles individual mail order questions

Telemarketing -- 8490

-- Handles telemarketing campaigns

REFER TO: Bill Tellus

Theater and Music for Young People -- 8830

-- Information on all family performances and auditions
-- Imagination Celebration activities
-- Information on the Theater Training Programs

REFER TO: Carole Sullivan

Theater Managers and Assistants

Concert Hall	-- 8260
Eisenhower Theater	-- 8240
Opera House	-- 8159
Terrace Theater	-- 8225
Theater Lab	-- 8280

Theater Operations Administration -- 8200

- Office finds and books musicals and plays
- Manages day to day operations of theaters and rehearsal rooms

US Park Police -- 7900

- First aid station, security problems, lost and found

Usher Services -- 8590

- Questions on how to become an usher, access to theaters, how to contact audience members in emergencies, length of performance
- Messages to ushers

REFER TO: Eleanor Paule

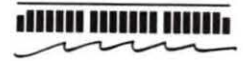
The Washington Opera -- 7890

- Produces a full opera series at the Kennedy Center
- Performance, ticket, and subscriber information

Martin Feinstein, Director

Washington Performing Arts Society -- (202) 833-9800

- Books shows (mostly modern dance and concerts) into Kennedy Center theaters



WASHINGTON, D.C. 20566-0003
202 416-8300
FAX 202 416-8076

IMPORTANT PHONE NUMBERS

Director of Volunteers.....	(202) 416-8303
Coordinator of Volunteers.....	(202) 416-8304
Encore Cabaret.....	(202) 416-8286
Friends Administrative Office.....	(202) 416-8300
Friends Lounge.....	(202) 416-8989
Friends Public Service Desk.....	(202) 416-8340
Gift Shops office and stockroom.....	(202) 416-8350
Kennedy Center Information/Instant-Charge.....	(202) 467-4600
Nurse.....	(202) 416-7937
Park Service.....	(202) 416-7910
Park Police.....	(202) 416-7900
Press Office.....	(202) 416-8420
Restaurants (Reservations).....	(202) 416-8550
Tour Desk.....	(202) 416-8345
Ushers Desk.....	(202) 416-8590
Volunteer Comp Ticket Call-in Line.....	(202) 416-8302

EFFECTIVE: 6/92

