

# Overture Facility Study

Overture Center Ad Hoc Committee  
September 16, 2010

## Executive Summary

- ◆ Facility's overall condition is very good
  - Some systems or features merit discussion
- ◆ Capital outlays over 15 years total \$19.3 million
  - Operator = \$9.54 million
  - Owner = \$9.78 million
- ◆ Negotiations are needed to determine responsibility of some building systems and features totaling \$4.36 million

## The Charge

- ◆ Common Council adopted a comfort resolution that asked (among other things):
  - What is the current condition of the Overture Center?
  - What will its long-term capital costs be?

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## The Workgroup

- ◆ A City of Madison workgroup
  - Facility managers of Overture and Monona Terrace
  - Staff from Engineering's Facilities and Sustainability Unit
  - Mayor's Office
- ◆ Assisted by Mike Huffman
  - Project manager during construction of Overture

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## Condition Assessment

- Methodology
- Condition assessment
- Overall condition

## To determine current condition:

- ◆ Walk-through of the facility
- ◆ Discussion of recent issues
- ◆ Review of service records
- ◆ Identification of obsolete and discontinued systems
- ◆ Supported by extensive documentation of failures and repairs

## Condition assessment includes:

- ◆ Brief narrative description
- ◆ Date of installation and life expectancy
- ◆ Known deficiencies and recent repairs
- ◆ Preventative maintenance and service
- ◆ Service contracts
- ◆ Each assigned a ranking
  - New, like new, very good, good, fair, poor

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## Condition Assessment

- ◆ Individual line items featured in Attachment #5
- ◆ Overall condition of the facility is very good
  - Opened in September 2004
  - Still a relatively new facility
  - Consistent with its age and use
- ◆ Some notable systems or features to discuss later

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## Long-term Capital Costs

- Methodology
- Responsibility
- Long-term maintenance plan

## To build the schedule of capital projects:

- ◆ Review draft schedule
- ◆ Added line items as needed
- ◆ For each line item, asked:
  - When is it needed?
  - How much should it cost?
  - Whose responsibility should it be?

## When is it needed?

- ◆ Informed by the condition assessment
- ◆ Rank of current condition considered
- ◆ Common to space out major renovations and system replacements every 10 years
  - Less interference; less inconvenience
- ◆ Owner's projects delayed to 2012

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## How much should it cost?

- ◆ Sources for estimates:
  - Installation cost, industry standards
  - Recent maintenance and repair costs
  - Quotes from local vendors
- ◆ Typical City debt assumptions:
  - 10-year term, 5.0%, level principal payments
- ◆ Operator plans to use reserves and capital campaigns
- ◆ Current dollars – no future inflation

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## Whose responsibility should it be?

- ◆ Owner = “what makes the building a building”
  - Boilers, roof, windows, etc.
- ◆ Operator = “what makes the building a performing arts facility”
  - Lighting and sound systems, ticketing system, theater curtains, pianos, etc.
- ◆ Negotiable
  - Flooring, theater seats, lighting systems, custodial equipment

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## Quality of materials and products

- ◆ Unique building – no other like it
- ◆ Facilitates various performing arts to the satisfaction of performers and patrons
- ◆ Maintenance and technology needed to draw good performances
  - Sought to maintain “as new” condition
  - Some replacement may be with “comparable materials”

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## Long-term Capital Costs

- ◆ Outlined in Attachment #6
- ◆ 15-year timeline
- ◆ For illustration, assume negotiable items are split evenly
  - Negotiations will decide responsibility
- ◆ Total capital outlays:
  - Operator = \$9.54 million
  - Owner = \$9.78 million

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## Items to be negotiated by subcategory

◆ Flooring -- Carpet	\$2,334,800
◆ Flooring -- Travertine	600,000
◆ Lighting	650,000
◆ Furniture, Appliances	405,500
◆ Custodial equipment	373,500

TOTAL = \$4,363,800

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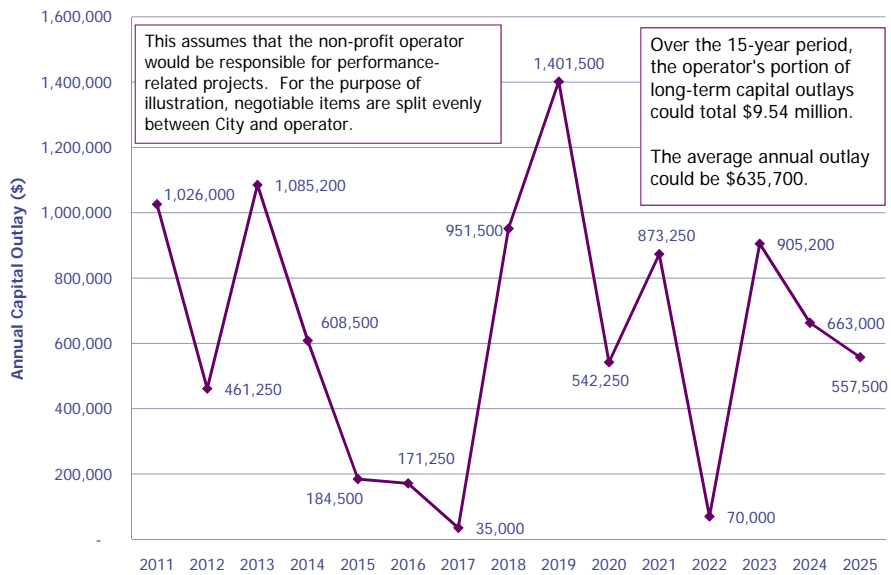


## Operator's capital outlays by subcategory (over 15 years)

Sound System	\$2,770,000	Electrical	\$349,000
Ticketing System	1,500,000	Flooring	235,000
Stage Equipment	1,065,000	Walls	50,000
Lighting	725,000	Service Equip	30,000
Furniture, Appliances	602,000	Misc	28,000
		<b>TOTAL = \$7,354,900</b>	
		<b>(plus negotiated items)</b>	

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### Operator's Capital Outlays for Possible Long-Term Maintenance of the Overture Center



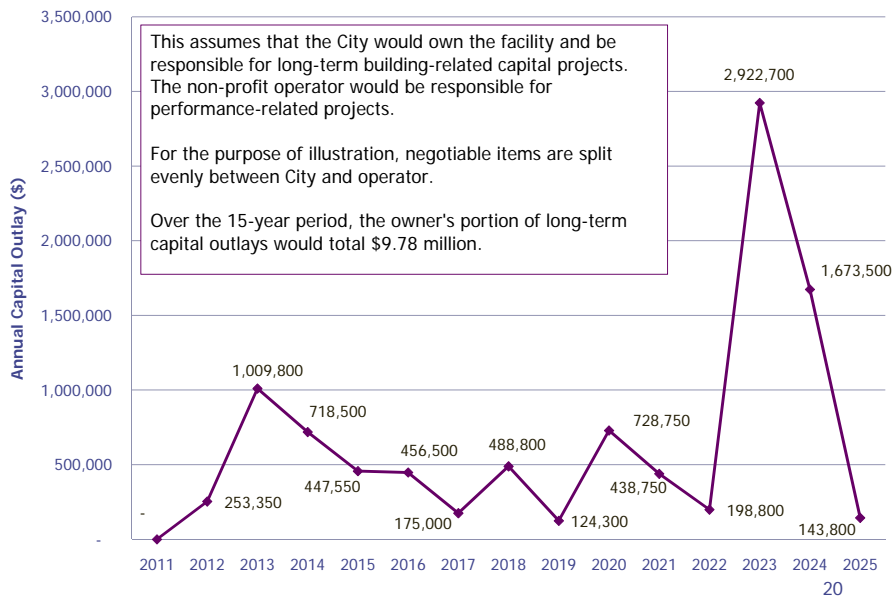
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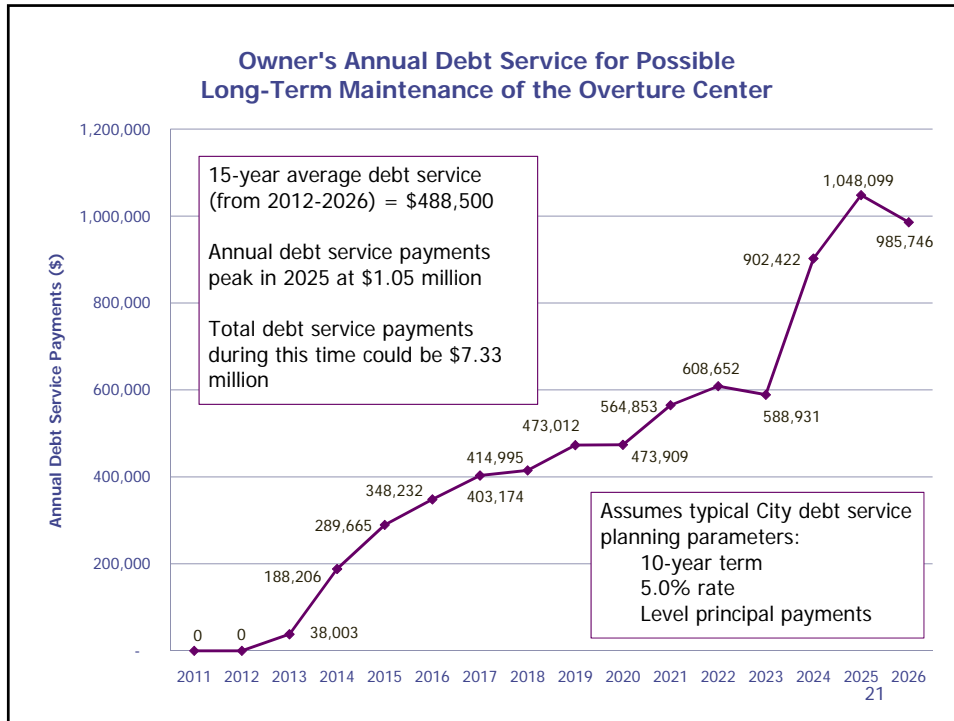
## Owner's outlays by subcategory (over 15 years)

Roof	\$1,800,000	Elevators	\$140,000
HVAC	1,624,100	Security	130,000
Walls	1,415,000	Motors	120,000
Windows	850,000	Flooring	75,000
Doors	815,000	Electrical	50,000
Plumbing	354,100		
Misc	225,000	<b>TOTAL =</b>	<b>\$7,598,200</b>
			(plus negotiated items)

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### Owner's Capital Outlays for Possible Long-Term Maintenance of the Overture Center





- ## Notable systems and features
- These are:
- ◆ Most expensive items in the 15-year schedule
  - ◆ Open to negotiation to assign responsibility
  - ◆ Known to be problematic
    - Issues have been addressed
    - Still warrant close attention
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## Steam Boilers (x2)

- ◆ Design flaws with boiler plates
- ◆ Repaired 3 times in less than 10 years
- ◆ Repairs under warranty
- ◆ Steel combustion chamber is now firebrick
- ◆ Warranty expires March 2011
- ◆ Replacement cost \$129,000 each in 2015 and 2020



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## Window Replacement

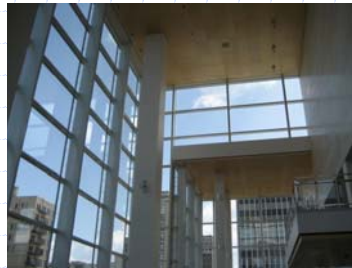
- ◆ Costly replacement
- ◆ 26,000 sq ft of glass
- ◆ Four in MMoCA need replacement; two in Overture area
- ◆ Failing seals most common issue
  - Under 20-year warranty
- ◆ Damage covered by insurance
- ◆ \$200,000 in 2013 and \$650,000 in 2023



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## Curtain Wall

- ◆ Urgent repairs
- ◆ Walls of glass with heating system
  - Keeps them free of moisture and condensation
- ◆ Risers have settled
  - Causing wear point on flex connection
- ◆ Must be resolved before 2010 heating season
- ◆ \$80,000 to repair



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## Roof membrane and flashing

- ◆ High replacement cost
- ◆ \$200,000 in 2014 for replacing damaged sections as needed
- ◆ \$1.20 million for a tear off in 2024
- ◆ Estimate for replacement is for a white membrane,
  - More expensive than a conventional black membrane

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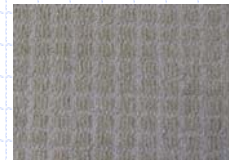
## Turkish travertine floor



- ◆ High maintenance and replacement costs
- ◆ Responsibility should be negotiated
- ◆ Relatively soft stone
- ◆ Porous surface
- ◆ Replacement of 29 damaged tiles, patching, grouting = \$50,000
- ◆ Top coat sealant addressed issues (cost = \$134,100)
- ◆ \$200,000 in 2016 to reseal; \$400,000 to strip and seal in 2024
- ◆ Could last decades
- ◆ Replacement = \$2.04 million
  - French limestone or honed granite

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## Carpet



- ◆ High replacement cost
- ◆ Responsibility should be negotiated
- ◆ Many styles
- ◆ High traffic areas replaced every five years
- ◆ All replaced every 10 years
- ◆ \$940,400 in 2013
- ◆ \$454,000 in 2018
- ◆ \$940,400 in 2023
- ◆ \$2.33 million over the next 15 years
  - Could be less with different materials

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## Capitol Theater cupola

- ◆ Dates to 1928
- ◆ Relatively soft Chicago brick, plaster and terracotta
- ◆ Water damage around the top
- ◆ Repair work totaling \$20,000 needed in 2011
- ◆ Ongoing maintenance
  - \$50,000 in 2013
  - \$100,000 in 2023



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## Theater Seats

- ◆ Costly replacement
- ◆ Responsibility should be negotiated
- ◆ Total replacement not anticipated in 15 years
- ◆ Refurbishment of Overture Hall seats identified in 2020 for \$405,500
- ◆ Replacement of Overture Hall seats = \$1.58 million
- ◆ Capitol Theater = \$435,600
- ◆ Playhouse = \$104,700
- ◆ Total over \$2.12 million



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## Sound system and controls

- ◆ Costly replacement
- ◆ Sound refraction and controls
  - Elaborate system of curtains
  - \$500,000 in 2019 but replacement costs largely unknown
- ◆ Sound/sound boards
  - Analog systems should go digital
- ◆ Speakers and amps
  - Many refurbished from Civic Center
- ◆ Misc. replacement of microphones, technical upgrades
- ◆ Total \$2.77 million over 15 years

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## Rigging system and controls

- ◆ Costly replacement
- ◆ Rigging control system could cost \$500,000 in 2019
- ◆ Rigging itself could last the life of the building

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## Lighting



- ◆ High replacement cost
  - Total \$1.38 million
- ◆ Should negotiate responsibility
- ◆ 700 lamp styles, most incandescent
- ◆ Stair E convert to LED in 2018 for \$25,000
- ◆ Theatrical lighting controls and upgrades to LED
  - \$725,000 over 15 years
- ◆ Architectural lighting and controls
  - Crossover between theatrical and building-related
  - \$450,000 in 2014
- ◆ Rotunda LED's
  - Troublesome system
  - \$175,000 in 2014



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## Ticketing System

- ◆ High replacement cost
- ◆ Critical system in need of replacement
- ◆ Vendor is going out of business
- ◆ Contract expires early 2012
- ◆ Rapidly changing technology
- ◆ Replacement costs of \$750,000 each are identified for 2011 and 2021



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## Service Equipment



- ◆ Responsibility should be negotiated
  - ◆ Small purchases not typically capitalized
  - ◆ Negotiable service equipment totals \$373,500 over 15 years
- ◆ Includes:
    - Sweepers
    - Scrubbers
    - Vacuums
    - Extractors
    - Trash cans



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## Additional future considerations

- ◆ Energy efficiency
  - Lighting improvements on the horizon
  - HVAC should be subject of a separate study
- ◆ Room Tax could be used to support debt service
  - Supports construction debt at Monona Terrace
  - \$704,800 per year retires in 2014
  - \$990,000 per year retires in 2020
  - Poor economy; other pressures

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## Contact Info

For questions, comments,  
suggestions, input and concerns:

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**Date:** September 16, 2010

**To:** Overture Ad Hoc Committee Members

**From:** Andrew J. Statz  
Fiscal Efficiency Auditor

**Subject:** Overture Center for the Arts – Facility Study

As part of an agreement to eliminate the Overture Center for the Arts' current outstanding debt, it has been proposed that, among other things, the City of Madison assume ownership of the facility for \$1 provided that the City undertakes the long-term maintenance of the Overture Center. Attachment #1 is the comfort resolution adopted by the Common Council to guide the consideration of this proposal.

As requested by the Common Council as part of this resolution, this facility study responds to two overarching questions:

- What is the current condition of the Overture Center; and
- What will its long-term capital costs be?

**Methodology.** A workgroup of City facility management staff from Overture Center, Monona Terrace, and Engineering's Facilities and Sustainability Unit and staff from the Mayor's Office sought to answer these questions. Profiles of workgroup members are in Attachment #2.

The workgroup was assisted by Mike Huffman, of Huffman Facility Development, who was the original project manager during the construction of the Overture Center. He has also reviewed the final version of this study. His biography is in Attachment #3. A letter from Mr. Huffman describing his involvement in this study and a discussion of its findings is in Attachment #4.

The first draft schedule of long-term capital projects was undertaken in 2007 by Overture's financial officer. To this list of projects, additional items were added based on 10- and 20-year capital maintenance costs as outlined by the builder (JH Findorff & Son) in 2005. Additional items were added after conversations with Mike Huffman. The resulting document was forwarded by Overture staff to the Mayor's Office in July 2010. This document was the starting point for the workgroup to consider current condition and possible schedules of capital projects.

Condition assessment. The workgroup's efforts began with a walk-through to cover the facility's major features and systems on August 6. This included a discussion of major building elements including recent repairs and maintenance issues.

Using the original draft schedule and a list of major building systems and features, the group

discussed the current condition of each item. The narrative discussion was backed up by observations of group members, a review of service contracts and records, identification of obsolete or discontinued systems, and support in the form of extensive documentation including photos and video recordings of repairs and system failures.

For each major building element, the assessment of current condition generally includes:

- Brief narrative description;
- Date of installation and life expectancy;
- Known deficiencies or malfunctions and recent repairs;
- Frequency of preventative maintenance or other service and who performs it;
- Whether a service contract exists, who it is with and its annual cost; and
- Ranking of the current condition (new, like new, very good, good, fair, poor).

Schedule of capital projects. The workgroup reviewed a draft schedule, added line items when needed and discussed at least three aspects of each project: When is it needed? How much should it cost? Whose responsibility should it be?

*When is it needed?* The workgroup's construction of capital project schedules was informed by the current condition of those features and systems. The current condition of each system was ranked from new to poor condition. Mission critical, obsolete and badly worn systems and features were given priority.

For larger facilities like Overture and Monona Terrace, it is common to schedule a number of large capital projects to occur at the same time, typically 10 years apart. By closing all or parts of the facility at this time major projects can be completed without compromising the public's safety or convenience. For Overture, these years would be 2013 and 2023.

Because of the uncertainty of when ownership and responsibility for long-term building related capital projects would transfer to the owner, most projects likely to become the owner's responsibility were delayed until 2012. Staff indicated that repairs, replacement and maintenance could be either delayed or addressed using funds from the operating budget during 2011.

Several theatrical or technical projects are identified for the operator in 2011 because those responsibilities currently belong to the operator and the timing of transferring ownership to the City is less relevant.

*How much should it cost?* Cost estimates came from a variety of sources including original installation costs, recent repair and maintenance costs, industry standards and quotes from local vendors. Consideration was given to alternatives short of replacement, especially refurbishment. The group also discussed whether certain items should be considered operating rather than capital expenses.

For debt service for projects that the City would be responsible for, calculations assume typical City debt service planning parameters including a 10-year term, 5.0% rate and level principal payments.

Because conversations with Overture staff and representatives from the Madison Cultural Arts District (MCAD) and 201 State suggest that the non-profit operator will engage in capital campaigns

to fund its projects, no debt service payments have been assumed or calculated. The Focus Model being contemplated by the Overture Center Ad Hoc Committee includes a capital reserve fund that starts at \$260,000 and grows to \$293,000 per year. These amounts, if realized, would be applied to short-term capital outlays such as coat racks, pipe and drape, and furniture.

The list of projects for both the owner and non-profit operator is in current dollars and makes no adjustment for future inflation.

*Whose responsibility should it be?* To sort out which entity would be responsible for which capital maintenance projects, discussions used the following filter:

- The City as owner would be responsible for long-term capital maintenance of the facility and what makes the building “a building” (e.g. boilers, roof, windows, etc.); and
- The new non-profit operator would be responsible for theatrical, performance and technical equipment and what makes the building “a performing arts facility” (e.g. lighting and sound systems, ticketing system, theater curtains, pianos, etc.).

Ownership of capital projects in the original document were based, at least in part, on how responsibilities are split up for the Marcus Center in Milwaukee, which is owned by the county and operated by a private non-profit organization. This arrangement is similar to the Focus Model. Items that the workgroup thought were open to debate were added to a third category to be determined through negotiation between representatives of the owner and the operator. There was disagreement in the workgroup pertaining to some other designations.

To illustrate the cost of capital projects over the next 15 years, these negotiable items are simply split between the owner and the operator. Negotiating teams representing the owner and the new non-profit operator would have to take up the list of negotiable items, sort through them and agree to assign responsibility to either party or agree to split the costs. Once these negotiable items are sorted out, these two schedules could be updated annually to prioritize projects and serve as the foundation of a 15-year capital maintenance plan for the facility. This capital maintenance plan will be part of the legal agreement between the owner and the operator.

**Condition assessment.** This study involved an inventory and assessment of the Overture Center’s major features and systems. This inventory and assessment is included as Attachment #5.

Overture Center first opened in September 2004, and it is still a relatively new building. The overall condition of the facility is very good, which meets expectations of a building of this age and use.

The condition of all other major building elements is reflected in their ranking (i.e. new, like new, etc.) in the condition assessment section of this study. Their replacement and/or pending repair are reflected in the schedule of capital projects recommended by the workgroup.

**Schedule of capital projects.** The Overture Center is unique in the strictest sense of the word – there is no other facility like it. The purpose of the Overture Center building is to facilitate various performing arts to the satisfaction of the performers and their patrons.

Proper building maintenance and state-of-the-art technical and theatrical equipment are needed to continually draw good performances. With its features and amenities, the facility functions as a living work of art. Regarding a standard of care, the workgroup sought to maintain an “as new” condition. Capital projects were reviewed with the intention of staff being able to maintain the facility to that level.

The 15-year schedule of capital projects was built by the workgroup asking for each line item:

- How much longer will the current system or feature last;
- What should it cost to refurbish and replace it;
- How long will the replacement system or feature last; and
- Whose responsibility should it be?

For some building elements, aesthetics are an important consideration. When reviewing replacement costs, the workgroup identified some systems or features could be replaced with comparable materials. Following the future failure of some building elements, when appropriate, an alternative system or material could be used. This means that the appearance and function would be as close to the original as possible.

A schedule of long-term maintenance projects and their costs is outlined in Attachment #6.

Responsibility of owner versus operator. The workgroup identified several items that could be either the responsibility of the owner, belong to the new non-profit operator, or be split between the two entities. These items are outlined in Attachment #6 as “negotiable” in the “Owner? Op?” column and could be used to guide negotiations that assign responsibility for a project. These items total \$4.36 million, which represents over 20% of all identified capital projects over the next 15-years. Because of the size of this negotiable pool of capital projects, presenting a range of values seemed too broad to be useful. So, it is assumed that half of these outlays will be the responsibility of the owner, and half will be the responsibility of the operator. This is done strictly for the purpose of illustration.

Under the City’s capitalization guidelines, items are not typically part of a capital budget if the cost of these individual items is too low (less than \$25,000) and they likely will not last 10 years (which is the length of time over which the City repays its debt). The City also attempts to avoid capitalizing expenditures that happen every year. It could be argued that such frequently recurring costs should be factored into the operating budget, which helps keep costs down by avoiding the payment of interest on bonds that have been issued.

Accordingly, such projects could be considered operating expenses. Examples of these items are custodial service equipment and replacement of various items like coat racks, tables, chairs, electronics and minor technical equipment, and furniture. As a specific example, vacuums and extractors are in Monona Terrace’s operating budget, not its capital budget. However, for the purposes of illustration all items are considered capital expenses and have been folded into the City’s and non-profit operator’s capital outlays.

It can be argued that if MCAD is currently responsible for annual repairs and the acquisition of maintenance equipment and supplies, then responsibility for those items should either be borne by the successor non-profit operator. Alternatively, these costs could be deducted from City’s annual operating subsidy payment to Overture, assuming the City assumes ownership of the facility.

Naturally, moving responsibility for certain capital projects to or from an entity will change the total outlays needed to be covered by that entity. The following calculations assume that no further changes are made to the schedule of capital projects as presented and that half of the cost of negotiable projects be split evenly by the owner and the operator. Both of these will be the subject of negotiation that has not yet occurred.

Non-profit operator's responsibility. Attachment #6 contains a schedule for long-term capital projects that could be the responsibility of the new non-profit operator. These are designated as "operator" in the "Owner? Op?" column. Major cost drivers are sound systems and controls, the ticketing system, and lighting upgrades.

A chart depicting possible capital outlays over a 15-year period for the operator is in Attachment #7. Over this period, the operator's portion of long-term capital outlays could total \$9.54 million. This includes half the cost of all negotiable items. Without half of the negotiable items, this total is \$7.35 million.

Owner's responsibility. Attachment #6 contains a schedule for long-term capital projects that could be the responsibility of the owner. These are designated as "owner" in the "Owner? Op?" column. Major cost drivers are roof and window replacement, HVAC systems and exterior/envelope maintenance.

A chart depicting possible capital outlays over a 15-year period for the owner is in Attachment #8. Over the next 15 years, the owner could be responsible for \$9.78 million in repairs and replacements. This includes half the cost of all negotiable items. Without half of the negotiable items, this total is \$7.60 million.

A chart depicting debt service for these capital outlays is in Attachment #9. The 15-year average debt service (from 2012 through 2026) could be \$488,500. Total debt service payments during this time could be \$7.33 million. Annual debt service payments would peak in 2025 at \$1.05 million.

**Notable building systems and features.** Several building elements are of note because they are:

- The 15-year schedule's most expensive line items;
- Open to negotiation to assign them to a responsible party; or
- Known to have been problematic or have the potential for failure in the near-term. For each of these elements, known issues have been dealt with but they still warrant close attention.

Some features or systems could be replaced with comparable materials, meaning their appearance and function would be similar to original installation. This potentially includes:

- Steam boilers to be replaced by a different make or model;
- Replacing carpet in public areas with products that are similar in function and appearance (cost estimates are based on original materials);
- Roof membrane replaced with a conventional black compared to the current white membrane (cost estimates are based on a white membrane);
- Stair E lighting feature replaced with LED compared to the original neon installation;



- Rotunda accent lighting replaced with a simpler or less expensive system; and
- Potentially replacing travertine tiles with a more economical and durable material (cost estimates are based on French limestone or honed granite).

Reference numbers below relate to line items for building features or systems in the condition assessment (Attachment #5) and the schedule of capital projects (Attachment #6).

Boilers – Steam (x2) [Ref# 26]. These boilers are notable because of design issues and frequent repairs.

Two Hurst Cyclone vertical, tubeless steam boilers were installed in April 2002. These two boilers provide stable humidity to rooms that require 30% to 50% humidity levels for archival and storage purposes, including Overture Hall, Watrous Gallery and MMoCA.

Since being installed in April 2002, the two Hurst Cyclone steam boilers have been repaired in March 2006, May 2010 and July 2010. Given they are less than 10 years old, this number of repairs could be considered high. The reasons for repairs were largely driven by improper design or flaws from the factory that resulted in the heating element damaging the boiler. Repairs included relining the steel combustion chamber with firebrick. These repairs were under warranty.

Their life expectancy is assumed to be five to 10 years after their last repair in July 2010. So, replacement cost for one boiler at a cost of \$129,000 each can be expected between 2015 and 2020. If replaced around 2015 and life expectancy of the replacement boilers is about 15 years, then subsequent replacement of these boilers would fall outside of a 15-year capital plan.

To stagger replacement costs, the plan would be to replace the first boiler that fails and refurbish second one when it fails and replace that unit upon its second failure.

The service contract is with Becker Boiler. Repair work is under warranty until March 2011. After that time, repair costs based on estimates of recent repair work could average \$10,000 per boiler as needed. Post-warranty repairs could be an operating expense.

When replacement of these boilers becomes necessary, they should be replaced with a different make or model. With recent repairs that include replacement of firebrick, welding, and re-cladding, current condition is like new.

Window Replacement [Ref# 10]. The high cost of replacement makes windows a notable building feature.

The building features 26,000 square feet of glass. There have been no major troubles or issues with windows to date. The only damage has been to ground-level windows, which are a more economical construction than the rest of the building's windows.

Failed seals are more common than damaged glass. There are four windows that need replacement due to failed seals and damage in the area that would belong to MMoCA, which has proposed owning its space as a condo development independent of the new non-profit operator. There are also two windows with failed seals on the Overture side of the building along State Street. Because

warranty on seals is 20 years, materials are covered but there will still be labor charges.

All windows are UV rated, which increases replacement costs. To plan for potential major repairs and replacement, \$200,000 has been identified for 2013. With an aging facility potentially needing more replacements, an additional \$650,000 has been identified for 2023. With some minor failures under warranty and breakage covered by insurance, overall condition is good.

Curtain Wall [Ref# 9]. Repairs that must be addressed as soon as possible make the curtain wall heating system notable.

The curtain wall contains a heating system that keeps the windows free of moisture and condensation. Risers have settled and flex connections are resting against the structural frames. This causes a wear point that if not fixed will cause leaking. General Heating estimates the cost of repairing seven column locations (including labor, lift rental and materials) is \$80,000. These repairs need to happen as soon as possible in 2010 before the heating season to avoid leakage. Condition is good.

Roof Membrane and Flashing [Ref# 5]. High replacement costs make the roof membrane notable.

Funding of \$200,000 has been identified in 2014 for replacement of damaged sections of membrane and flashing as needed. The adhered EPDM (ethylene propylene diene monomer) membrane system was installed in August 2004 by Maly Roofing. The installer's warranty expired August 1, 2009.

A complete tear off and replacement cost of \$1.2 million has been identified for 2024. Replacement cost estimate was provided by Maly Roofing. This cost reflects replacement of a white membrane, but costs could be lower with a conventional black membrane.

Life expectancy is over 20 years with good maintenance. Regular inspections by staff twice per year with small repairs done as needed. The roof is in very good condition.

Floors – Travertine Tiles [Ref# 45]. This flooring is notable because of past maintenance issues, on-going maintenance requirements, high replacement cost, and debatable responsibility for its potential replacement.

Almost all hallways open to the public on the first floor have been laid in Turkish travertine tiles. This material is a type of limestone most commonly deposited by hot springs. Travertine is a white and tan colored stone that is relatively soft compared to other stone used in construction such as granite. The surface of the stone naturally has pits and cracks in it. The softness of travertine and its porous surface make it particularly difficult to maintain and finish.

Before August 2009, replacement of 29 damaged tiles, patching holes and re-grouting the entire floor cost \$50,000. To deal with damage and staining, a sealant was applied in August 2009. The original treatment cost \$134,100 and carries a three-year warranty.

This sealant has helped control these issues, and on-going issues of minor chipping or other damage are being addressed with patching, grouting, and when needed replacement using attic stock. With a top seal in place, regular maintenance and a top coat applied every other year in-house using the

vendor's equipment, staining and damage issues with the floor are currently under control. The floor could last much longer than 20 years if cared for with proper products and equipment.

The assumption is that resealing in 2016 will cost \$200,000. In 2024, \$400,000 is identified for a complete strip and reseal of the floor and to replace some stone tiles.

The travertine floor represents a significant unknown risk because the sealant is not a widely used or tested product. If the sealant stops working and stripping and resealing does not work, total replacement of the floor could be costly. If a grinding of the floor becomes necessary due to extreme wear or badly failed sealants, additional air pockets and imperfections may be revealed. A harder stone should be considered if replacement ever becomes necessary. Replacement would require about six weeks of work. Cost estimates total \$2,035,000 which includes \$375,000 in removal and preparation, \$925,000 for comparable materials (either a similar color French limestone or honed granite), and \$735,000 for installation.

Current condition is good, but it will require significant amount of labor to maintain it.

Carpet [Ref# 43]. High costs and debatable responsibility for their replacement make carpet a notable building feature. All cost estimates are based on original carpet costs plus 12% to account for inflation since installation and include current labor costs.

Overture has six different types of carpet. High traffic areas include:

- Tufted nylon broadloom is in the Promenade Lobby, Terrace, Wisconsin Lobby and Rotunda Lobby. Its color is Custom Bentley (beige) and has attached pad. Cost to replace as of August 2010 is \$215,400.
- Constantine tufted nylon broadloom super loom is in the administration and ticket offices and three galleries. Cost to replace as of August 2010 is \$140,365.
- Constantine super loom is in the Rotunda Stage, Lobby and Playhouse Lobby. It is a custom pattern and fuchsia color blend. Fading in some areas. Cost to replace as of August 2010 is \$98,200.

Some attic stock is on hand for high traffic area repairs.

Low traffic areas include:

- Karastan woven nylon broadloom is in the Overture Hall and side circulation area and the Playhouse. It is a Champlain/AS 69533 carpet in dark purple. Pad is required at side circulation. Cost to replace as of August 2010 is \$245,200.
- Karastan nylon broadloom is in the Capitol Theater. It is in the custom color "Oscar Mayer 14" with dahlia background with pink flower pattern. Cost to replace as of August 2010 is \$172,200.
- Tufted wool broadloom is in the Audubon Room. It is in color Mia Green and pad is required. Cost to replace as of August 2010 is \$41,000.
- Miscellaneous carpeting is in dressing rooms. Cost to replace as of August 2010 is \$28,000.

High traffic areas need special attention and regular replacement. High traffic areas are scheduled to be replaced every five years with all areas replaced every 10 years. Monona Terrace uses a similar

replacement cycle. Reflecting this, the schedule identifies \$940,400 in 2013, \$454,000 in 2018, and \$940,400 in 2023.

Totaling \$2.33 million over the next 15 years, this line item represents a major expense. High end styles of carpet and custom colors make it more expensive than conventional office/retail space.

Overall condition is good. Administrative offices and ticketing office is fair and needs replacement soon. Some fading and unraveling of seams in the Rotunda also requires replacement soon, though some work could be covered by warranty.

Cupola – Capitol Theater Tower [Ref# 3]. Because it is the facility's oldest structure and current maintenance and repair issues, the cupola is a notable feature.

The cupola is original to the Capitol Theater and dates to 1928. It is built of a relatively soft Chicago brick, terracotta and plaster. Water is currently getting in behind the bricks, especially around the top of the structure. Freeze/thaw cycles worsen its condition.

To address this, the cupola needs some tuckpointing, brick replacement, sealing and waterproofing. Immediate repairs to address structural issues will be needed in 2011. This will likely involve replacing brick on the top of the cupola. Based on a quote from Holton Brothers dated six months ago, total costs will be about \$20,000. Staff intends to cover this expense in the operating budget.

The cupola will require ongoing maintenance after it is repaired with major renovations needed every 10 years. Accordingly, \$50,000 has been identified for 2013 with \$100,000 in 2023 for more extensive work. Additional funding from the Caulking/Tuck Pointing (exterior) line could be applied to the cupola as needed.

Overall condition of brickwork is fair, but painted plaster is in good shape and lighting works.

Theater Seats – Capitol Theater and Playhouse [Ref# 41] and Overture Hall [Ref#42]. High replacement costs and debatable responsibility for their replacement make theater seats a notable building feature.

The condition of all theater seats is good to very good and total replacement is not anticipated in the next 15 years. The schedule identifies \$405,500 in 2020 for a major refurbishment of the seats in Overture Hall. This represents about 30% of total estimated replacement costs.

Costs have been identified for seats in Overture Hall and in Capitol Theater and the Playhouse, combined. Because replacement costs are high, these two line items represent major expenses.

In Overture Hall, the post-2025 replacement of 2,253 seats at \$700 apiece totals \$1.58 million. Full replacement will be needed post-2025. Current condition is good to very good.

In Capitol Theater, the eventual replacement of 1,089 seats at \$400 apiece totals \$435,600. In the Playhouse, replacement of 349 seats at \$300 apiece totals \$104,700. Condition of seats in both theaters is very good.

Taken together, the eventual replacement of theater seats in these three venues will total \$2.12 million.

Various sound systems and controls. High costs make these systems notable.

As a performing arts center, high-quality, state of the art sound systems and controls are mission critical. The workgroup identified four line items relating to these systems that total \$2.77 million over the next 15 years.

*Sound Refraction Automation Controls [Ref# 78].* This elaborate system consists of four types of acoustical fabric wrapped walls, acoustic curtains and controls in Overture Hall. The current computer processor is old. Electronics will be obsolete and irreparable. While \$500,000 has been identified for 2019, the cost of replacing this system is largely unknown because it is not known how much rebuilding will be required. Current issues include burnt out relays and mechanical issues like hang-ups and sticking. Life expectancy is 15 years. Condition is good.

*Sound/Sound Boards in Theaters [Ref# 79].* The Overture Hall FOH (Front of House) mixing console is a Yamaha PM1D that was installed in 2004. Staff have been Informed by Yamaha that in 2009 that they could not support the console after 2011. Replacement costs of \$150,000 each are identified for 2012 and 2020. Condition is good but it will no longer be supported.

The Overture Hall onstage monitor mixing console is a Midas XL 250 that was reused from the Capitol Theater of the Civic Center. The system dates to 1998. This is an analog console, but shows are now requiring digital consoles. Replacement costs of \$75,000 each have been identified for 2013 and 2021. Condition is good, but it is obsolete.

The Capitol Theater FOH mixing console is a Midas 200 SL that was carried over from the Civic Center. It dates to 1996 and was completely rebuilt in 2008. It is an analog console, but shows are now requiring digital consoles. Replacements of \$75,000 each have been identified for 2011 and 2019. Condition is good after a rebuild in 2008, but it is obsolete.

*Speaker and amp systems [Ref# 80].* The replacement of speaker and amp systems in theaters and lobbies could total \$1.46 million over the next 15 years. Overall current condition of all speakers and amp systems is good due to recent repairs.

Overture Hall speakers and amps were installed in 2004. MCAD replaced eight blown drivers in 2008. Replacement of the digital processing occurred during the summer of 2010 for \$30,000. Replacement is scheduled in 2018 for \$500,000.

Capitol Theater speakers and amps date to 1996 and were reused from the Civic Center. They were rebuilt in 2005 when reinstalled in the Capitol Theater. Replacement costs of \$250,000 each are scheduled for 2013 and 2023.

Playhouse speakers and amps date to 1998 and were reused from Isthmus Playhouse of the Civic Center. These were rebuilt in 2005 before installation in the Playhouse. Replacement costs of \$90,000 each are scheduled for 2014 and 2024.

Promenade Hall speakers and amps date to 1996 and were reused from speakers and amps from the Civic Center. They were rebuilt in 2004 before installation in Promenade Hall. Replacement costs of \$30,000 each are scheduled for 2015 and 2025.

Overture Hall Lobby speakers and amps were installed new in 2009. Rotunda Stage and Wisconsin Studio speakers and amps were new in 2004. Replacement of all three of these systems is scheduled for \$250,000 in 2025.

*Miscellaneous sound equipment and controls [Ref# 77].* Microphone replacement and technical upgrades are scheduled for \$25,000 every three years.

In addition, building-wide sound control systems and processing was installed in 2004-2005. They have a life span seven to 10 years. Some of the equipment is no longer supported by manufacturers. Multi-year replacement plan for sound control system is scheduled for every three years from 2011 through 2024 at \$17,000 each time. MCAD replaced the digital processing for Overture Hall in the summer of 2010 at a cost of \$30,000. Current condition is very good.

Rigging system and controls [Ref #87]. High costs make these systems notable.

The mechanical rigging system could last the life of the building, but electronics that control them will be obsolete and irreparable. Life expectancy of the control system is 15 years. Replacement of the overhead rigging automation controls could cost \$500,000 in 2019. Condition is good.

Various lighting systems. High replacement costs and debatable responsibility for their replacement some lighting features notable, especially architectural lighting and controls, the Rotunda lighting system, and artistic lighting in the Stair E stairwell.

The workgroup identified \$1.38 million in lighting projects over the next 15 years. This includes theatrical systems, architectural lighting and lighting controls. Because there is crossover in these systems, in both technical and aesthetic ways, responsibility of some of these systems should be negotiated between the owner and the non-profit operator.

*Lighting System – Theatrical upgrades [Ref# 71].* Fixtures throughout the facility date from 1990 through 2005. Overture staff is looking to replace incandescent fixtures with energy efficient LED fixtures as technology develops better equipment. Upgrades to more energy efficient LED's would be made during a multi-year replacement plan from 2013-15 and from 2023-24. Replacement of fixtures is only being considered for conversion away from incandescent lighting. Condition is good.

In addition, \$75,000 will be needed to replace lighting control systems (i.e., consoles in theaters) at the end of their model lives. This line item addresses the Insight with Emphasis lighting control consoles in Overture Hall (new in 2004), Capitol Theater (new in 2005) and the Playhouse (new in 2005). The vendor is not making this model anymore. Condition is fair due to their age, which has led to obsolescence and malfunctions. Theatrical lighting dimmers are included in this line. These systems were installed in 2004-05 and have a life expectancy over 25 years.

*Lighting System – Architectural lighting and lighting controls [Ref# 47].* This line item includes lighting on the outside of the facility and in theaters (excluding stage lighting), lobbies, galleries,

hallways by theater spaces and house lighting.

The lighting control system is capable of being customized to meet the demands of individual events, performances and exhibits. This system controls theatrical lighting in small rooms and lobbies and triggers the LED lighting in the Rotunda. Because the current system is no longer manufactured, technical upgrades will be needed within five years. Replacement cost of \$450,000 is identified for 2014. Installation will likely be in-house if Overture maintains staffing level. Condition is good.

Overture has many special order bulbs, custom fixtures and uses about 700 different styles of bulb. Accordingly, lighting is costly to maintain on the operating side. Almost all of Overture's lighting is incandescent. Some non-dimmable bulbs are being converted to LED and CFL's now. Additional opportunities to improve energy efficiency will present themselves in the future. Condition is good with possibilities for energy improvements.

There are four custom-made architectural lights on State Street. One was damaged by a Mall-Concourse maintenance crew and needs repair. The last time the Mall crew hit this light, the repair cost was \$2,900. Marquee lighting in the overhang on Fairchild and Mifflin Streets is costly to clean because it requires disassembling and replacement to service. Condition is good.

*Lighting System – Rotunda lighting [Ref# 48].* This multi-colored LED lighting feature rings the Rotunda area. This system is capable of complex programming of color choices, cross fades and chases. Because the blue LED's were failing, staff replaced all fixtures with same fixtures under warranty in 2009. The system is currently assumed to have a five year lifespan. There is no warranty option. When a second replacement is due, a new system of controls, lights and power supply will be installed. This is scheduled for \$175,000 in 2014. Any subsequent replacement should be post-2025. Condition is good due to recent replacement.

*Lighting System – Stair E/Rotunda Stairwell Lighting (neon) [Ref# 46].* This line item is for the neon lighting encased in a custom/artistic acrylic piece in the circular staircase leading from the Rotunda area. This staircase is referred to as Stair E. Because the lighting fixture is built into the firewall, it is retaining its heat. Neon tubes themselves can last over 20 years, but with heat buildup replacement of ballasts is common. These will continue to be replaced on an as needed basis. Replacement could be with LED's in 2018 for \$25,000. Condition is fair due to frequent replacement of ballasts.

Ticketing system [Ref# 92]. High cost and pending replacement makes this a notable system.

The current vendor of Overture's ticketing system is going out of business, the contract expires in early 2012, and the technology is changing fast. So, Overture likely must change companies in the near future. Replacement costs of \$750,000 each have been identified in 2011 and 2021.

Custodial equipment [Ref# 49 through 59]. Service equipment is notable because of the debatable responsibility for their replacement and the fact that small purchases should not be capitalized.

Replacement of various vacuums, scrubbers, carpet extractors, and other service equipment will be needed. The workgroup identified \$373,500 during the next 15 years for such equipment. Because it is uncertain whether custodial and maintenance staff will remain employees of the City or become

employees of the non-profit operator, responsibility of these items should be negotiated.

**Additional future considerations.**

Opportunities for energy savings. Energy efficiency improvements of Overture Center face several challenges due to the specific nature of the building. The current systems are operated and maintained very well and only a few improvements can be expected from further changing of operating procedures without a change of equipment.

The envelope with its large fenestrated areas is inherently inefficient and it is very unlikely that changes will be acceptable. With this, envelope-related cooling and heating load of the facility will stay high. There may be some potential to improve the non-fenestrated areas. Any roof replacements should include roof insulation upgrades.

Lighting is one major energy consumer and cause for high maintenance cost. Many bulbs require special-production charges and are not efficient (i.e., incandescent) nor of a long life. Because of the use of non-standard bulbs and the unlikely fixture replacements, it will be challenging, or at least expensive, to find a more efficient light source. It is most likely that LED will be a suitable replacement for many of the bulbs. However, the LED market is still maturing and new developments may not consider the special type of lighting at Overture.

Some theater rooms do not re-circulate air and condition the space with 100% outside air. This requires much energy for conditioning of the air. While building code dictates this level of outside air be provided when these spaces are occupied, recirculation and reduction of fresh-air requirement during off-hours along with energy recovery could save much energy. Other spaces that do re-circulate air do not have energy recovery. Depending on the original design, retrofitting can be expensive. The facility has high demand for heating and cooling at the same time. This provides potential for heat recovery. The building was not evaluated in depth to provide actual causes of the high energy consumption and feasible solutions. This should be studied separately.

Room Tax to support City debt service. Should it assume ownership of the facility and its long-term capital needs, the City could look to funds from the transitory occupancy tax (i.e., TOT or Room Tax) to cover at least a portion of the debt service resulting from its long-term maintenance of the facility.

There are currently two series of debt at Monona Terrace supported by Room Tax dollars. The last payment for the general obligation debt for initial construction costs is \$704,800 in 2014. The last payment for the Revenue Bond debt for initial construction costs is about \$990,000 in 2020.

These payments could be reallocated to Overture long-term maintenance debt service. However, it should be noted that several factors would have to be considered before making this change. First, the Room Tax fund has been negatively impacted by the current economy. According to the Comptroller's summary of Room Tax revenues for 2009, the City ended 2009 about \$1.2 million below 2008 actuals and \$1.6 million less than budgeted. The fund continues to be at all time lows.

Also, while the original construction debt of Monona Terrace will have been paid off, the facility will be aging and in need of its own long-term capital improvements. Lastly, pressures from other



September 16, 2010

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recipients of Room Tax like the Greater Madison Convention and Visitors Bureau would have to be considered.



City of Madison

Legislative File Number 19058 (version 2)

**Title**

SUBSTITUTE - Resolution authorizing the Mayor and City staff to negotiate with the Madison Cultural Arts District and to recommend a plan for the City's role in the long-term viability of the Overture Center, to include certain elements in any plan, and to present the City's role in the plan and any city agreements to the Common Council for approval.

**Body**

WHEREAS, the Madison Cultural Arts District (MCAD) operates the Overture Center for the Arts; and

WHEREAS, the Overture Development Corporation (ODC) owns the facility, and ODC's functions have been absorbed by MCAD; and

WHEREAS, the City of Madison (City) supports MCAD with an annual payment, pursuant to the Operation and Cooperation Agreement between the City and MCAD, as amended (the Operation Agreement); and

WHEREAS, MCAD and ODC recently reached an agreement with its creditors to resolve issues related to all outstanding debt on the Overture Center building; and

WHEREAS, the debt resolution agreement is contingent upon certain actions by the City before December 31, 2010; and

WHEREAS, the 201 State Foundation also provides support to MCAD and the Overture Center; and

WHEREAS, it is in the best interests of the City, MCAD, ODC and the 201 State Foundation to prepare new agreements to place the operation of Overture on solid ground for the future;

NOW, THEREFORE, BE IT RESOLVED:

1. That the Mayor and City staff shall negotiate with MCAD, ODC and the 201 State Foundation in order to present to the Common Council new agreements to govern the future ownership and operation of Overture. An independent citizens group **selected by the Mayor and approved by the Council** will review and analyze the future business plan of Overture to determine its financial feasibility. The details of any plan for the future of Overture, **including projected capital and operating budgets** shall be presented to the Common Council **for approval**.
2. That any agreements between the City, MCAD, ODC, the 201 State Foundation, or any other entity, related to the City's role in the future operation of Overture, shall be presented to the Common Council for approval.

3. That the City's obligations in any agreements with respect to the future of the operations of Overture may include any or all of the following elements:

a. Purchase of the Overture Center facility, free and clear of any liens or encumbrances, for no more than \$1.00.

b. Agreement by the City to undertake the long-term capital maintenance of the Overture Center.

c. Continuation of the City's current operating subsidy to Overture at approximately the current net level.

d. Adequate plans to assure ~~to the extent possible~~ that no current **represented** employees of the City who work at Overture are involuntarily laid off.

e. Such other provisions as will assist in the long-term stability of Overture operation.

**4. The City shall not enter into negotiations with any labor unions representing Overture staff regarding future representation of Overture Center employees or future Overture Center staffing structure until a staffing study, including several potential models and associated costs, has been presented to the Common Council and the Common Council has decided on a future staffing model for the Overture, including but not limited to the status of represented employees. This study will be conducted by city staff in conjunction with an outside organization with expertise in such studies and shall be presented to the Common Council by its first October meeting.**

**5. City staff shall also conduct or arrange for a facilities study to advise the Council on the physical status of the Overture facility, and shall undertake such other fact finding or due diligence as may be required to proceed with any agreements.**

~~4. 5. 6.~~ That during the course of any negotiations, the Mayor shall consult with Council leadership and shall, ~~from time to time~~, **on a monthly basis starting with the 1st meeting of September 2010** advise the Board of Estimates **and the Common Council Organizational Committee** regarding the progress of negotiations.

**Fiscal Note**

Adoption of this comfort resolution has no direct budgetary impact other than the commitment of staff resources to conduct studies, prepare reports and negotiate agreements pertaining to the future ownership and operation of the Overture Center. Any provisions of those agreements that have a budgetary impact on the City will require Common Council authorization and inclusion in future operating and capital budgets.

## **Overture Center Facility Study Workgroup**

September 2010

**Glenn Weihert** started with the Civic Center in 1983 as a custodian and, after a series of promotions, became to the Director of Facility Operations of the Overture Center in 2003. He has extensive knowledge of every aspect of the building and its mechanics. He was involved with the design and development of Overture Center and was active in the construction of the building, especially related to mechanical and custodial systems. He is currently responsible for the mechanical and custodial operations, event set-up, and the grounds operation for the 380,000 square foot theater and museum complex. He is responsible for the preventative maintenance program, negotiating maintenance service contracts, and oversight of one custodial supervisor, nine full-time union employees and seven hourly positions. His duties include developing and overseeing the departmental budget which is in the range of \$1.4 million. He has worked to cut energy consumption by redesigning building automation systems and working with Focus on Energy to retro-commission the building.

**Rudy Lienau** has been Vice President for Operations at Overture Center for the Arts (OCA) since 2004. Prior to that Lienau was Events Manager for the Madison Civic Center for 20 years. His duties include management of three directors including the Building Superintendent, Technical Director and Director of Patron Services. He oversees and manages the budgets for these areas and implements related policies. He maintains the calendar for use of OCA and is responsible for all performance related contracts with the Center and for negotiating with promoters for the use of the Center. In all, Lienau has 35 years of experience in Building and Events Management.

**Steven Schroeder** has been the technical Director for Overture Center for the Arts since 2004. He had previously worked on the stage crew at the Madison Civic Center starting in January of 1980, became a part of the technical staff in 1985, and their Technical Director in 1996. He was involved in the planning process for the Overture Center, helping to design and specify the theatrical systems and equipment, and oversee their installation and commissioning. As Technical Director, he works with incoming shows to assess their technical needs, integrate traveling equipment with Overture's systems, and coordinate labor needs and schedule. He is also responsible for the maintenance of the theatrical systems, and the specification and installation of technical equipment replacements and upgrades. His work with the Overture Center facility study has been to advise the workgroup on the present condition of the theatrical equipment and systems in the Overture Center, and to help develop a long range capital plan for the repair, replacement, and upgrade of those systems.

**Jeff Griffith** has been the Building Maintenance Supervisor at Monona Terrace since its opening in 1997 and has worked for the City of Madison since 1993. Jeff has almost 25 years of maintenance experience working in both the public and private sector. He has extensive education and practical application in maintaining both commercial and residential properties. Jeff held a key oversight position during the renovation of Monona

Terrace in 2004 and the 2007 United States Green Building application which lead to Monona Terrace being the first convention center in the United States to be certified as a LEED-EB facility.

**Kay Schindel** has been an engineer with the City of Madison since 2005. His job includes designing and managing many of the city's energy efficiency projects and all of the city's renewable energy installations. Before his work with the "Facilities and Sustainability Management" division, Kay worked in the automotive industry and on energy efficiency projects in Germany. Kay received his undergraduate degree in "Environmental Engineering" in Germany and recently graduated as "Master of Engineering" in "Mechanical Engineering – Energy Systems" from the UW-Madison.

**Paul Stauffer** has been a Project Engineer for the Facilities Services group since September 2008. His duties include developing plans and specifications for building related construction and repair projects, surveying existing City buildings and developing maintenance/repair schedules and cost estimates, coordinating with consultant design building projects, consults with City agencies on HVAC, roof and other structural and mechanical issues, assist facilities maintenance with design and construction repair issues. From July 2003 thru September 2008, Paul managed the maintenance and custodial operations for the Facility Maintenance Staff for approximately 45 City buildings.

**Andrew Statz** has been the Fiscal Efficiency Auditor in the Mayor's Office since September 2005. His job duties include engaging in program reviews, publishing various indicators and measures, identifying program benchmarks, conducting policy research, budget and fiscal issues, and developing sustainability initiatives. As it relates to the Overture Center facility study, his tasks included facilitating workgroup meetings, compiling the final report, and presenting the workgroup's findings to the Common Council and relevant committees including the Overture Ad Hoc Committee.



**Mike Huffman, President**

Since forming Huffman Facility Development, Inc. in the fall of 2000, Mike has assisted clients in each phase of the development process, drawing on his 20 years of construction management and facility operations background to help deliver functional building environments. With projects ranging in value from \$1million to over \$200 million Mike has advanced client's goals in site selection, program management, consultant selection, contract negotiation, design and construction phase management and initializing operations.

### **Experience and Qualifications**

After obtaining a degree in Construction Administration Mike worked in facility planning and management for 10 years at the University of Wisconsin – Madison. With the Dean's Office of the UW Medical School, Mike managed the school's remodeling program and had responsibilities for facility operations in more than one million square feet of medical research space. With the UW Athletic Department Mike served as an owner's representative for the development of the Kohl Center, a 17,000-seat multi-use arena. Upon completion of construction he assumed the role of Operations Manager, leading the effort to open, commission and initialize all operational procedures for the facility. As President of Huffman Facility Development, Mike has worked to advance owner's project goals with projects totaling more than \$650 million.

### **Project Experience** *(partial)*

#### **Public Assembly**

- Kohl Center, Madison, WI (as UW employee)
- Overture Center for the Arts, Madison, WI
- Madison Children's Museum, Madison, WI
- UW Hillel—The Barbara Hochberg Center for Jewish Student Life, Madison, WI
- Fitchburg Community Center Addition, Fitchburg, WI

#### **Educational Facilities**

- UW Madison—Wisconsin Institutes for Discovery, Madison, WI
- Sun Prairie Area School District (new elementary, new high school), Sun Prairie, WI
- Monona Grove School District (new middle school, renovated elementary school, Cottage Grove/Monona, WI
- Evansville High School, Evansville, WI

#### **Other Projects**

- Towers Apartments, Madison, WI
- Rowland Reading Foundation, Middleton, WI
- Willy Street Co-op, Middleton, WI
- Wildwood Clinic, Cottage Grove, WI
- City of Middleton Fire, EMS, Police, Middleton, WI

16 N. Carroll Street | Suite 340  
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608 204-3811 p  
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September 14, 2010

Overture Ad Hoc Committee  
c/o Andrew Statz  
210 Martin Luther King, Jr. Blvd., Rm. 403  
Madison, WI, 53703

Overture Ad Hoc Committee Members:

In early August I was asked to participate in the group charged with providing a facility evaluation report to you. My inclusion on the sub-committee was based on my experience in operating a major public assembly venue, and experience with local construction development management.

My professional history, in brief, includes ten years of employment with UW-Madison in facility planning and management. The last four years I served as an Athletic Department representative in the development of the Kohl Center and then as the center's first Director of Operations. In 2000 I left the university to start Huffman Facility Development, a consulting firm providing Owner Project Management services. For a period of six years I was deeply involved in the day-to-day management of the design and construction of Overture Center. My company has been involved with other prominent Madison area projects including Madison Children's Museum, UW Hillel, Wisconsin Institutes for Discovery, and projects with four area school districts.

Over the past month I have participated in five of the group's information gathering sessions and assisted with research to determine current repair/replacement costs, equipment life cycles and to assess current conditions. In evaluating the building's envelop (roofing, glass, masonry, etc.), systems (HVAC, lighting, security, etc.) and finishes, we were able to draw on relatively good industry data, with notable exceptions (evolution of building automation systems, life cycles of custom finishes). Technical performance equipment was more difficult to evaluate in terms of life span and cost due to varied rates of use and rapid obsolescence.

Overture Ad Hoc Committee  
September 14, 2010  
Page 2

I feel that the makeup of our group allowed for the best possible evaluation over a relatively short time. The center's Director of Operations has extensive history with the organization, dating back to the Madison Civic Center. The Technical Production Manager has this same history as well as previous experience through the local stage hand union (IATSE) with production equipment of varying configurations and quality at other venues. Both of these individuals contributed to the design of Overture Center. The long time Maintenance Supervisor of Monona Terrace along with staff from the City's Engineering Department provided valuable insight regarding costs and life cycle history at alternate venues. Andrew Statz directed the group with great focus on accuracy and timeliness. In short, I believe the report is of high quality given the complexity of the building and time frame available.

Sincerely,

Huffman Facility Development, Inc.

A handwritten signature in black ink that reads "Michael Huffman". The signature is written in a cursive style with a large, stylized initial "M".

Michael Huffman  
President



Ref#	Owner? Op?	Category	Subcategory	Building Feature or System	Estimated Life		Description
					Installed	(years)	
1	Owner	Exterior Structure	Doors	Doors -- ADA Doors (replace)	2003	15	Electric and pneumatic assist ADA doors. 15 total systems (both interior and exterior). Repairs are in-house. Funds are identified for replacement upon failure. Condition is very good.
2	Owner	Exterior Structure	Doors	Doors -- Exterior and Overhead Doors	2003	10 to 15	Includes stainless steel and aluminum framed entry doors, custom series bronze entry doors, roof hatches, four overhead doors in truck bay and 16 coil fire doors throughout interior of the building. The facility has a total of 35 exterior pedestrian doors. Overall condition is very good for new doors; older doors for Capitol Theater are good.  The main truck bay door was replaced on August 20, 2010, with an Albany rubber door at a cost of \$67,500. It is 42.5 feet wide by 15 feet tall. There is a lifetime warranty on the curtain and comes with a one million hour rated operating motor. Condition is new. Because of size and frequency use, future failure is certain. Unlike the original door, this door is serviceable. The door has a lifetime warranty.
3	Owner	Exterior Structure	Roof	Cupola -- Capitol Theater Tower	1928	10	Original cupola was installed in 1928 as part of the Capitol Theater. It is made of relatively soft Chicago brick, terracotta and plaster.  The cupola currently needs tuck pointing, brick replacement, sealing and waterproofing. Immediate repairs to address structural issues will be needed in 2011. This will likely involve replacing brick on the top of the cupola. Based on a quote from Holton Brothers dated six months ago, total costs will be about \$20,000. Staff intend to cover this expense in the operating budget.  The cupola will require ongoing maintenance after it is repaired with major renovations needed every 10 years.  Overall condition of brickwork is fair, but painted plaster is in good shape and lighting works.
4	Owner	Exterior Structure	Roof	Dome -- Rotunda Skylight	2003	10	The dome consists of a custom steel frame with glass panels. \$50,000 in 2013 is for cosmetic repairs. Aluminum fascia adhered by two-sided tape is falling off. \$200,000 in 2023 is glass replacement and major renovation requiring a crane. There is no structural damage, but it is in good condition due to cosmetics.
5	Owner	Exterior Structure	Roof	Roof Membrane and Flashing	2003	20+	Funding identified in 2014 for replacement of damaged sections of membrane and flashing as needed. Adhered EPDM (ethylene propylene diene monomer) membrane system was installed in August 2004 by Maly Roofing. Installer's warranty expired August 1, 2009. Complete tear off and replacement cost of \$1.2 million identified for 2024. Replacement cost estimate provided by Maly Roofing. This cost reflects replacement of a white membrane, but costs could be lower with a conventional black membrane. Life expectancy is over 20 years with good maintenance. Regular inspections by staff twice per year with small repairs done as needed. Very good condition.
6	Owner	Exterior Structure	Walls	Exterior Building Cleaning/Re-staining/Minor Repairs	2003	20	Exterior walls consist of brick, stained brick and limestone. There is a 20-year warranty on stained brick, and any re-staining costs would be prorated. This line item includes stainless steel, limestone and brick trim. Horizontal sections of white Easton granite (such as the balcony area) are staining and beginning to spall. Addressing this will likely require a deep cleaning and sealing by a contractor. [Some related costs of this are on the Caulking/Tuckpointing (exterior) line.] Condition is very good and only in need of some touch-up.
7	Owner	Exterior Structure	Walls	Granite Base	2003	20	Chinese granite trim on the outside of the building along the sidewalks. Some sections are staining, and one is spalling. Some attic stock is available. Some maintenance will be covered by the Caulking/Tuckpoint (exterior) line. Condition is good.
8	Owner	Exterior Structure	Walls	Caulking/Tuckpointing (exterior)	2003	10	Some horizontal stone is beginning to spall and turn black. \$50,000 per year is based on a comparable recent project for Madison Fire Department. The facility makes extensive use of stone and brick, which is lower maintenance but the quantity of it adds up. Overall condition is good.
9	Owner	Exterior Structure	Windows	Curtain Wall	2003	Lifetime	Curtain wall contains a heating system that keeps the windows free of moisture and condensation. Risers have settled and flex connections are resting against the structural frames. This causes a wear point that if not fixed will cause leaking. General Heating estimates the cost of repairing seven column locations (including labor, lift rental and materials) is \$80,000. These repairs need to happen as soon as possible in 2010 before the heating season to avoid leakage. Condition is good.
10	Owner	Exterior Structure	Windows	Window Replacement	2003	20	The building features 26,000 square feet of glass. There have been no troubles or issues with major windows to date. Only damage has been to street-level windows, which are a more economical construction than the rest of the building's windows. All windows are UV rated, which increases replacement costs.  Failed seals are more common than damaged glass. There are four windows that need replacement due to failed seals and damage in the area that would belong to MMoCA, which has proposed owning its space as a condo development independent of the new non-profit operator. There are also two windows with failed seals on the Overture side of the building along State Street. Because warranty on seals is 20 years, materials are covered but there will still be labor charges.  With some minor failures under warranty and breakage covered by insurance, overall condition is good.
11	Owner	Interior Structure	Doors	Doors -- Interior and Wood Doors	2003	10	Includes quartered white maple and steamed sycamore, hollow steel, fire Won-Doors and access panels. With regular maintenance and repair performed by Wood Doctor, replacement of doors is not in the foreseeable future. Condition is good.
12	Owner	Interior Structure	Flooring	Floors -- Back of House	2003	20 to 25	VCT (vinyl composition tile) has a 20 to 25 year life. Attic stock is available. Condition is like new, and a replacement is not planned.
13	Owner	Interior Structure	Flooring	Stairs -- Monumental Stairs	2003	15 to 20	Monumental stairways are unique design. Trouble free to date. Funding identified because treads sit on rubber that may need replacing. Very good condition. Other concrete and carpeted stairs are in good condition.
14	Owner	Mechanical System	HVAC	Heater Panels & Covers	2003	20+	Stainless steel vent covers (some with aluminum grates) for baseboard heating. Repair only needed if damaged. Replacement is not foreseeable. Condition is very good.
15	Owner	Interior Structure	Misc	Carpentry	2004	5	This includes wood trim, counter tops, wood surfaces and wood panels including steamed sycamore wood and select white maple walls. Wood Doctor is currently used for repairs. \$75,000 is provided every five years for major repairs and replacement. Overall condition is good.

Ref#	Owner? Op?	Category	Subcategory	Building Feature or System	Installed	Estimated Life		Description
							(years)	
16	Owner	Interior Structure	Security	Security -- Building Rekey	2003		10	<p>For security reasons, re-keying should occur every ten years. With its Sergeant/Essex Signature series key system, Overture cuts its own keys from special order blanks using a prioritized cutting blade. Overture uses 3 different keyways, 24 different door key cuttings, and 184 door cores. To re-key the facility, all new cores will have to be made with new code. Using a security key box, keys are not to leave the building. Service on key box is in house with time and material from the vendor. Based on Monona Terrace's cost for a similar system at \$40 per lock \$10,000 will be sufficient for Overture's 184 lock cores. Condition of locks is very good.</p> <p>Overture also uses 100 alarmed and locking locations (KW-3100) and tamper-proof smart keys for the key box. These rely on a Lantronix serial server and interface cable to tie into the key box. Security pass cards and readers use the Zebra model P420 pass card printer. There is no service contract for these systems. A vendor comes in on time and material if it cannot be fixed in-house. An upgrade and expansion of the key box for administrative staff would cost \$20,000. Condition of key box and pass card printer is good.</p>
17	Owner	Interior Structure	Walls	Caulking/Tuckpointing (interior)	2003		10	This line item includes interior walls, two types of glass mosaic, ceramic tile, concrete block and 38,000 square feet of French limestone. There is no major settling or cracking except in one place. Repair is not needed soon. Stone repair is currently in the operating budget for \$2,000 to \$3,000 per year. Overall condition is very good.
18	Owner	Interior Structure	Walls	Ceilings	2003		10 to 20	Pressboard laminated custom acoustic panels in the main lobby and terrace area. It is starting to warp from temperature fluctuation, but panels are holding up well. There is no attic stock. Panels are made in Canada and shipping costs will be high. According to Austad & Sons, replacement panels cost \$2,000 each. Replacement will not be needed until after 2025. Condition is very good.
19	Owner	Interior Structure	Walls	Kitchen Upgrade	2003		15	This line item addresses floors/walls/infrastructure and is for replacement of exhaust fans, vinyl panels, tile and drop ceiling. It does not include kitchen equipment. Overall condition is good.
20	Owner	Interior Structure	Walls	Painting (major)	2004		10	Minor painting will continue to be done as needed in-house every year. Exceptionally clean air in the facility means less painting than average. Ceiling projects are in 2014 (Playhouse gallery to Henry St and Promenade ceiling). The Rotunda area will require a personnel lift and is in 2016. Overture Hall is in 2024. Scaffolding will be needed in the Capitol Theater (which is the facility's only major interior painting). Because it was last done in 2005-06, painting the Capitol Theater will not need to be done until after 2025. Fading requires entire surface to be painted. With a lot of custom formulated paint colors, costs are likely higher than average. The vendor is McGovern & Sons. Very good condition.
21	Owner	Interior Structure	Walls	Plumbing Fixtures and Bathroom Partitions	2003		20	Overture has 156 toilets, 40 urinals, 148 sinks, 29 showers, 128 soap dispensers, 124 paper towel dispensers, 107 stall partitions, 156 stall doors, and 35 drinking fountains. Fixtures will be replaced on an as needed basis. With regular repair, painting and other service, total replacement will not be needed. Current condition is like new.
22	Owner	Mechanical System	Electrical	Emergency Generator	2003		40	There is a service contract to change the oil and filters and conduct run tests. This unit is tested for 15 minutes per month with a load test of two to three hours every three months. Life expectancy is 40 years. Condition is very good.
23	Owner	Mechanical System	Electrical	Floor Box Repairs	2003		10	Receptacle replacement will be needed due to corrosion and failure, especially in the lobby due to road salt and moisture. These boxes are for power, data, phone and sound systems; especially in lobby. Condition is very good.
24	Owner	Mechanical System	Elevators	Elevator/Lifts	2004		5	<p>\$20,000 has been identified every other year for controls and repair of wood, stone, stainless features. Other issues include computer, phones and programs.</p> <p>Service contract covers cables and other mechanical aspects for all elevators and lifts. Annual contract costs \$22,300 for all elevators including the Capitol Theater stage lift. The operating budget covers this service contract, load test and Madison Fire Department inspections.</p> <p>All elevators and lifts are by Thyssen Krupp Braun. Excluding MMoCA's three elevators and one lift, 13 elevators and lifts: six geared TAC 50 elevators, one hydraulic TAC 20 elevator, and six Access lifts (12 volt hydraulic handicap lifts). Elevator #12 is shared with MMoCA. This elevator is not part of MCAD's service contract, and MCAD pays 25% of the service contract on this elevator to MMoCA.</p> <p>Overall condition is very good. Replacement of some cars at a cost of \$500,000 is likely after 2025.</p>
25	Owner	Mechanical System	HVAC	Boilers -- Heat (x3)	2003		15	Three Bryant forced draft, natural gas heat boilers for perimeter and reheating were started on June 10, 2003. The warranty expired June 10, 2004. They have been trouble free since installed. Life expectancy is 15 years. Service contract is with Becker Boiler. According to General Heating, replacement costs are \$290,000 each. The plan would be to replace the first boiler that fails and refurbish the next one or two that fail before replacing them. This would allow for the staggering of replacement costs. Good condition.
26	Owner	Mechanical System	HVAC	Boilers -- Steam (x2)	2004		5 to 10	Two Hurst Cyclone, vertical, tubeless steam boilers were installed in April 2002. They were repaired in March 2006, May 2010 and July 2010. Repairs are under warranty until March 2011. Post-warranty repairs would be an operating expense. With a rebuild in 2010, life expectancy is from 5 to 10 or more years. Replacement costs are \$112,000 each plus \$17,000 to replace the water feed system. To stagger replacement costs, the plan would be to replace the first boiler that fails and refurbish second one when it fails and replace that unit upon its second failure. Service contract is with Becker Boiler. Condition is like new after refurbished in July 2010, which included replacement of firebrick, welding, and re-cladding.

Ref#	Owner? Op?	Category	Subcategory	Building Feature or System	Installed	Estimated Life		Description
							(years)	
27	Owner	Mechanical System	HVAC	Chillers - Repair/Replace (x2)	2003		20	Two 750-ton Trane electric centrifugal chillers. Units were started on June 10, 2003. Warranty expired on June 10, 2008.  A leak in Chiller #2 was repaired in June 2007 for a cost of \$13,538. Chiller #1 had a major overhaul in February 2010 for a cost of \$31,465.  These two machines will require service every seven to nine years for refrigerant leaks and overhaul for about \$50,000 each. Chiller #2 will require an overhaul at the next leak repair, which will be around 2015.  Life expectancy if maintained at current levels is 20 years. The plan is to replace one chiller when it fails, and perform an overhaul when other one fails to space out replacement. The first replacement is assumed to be 2023. According to General Heating, replacement cost will be \$295,000 each.  Condition is good.
28	Owner	Mechanical System	HVAC	HVAC Controls/Metasys	2003		5 to 10	Metasys is the building automation system. This system keeps utility costs down. The current platform is outdated. Johnson Controls will no longer support this system at the end of 2010. Johnson Controls will no longer make parts or train new technicians on this system. When parts run out and the older service technicians retire (around 5 years from now) Overture will not be able to support this system.  With an obsolete platform, hardware upgrades are needed to stay current with software. Replacement cost will be \$61,100 if done after 2011. The service contract with Johnson Controls is due. Cost for the service contract is about \$35,000 to \$40,000 per year. Life expectancy of new system is 20 years. Condition is good.
29	Owner	Mechanical System	HVAC	HVAC Ductwork	2003		Lifetime	Ductwork should last the life of the building. There are canvas isolation connections that need replacement occasionally. Two were replaced in August 2010. The bill has not yet been received. Condition very good.
30	Owner	Mechanical System	HVAC	HVAC Towers, Pumps, Humidifiers	2003		15 to 20	Two Evapco chiller towers started June 10, 2003. Warranty expired June 10, 2005. \$150,000 identified to replace towers in 2023. Tower pump #2 started June 10, 2003. Rebuilt May 18, 2009, at a cost of \$4,471. Tower pump #1 started June 10, 2003. Rebuilt in July 2010 at a cost of \$5,626. Variable speed tower fans. Towers were cleaned, ground to bare metal, recoated with zinc at sump level in April 2009.  New tank heaters in towers (to prevent freezing in the fall and early spring) and controls installed in towers in May 2009 at a cost of \$2,770. Life expectancy is 15 to 20 years. \$25,000 identified for major service, maintenance and refurbishment to extend life of units.  Overall condition is very good.
31	Owner	Mechanical System	HVAC	Split Unit Air Conditioning	2003		15 to 20	Total of 14 ductless split unit air conditioners: three Liebert and 11 Mitsubishi. Installed in video, lights, piano/organ storage, elevator equipment and server rooms. Phased replacement has been identified at \$7,500 per unit. Warranty expired in June 2005 on all units. After five years these units require diligent checks for leaks, so maintenance costs can be higher than average. Life expectancy 15 to 20 years. Overall condition is good.
32	Owner	Mechanical System	Motors	VFD's (variable frequency drives)	2003		20	VFD's are on boiler pumps, chiller pumps, air handling unit motors. About 35 units total. VFD's save energy by controlling the frequency of the electrical power supplied to the motor. Repair costs are about \$6,000 each. Life expectancy is 20 years. Very good condition.
33	Owner	Mechanical System	Plumbing	Concession Water Service -- Remote Chiller	2003		Unknown	No problems to date. Life expectancy is unknown, but because accessible and protected in mechanical room, replacement is not imminent. Only compressor failure is likely. Condition is very good.
34	Owner	Mechanical System	Plumbing	Fire Pump	2003		25	Taco horizontal split case 50 hp pump. Started July 1, 2003 with a life expectancy of 25 years. With monthly run tests of five minutes each and annual 150% run test of 15 minutes each, this pump runs approximately 3 hours per year. Service contract for annual testing is with Simplex. Condition is very good.
35	Owner	Mechanical System	Plumbing	Plumbing Systems	2003		10	Includes pumps, valves and power flushing systems. Pumps and water distribution system and ejectors will require in-house work for replacement and repair. Condition is very good.
36	Owner	Mechanical System	Plumbing	Sewer Systems	2003		8 to 15	Includes six sewage ejection sumps with two pumps per sump, four clear water ejection sumps with two pumps per sump, and two small clear water pumps behind walls. Staff have been modifying pumps for ease of service and installing check valves outside sumps. Repairs done as needed. Life expectancy of pumps is 8 to 15 years. Condition is very good. Funding is identified for replacement of duplex pump systems with new controls. According to Hooper Construction, average replacement cost is \$8,300 in materials and \$4,800 in labor for up to five duplex systems. Cast iron pipes will not need replacement.
37	Owner	Mechanical System	Plumbing	Water Heater	2003		2 to 3	The facility has two domestic hot water systems. Because one is for MMoCA, replacement costs for only one system are identified. Because the burners are oversized, three repairs were needed in six years. The last warranty job was this year and included a bigger tank and new combustion chamber. Replaced in July 2010. The vendor is A.O. Smith. All warranties have expired. Life expectancy is 2 to 3 years. According to the vendor, replacement cost without a new burner is \$26,300. With a new burner, cost is \$33,400. With replacement in July 2010, condition is new.
38	Owner	Mechanical System	Plumbing	Water Softeners	2003		10 to 12	Water softeners are Hellenbrand commercial series. Updated to digital controls in August 2010 at a cost of \$2,000. Life expectancy 10 to 12 years. Condition is very good.
39	Owner	Mechanical System	Security	Security -- Command Center and Camera Replacement	2003		3 to 5	Schedule includes replacement of security cameras, splitters, software, monitors, upgrades to IP and running new cable. The system is good but is being run on an old Dell PC now. Exacqvision, Axis 241Q Blade 4 channel rack mount encoder has 36 camera capabilities. MCAD currently owns 30 cameras [consisting of 10 PTZ (pan, tilt, zoom) and 20 fixed cameras], and staff are contemplating adding six more outside for State St and upper Henry St. The arrangement is a lease-to-own for the facility's camera recording system that began September 11, 2009. The system will be paid off in three years. Replacement of pass card readers is scheduled for 2018. Cabling is done in-house. There is no service contract for these systems. A vendor comes in on time and material. Condition is good.
40	Owner	Mechanical System	Security	Security -- Fire and Life Safety Systems	2003		30 to 40	No upgrades or changes known to be needed. Includes control panel and pre-action systems. A vendor will test the system in September 2010. Replace needed every 30 to 40 years. Condition is very good.
41	Negotiable	Furniture, Appliances	Furniture, Appliances	Theater Seats -- Capitol Theater and Playhouse	2003		15+	Based on Capitol Theater = \$400 each for 1,089 seats = \$435,600; Playhouse = \$300 each for 349 seats = \$104,700. All replacements are post-2025 and total \$540,300. Condition is very good.

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						(years)	
42	Negotiable	Furniture, Appliances	Furniture, Appliances	Theater Seats -- Overture Hall	2003	15+	Based on \$700 per seat for 2,253 seats. 30% of this total is scheduled for 2020 for a major refurbishment. Full replacement will be post-2025 for \$1,577,100. Condition is good to very good.
43	Negotiable	Interior Structure	Flooring	Carpet	2003	5 to 10	<p>High traffic areas need regular replacement/attention. High traffic areas replaced every five years; all replaced every 10 years. Some attic stock is on hand for high traffic area repairs. High end styles of carpet and custom colors make it more expensive than conventional office/retail space.</p> <p>Six different types of carpet:</p> <ul style="list-style-type: none"> <li>• Tufted nylon broadloom is in the Promenade Lobby, Terrace, Wisconsin Lobby and Rotunda Lobby. Its color is Custom Bentley (beige) and has attached pad. Cost to replace as of August 2010 is \$215,400. High traffic.</li> <li>• Constantine tufted nylon broadloom super loom is in the administration and ticket offices and three galleries. Cost to replace as of August 2010 is \$140,365. High traffic.</li> <li>• Karastan woven nylon broadloom is in the Overture Hall and side circulation area and the Playhouse. It is a Champlain/AS 69533 carpet in dark purple. Pad is required at side circulation. Cost to replace as of August 2010 is \$245,200. Low traffic.</li> <li>• Constantine super loom is in the Rotunda Stage, Lobby and Playhouse Lobby. It is a custom pattern and fuchsia color blend. Fading in some areas. Cost to replace as of August 2010 is \$98,200. High traffic.</li> <li>• Karastan nylon broadloom is in the Capitol Theater. It is in the custom color "Oscar Mayer 14" with dahlia background with pink flower pattern. Cost to replace as of August 2010 is \$172,200. Low traffic.</li> <li>• Tufted wool broadloom is in the Audubon Room. It is in color Mia Green and pad is required. Cost to replace as of August 2010 is \$41,000. Low traffic.</li> <li>• Miscellaneous carpeting is in dressing rooms. Cost to replace as of August 2010 is \$28,000. Low traffic.</li> </ul> <p>Overall condition is good. Administrative offices and ticket office is fair and needs replacement soon. Some fading and unraveling of seams in Rotunda also requires replacement soon.</p>
44	Negotiable	Interior Structure	Flooring	Floors -- All Other	2003	30	<p>Only ongoing maintenance is needed in the foreseeable future, and replacement is not likely in the next 15 years.</p> <p>The end block hornbeam flooring in the Watrous Gallery was refinished in August 2010 at a cost of \$3,575. Because it was recently replaced due to flooding damage, it is in new condition.</p> <p>There are Brazilian cherry floors in the Promenade Hall in very good condition and white maple floors in the Wisconsin Studio refinished in June 2010 at a cost of \$7,276. There is dark stain maple flooring in the Rotunda Studio in good condition.</p> <p>The floor in Overture Hall is stained concrete. It was refinished in July 2006 at a cost of \$69,985. (This cost does not include the removing of all seat and reinstallation.) This finish could last 30 years with proper maintenance. It continues to be in very good condition.</p> <p>The painted finish on the Capitol Theater floor is clear coated twice per year. It is in very good condition. The painted finish on the Playhouse floor is having some adherence problems, which requires constant service to maintain. It is in good condition.</p>
45	Negotiable	Interior Structure	Flooring	Floors -- Travertine Tiles	2003	10	<p>Most of the first floor of the Overture Center is covered with vein cut Turkish travertine. As a relatively soft material, it is prone to damage and staining. This line item is for resealing and repairs. Recent replacement of 29 damaged tiles, patching holes and re-grouting the entire floor cost \$50,000.</p> <p>To deal with these issues, a top coat sealant was applied in August 2009. This has helped control these issues, and today the floor is only patched and resealed as required. Some attic stock is left for replacement of damaged tiles if needed.</p> <p>The original treatment cost \$134,100 and carries a three-year warranty. The assumption is that resealing in 2016 will cost \$200,000. In 2024, \$400,000 is identified for a complete strip and reseat of the floor and to replace some stone tiles.</p> <p>With proper maintenance, including quickly repairing minor damage and top coating every other year with in-house labor and the vendor's equipment, this floor could last for decades. However, the travertine floor represents a significant unknown risk because the sealant is not a widely used or tested product. If the sealant stops working and stripping and resealing does not work, total replacement of the floor could be costly. A harder stone should be considered if replacement ever becomes necessary. Replacement would require about six weeks of work. Cost estimates total \$2,035,000 which includes \$375,000 in removal and preparation, \$925,000 for materials (a similar color French limestone or honed granite), \$735,000 for installation.</p>
46	Negotiable	Lighting	Lighting	Lighting System -- Stair E/Rotunda Stairwell Lighting (neon)	2003	10	<p>This line item is for the neon lighting encased in a custom/artistic acrylic piece in the circular staircase (Stair E). Because the lighting fixture is built into the firewall, it is retaining its heat. With heat build up, replacement of ballasts is common. These will continue to be replaced on an as needed basis. Neon tubes themselves can last 20+ years. Replacement could be with LED's in 2018. Condition is fair due to frequent replacement of ballasts.</p>

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					Installed	(years)	
47	Negotiable	Lighting	Lighting	Lighting System -- Architectural Lighting and Lighting Controls	2004	10	This line item includes lighting on the outside of the facility and in theaters (excluding stage lighting), lobbies, galleries, hallways by theater spaces and house lighting.  The lighting control system is capable of being customized to meet the demands of individual events, performances and exhibits. This system controls theatrical lighting in small rooms and lobbies and triggers the LED lighting in the Rotunda. Because the current system is no longer manufactured, technical upgrades will be needed within five years. Installation will likely be in-house if Overture maintains staffing level. Condition is good.  Overture has many special order bulbs, custom fixtures and uses about 700 different styles of bulb. Accordingly, lighting is costly to maintain on the operating side. Almost all of Overture's lighting is incandescent. Some non-dimmable bulbs are being converted to LED and CFL's now. Additional opportunities to improve energy efficiency will present themselves in the future. Condition is good with possibilities for energy improvements.  There are four custom-made architectural lights on State St. One was damaged by a Mall-Concourse maintenance crew and needs repair. The last time the Mall crew hit this light the repair cost was \$2,900. Marquee lighting in the overhang on Fairchild and Mifflin Street is costly to clean because it requires disassembling and replacement to service. Condition is good.
48	Negotiable	Lighting	Lighting	Lighting System -- Rotunda Lighting	2004	5	This multi-colored LED lighting feature rings the Rotunda area. This system is capable of complex programming of color choices, cross fades and chases. Replaced all fixtures with same fixtures under warranty in 2009 (blue LED's were failing). Currently assumed to have a five year lifespan. There is no warranty option. When a second replacement is due, a new system of controls, lights and power supply will be installed. Any subsequent replacement should be post-2025. Condition is good due to recent replacement, but subsequent replacement will be necessary.
49	Negotiable	Service Equipment	Custodial equipment	Battery Packs	2004	5	Overture has ten battery packs valued at \$3,000 each. MCAD recently bought three battery packs for cordless backpack vacuums for \$2,500 each. Condition is new.
50	Negotiable	Service Equipment	Custodial equipment	Extractors	2004	10 to 15	Voyager brand extractors are for cleaning carpeted areas and removing stains. Overture currently has one riding and two walk-behind models. Cost is \$8,000 to \$9,000 each. Replacement will be needed in ten to 15 years. Condition is fair for rider; walk-behinds are good.
51	Negotiable	Service Equipment	Custodial equipment	Riding Vacuums	2004	10	Overture's two riding sweepers should be riding vacuum to extend life of carpet. Also with filtration systems, vacuums stir up less dirt. Life expectancy is 10 years. Condition is fair to poor.
52	Negotiable	Service Equipment	Custodial equipment	Scrubber, Riding	2004	10	Scrubbers are for cleaning smooth floors. Riding models are three times as efficient as walk behind models. Life expectancy is 10 years. Condition is fair to poor.
53	Negotiable	Service Equipment	Custodial equipment	Scrubber, Walk-behind	2004	10	These smaller units are used to clean tight areas and surfaces like dance floors on rubber pads that cannot be cleaned by riding models. Overture currently has one plug-in and one battery powered unit. Life expectancy is 10 years. Condition is good.
54	Negotiable	Service Equipment	Custodial equipment	Sweeper, Riding	2004	10	Overture currently has two walk-behind sweepers. With two riding vacuums, one should be eliminated and the other used for outdoor jobs only. Condition is fair to poor.
55	Negotiable	Service Equipment	Custodial equipment	Sweeper, Walk-behind	2004	15	These units will not be needed with riding vacuums. Condition is good.
56	Negotiable	Service Equipment	Custodial equipment	Tool Cat	2004	10 to 15	This is not a frequently used machine, but it is a useful piece of outdoor equipment. Actual replacement may be pushed back. Condition is very good.
57	Negotiable	Service Equipment	Custodial equipment	Tornado Vacuums	2004	10	Overture currently has three Tornado vacuums valued at \$4,000 each. Replacement is expected to be every ten years. Condition is fair.
58	Negotiable	Service Equipment	Custodial equipment	Trash, Waste Containers & Carts	2004	10	These costs could be covered as an operating budget expense if replaced on an as-needed basis. Custom painted a pearlized white. Some in attic stock available. For comparison of a large scale replacement, Monona Terrace spends \$80,000 every ten years. Condition is very good.
59	Negotiable	Service Equipment	Custodial equipment	Vacuums	2004	10	Overture currently uses ten vacuums valued at \$600 each. MCAD just bought six new vacuums in 2010. Life expectancy is ten years. Condition is new with some good.
60	Operator	Furniture, Appliances	Furniture, Appliances	Banquet Chairs	2003	15	Overture has 700 banquet chairs now. During busier wedding Saturdays, it is in need of 200 more. New and replacement chairs calculated at \$130 each. Condition is good.
61	Operator	Furniture, Appliances	Furniture, Appliances	Chairs/Benches/Soft Furniture	2004	10	Half of the benches are stone; half have heavy wood frames with upholstery. Furniture in Terrace area receives heavy use and will require \$10,000 in repairs and upholstery in 2014. Promenade Lounge and Audubon Room have high-end furniture, but because its use is infrequent replacement is not needed within the next 15 years. Condition is good.
62	Operator	Furniture, Appliances	Furniture, Appliances	Coat Racks	2003	10	These are portable coat racks (i.e. not used for coat check). Newer coat racks are in very good condition. Originals from Civic Center are fair condition. Funding is for replacement of some older units.
63	Operator	Furniture, Appliances	Furniture, Appliances	Furniture -- Dressing Rooms (replace/upholster)	2004	5	Some recent repair work and upholstery due to a manufacturing flaw which was covered by the vendor. With high use, will need reupholstering in 2016 and 2024. Condition is good.
64	Operator	Furniture, Appliances	Furniture, Appliances	Kitchen Equipment	2003	10	This includes commercial refrigerators, microwave ovens, dishwashers, hot boxes, walk-in coolers, ice machines, deep fryers, a broiler, steam and convection ovens, a coffee maker, exhaust hoods and fire suppression systems. This equipment is used by caterers. Their lease indicates they do not own the equipment, but it could become the responsibility of this third party to replace or repair kitchen equipment. The plan anticipates \$25,000 for replacements every three years on an as needed basis. This is based on a scaled down replacement schedule experienced by Monona Terrace. Overall, this equipment is in good condition.
65	Operator	Furniture, Appliances	Furniture, Appliances	Office Furnishings	2004	15	Includes partitions, chairs, and desks as needed to accommodate office reconfigurations. Condition is good.
66	Operator	Furniture, Appliances	Furniture, Appliances	Table Skirting	Unknown	20	Life expectancy is 20 years. Because it was original to the Civic Center, there is about 10 years left. Condition is good.
67	Operator	Furniture, Appliances	Furniture, Appliances	Tables (x400)	2003	8 to 10	Based on experience of Monona Terrace, these units have a 15-year lifespan. Will replace some on an as needed basis. Overall condition is good.
68	Operator	Interior Structure	Flooring	Dance Floors	Staggered	10	If properly cared for, these will not need replacement for 10 years. Funding in 2020 is for replacement. Condition is good.
69	Operator	Interior Structure	Flooring	Floors -- Stage (replace)	2003	20+	Overture Hall stage floor was installed in 2004. Life expectancy is 20 years with refinishing every two years. Replacement is not likely needed until 2024. Capitol Theater floor dates to 1988. It was sanded in 2008. It is refinished every two years and has 10 years of life remaining. Replacement is likely in 2018. Playhouse stage floor is a Plyron deck that was installed in 2004. Replaced 12 panels in 2010. With a 15-year life span, replacement is likely in 2020. Overall condition is good with Capitol Theater being fair.
70	Operator	Interior Structure	Walls	Ornamental Metals (misc, throughout bldg)	2003	10	Includes white pearl painted aluminum architectural ribs. Railings require stripping and recoating, but replacement is not anticipated. Condition is very good.

Ref#	Owner? Op?	Category	Subcategory	Building Feature or System	Estimated Life		Description
					Installed	(years)	
71	Operator	Lighting	Lighting	Lighting System -- Theater Upgrades	2004	7, 25	Theatrical lighting fixtures throughout the facility date from 1990 through 2005. Overture staff is looking to replace incandescent fixtures with energy efficient LED fixtures as technology develops better equipment. Upgrades to more energy efficient LED's would be made during a multi-year replacement plan from 2013-15 and from 2023-24. Replacement of fixtures is only being considered for conversion away from incandescent lighting. Condition is good.  \$75,000 will be needed to replace lighting control systems (consoles in theaters) at the end of their model lives. This line item addresses the Insight with Emphasis lighting control consoles in Overture Hall (new in 2004), Capitol Theater (new in 2005) and the Playhouse (new in 2005). The vendor is not making this model anymore. Control systems last about seven years. Condition is fair due to their age, which has led to obsolescence and malfunctions. Theatrical lighting dimmers are included in this line. Installed in 2004-05 they have a life expectancy over 25 years.
72	Operator	Mechanical System	Electrical	Phone System Upgrade	2003	8	A new phone system is being contemplated because the current system is no longer being supported. The current system was brought over from the Civic Center. Condition is fair, but unsupported by the manufacturer.
73	Operator	Mechanical System	Electrical	Radio Upgrade	2003	8	Costs will depend on what radio package Dane County decides to implement. Replacement cost for 85 radios at \$1,400 each is tentatively scheduled for 2012. If the new system supports the current frequency, then new radios will not be needed. Overture's status as a disaster recovery area requires it to be part of the emergency radio network. New repeater, doubled antenna systems. Condition is good.
74	Operator	Mechanical System	Electrical	Video Screens / Monitors / Operating System	2004	10	In-house CCTV system and modulators were new in 2004 and will become obsolete. Need to upgrade video projection and replace TV's with flat screens. No HD projector now, which is becoming industry standard. The cable TV system of 36 internal channels plus cable TV in dressing room areas will become obsolete and is currently troublesome. Replacements of these systems will average about \$10,000 per year. Condition is fair.
75	Operator	Service Equipment	Misc	Vehicle -- Service Van	2001	15	A replacement mini-van will be needed. Condition is fair.
76	Operator	Service Equipment	Service Equipment	Laundry Equipment	2003	15	This includes four Frigidaire front load washers and dryers with pedestals and two Maytag heavy duty front load washers and dryers. This equipment is used by performing companies, caterers and custodial staff. Life span is 15 years. Overall, this equipment is in good condition.
77	Operator	Sound System	Sound System	Sound -- Misc/controls (replacement)	Staggered	7 to 10	Microphone replacement and technical upgrades for \$25,000. In addition, building-wide sound control systems and processing was installed in 2004-2005. Life span 7 to 10 years. Some of equipment is no longer supported by manufacturers. Multi-year replacement plan for sound control system scheduled for every three years from 2011 through 2024 at \$17,000 each time. MCAD replaced the digital processing for Overture Hall in the summer of 2010 at a cost of \$30,000. Current condition is very good.
78	Operator	Sound System	Sound System	Sound Refraction Automation Controls	2004	15	This elaborate system consists of four types of acoustical fabric wrapped walls, acoustic curtains and controls in Overture Hall. The current computer processor is old. Electronics will be obsolete and irreparable. The cost of replacing this system is largely unknown because it is not known how much rebuilding will be required. Current issues include burnt out relays and mechanical issues like hang-ups and sticking. Life expectancy is 15 years. Condition is good.
79	Operator	Sound System	Sound System	Sound/Sound Boards -- Theaters	Unknown	8	Overture Hall -- FOH (Front of House) Mixing Console Yamaha PM1D. Installed in 2004. Informed by Yamaha in 2009 that they could not support the console after 2011. Replacement costs of \$150,000 each in 2012 and 2020. Condition is good but unsupported.  Overture Hall -- Onstage Monitor Mixing Console Midas XL 250. Reused from Capitol Theater Civic Center (dating to 1998). Analog console but shows are now requiring digital consoles. Replacement costs of \$75,000 each in 2013 and 2021. Condition is good but obsolete.  Capitol Theater -- FOH (Front of House) Mixing Console Midas 200 SL. Carried over from Civic Center (dating to 1996). Complete rebuild in 2008. Analog Console but shows are now requesting digital consoles. Replacement of \$75,000 each in 2011 and 2019. Condition is good but obsolete.
80	Operator	Sound System	Sound System	Sound/Speaker (Amp) Systems -- Theaters/Lobby	Staggered	15	Overture Hall speakers and amps were installed in 2004. MCAD replaced eight blown drivers in 2008. Replacement of the digital processing during the summer of 2010 for \$30,000. Replacement scheduled in 2018 for \$500,000.  Capitol Theater speakers and amps date to 1996 and were reused from the Civic Center. They were rebuilt in 2005 when reinstalled in the Capitol Theater. Replacement costs of \$250,000 each are scheduled for 2013 and 2023.  Playhouse speakers and amps date to 1998 and were reused of speakers from Isthmus Playhouse of the Civic Center. They were rebuilt in 2005 before installation in the Playhouse. Replacement costs of \$90,000 each are scheduled for 2014 and 2024.  Promenade Hall speakers and amps date to 1996 and were reused from speakers and amps from the Civic Center. Rebuilt in 2004 before installation in Promenade Hall. Replacement costs of \$30,000 each are scheduled for 2015 and 2025.  Overture Hall Lobby speakers and amps were installed new in 2009. Rotunda Stage and Wisconsin Studio speakers and amps were new in 2004. Replacement of all three of these systems is scheduled for \$250,000 in 2025.  Overall current condition of all speakers and amps is good due to recent repairs.
81	Operator	Stage Equipment	Stage Equipment	Personnel Lifts (x5)	1994, 2004	15	Four Genie platforms and JLG Axxessor drive-around with 20' aerial, annual inspection. These units range from \$10,000 for Genies and \$15,000 for JLG each. One lift purchased in 1994; others new in 2004. Begin replacement in 2014. There is no service contract. Aerial Work Platform comes in annually for safety re-certification for \$600 per year. 20 year life span. One that is 15 years old is running well. Condition is good.
82	Operator	Stage Equipment	Stage Equipment	Counterweight System	2004, 2005	50	Overture Hall counterweight system was installed in 2004. Capitol Theater system was rebuilt from the Oscar Mayer Theater system in 2005. Life expectancy exceeds 50 years. Condition is good.
83	Operator	Stage Equipment	Stage Equipment	Curtain Replacement -- Grand Drapes	2004	20+	Overture Hall's act curtain. Life expectancy is over 20 years. Condition is very good.

Ref#	Owner? Op?	Category	Subcategory	Building Feature or System	Estimated Life		Description
					Installed	(years)	
84	Operator	Stage Equipment	Stage Equipment	Curtain Replacement -- Other	Staggered	10 to 20	Includes curtains that are not the main stage curtain -- masking, borders, scrims, legs. Replacement will be needed because of wear. Combination of curtains in Promenade and Wisconsin Studio were new in 2004 and curtains were re-sewn & repurposed from the Civic Center. Borders in the Capitol Theater are original to Oscar Mayer Theater; legs and scrims were replaced in 1994. 2012 is Capitol Theater only; 2022 is Playhouse, 2023 is Promenade and Wisconsin Studio, 2024 is Overture Hall only. Life expectancy is over 10 to 20 years. Condition is very good.
85	Operator	Stage Equipment	Stage Equipment	Lifts - Pit (replace/refurbish)	2005	25	With regular maintenance under contract, replacements are post-2025. The Overture Hall lift is a spiral lift system. Annual maintenance and inspection contract costs \$6,000. The Capitol Theater stage lift is a four-piston hydraulic system installed in 1980 and rebuilt with updated controls in 2005. All elevators and lifts are under a service contract. Stage lift has a separate maintenance contract with a cost of \$1,680. Life span of both lifts exceeds 25 years. Overall condition is very good.
86	Operator	Stage Equipment	Stage Equipment	Orchestra Shell (refurbish)	2004, 2005	25+	The Overture Hall shell was installed in 2004. The Capitol Theater shell was installed in 2005. Because it is maintained on a regular basis and life expectancy is over 25 years, refurbishing the orchestra shell is post-2025. Condition is very good.
87	Operator	Stage Equipment	Stage Equipment	Overhead Rigging Automation Controls	2004	15	The mechanical rigging system could last the life of the building, but electronics that control them will be obsolete and irreparable. Life expectancy is 15 years. Condition is good.
88	Operator	Stage Equipment	Stage Equipment	Pianos	1928, 1980	20	To rebuild existing pianos, which is one-third the cost of buying new. \$50,000 is for a 9-foot Steinway original to Oscar Mayer Theater from 1980. Other amounts are for two 6-foot Steinway pianos original to Capitol Theater from 1928. Overture also has one 6-foot Yamaha from 1980. Major refurbishment is required every 20 years. Condition is poor.
89	Operator	Stage Equipment	Stage Equipment	Pipe & Drape	2004	7	Replacement needed due to wear. Condition is good.
90	Operator	Stage Equipment	Stage Equipment	Rope & Stanchion	2004	8	Replace due to wear with a need for additional units. Condition is good.
91	Operator	Stage Equipment	Stage Equipment	Staging -- Temporary	1980, 1996, 2004	25	Overture will soon need to replace staging original to Oscar Mayer Theater. Life expectancy is 25 years, and some was refurbished when Capitol Theater opened and is already 30 years old. Condition is good.
92	Operator	Ticketing System	Ticketing System	Ticketing System	2003	10	The current vendor is going out of business, the contract expires in early 2012, and the technology is changing fast. So, Overture likely must change its system and vendor. Condition is good but obsolete.

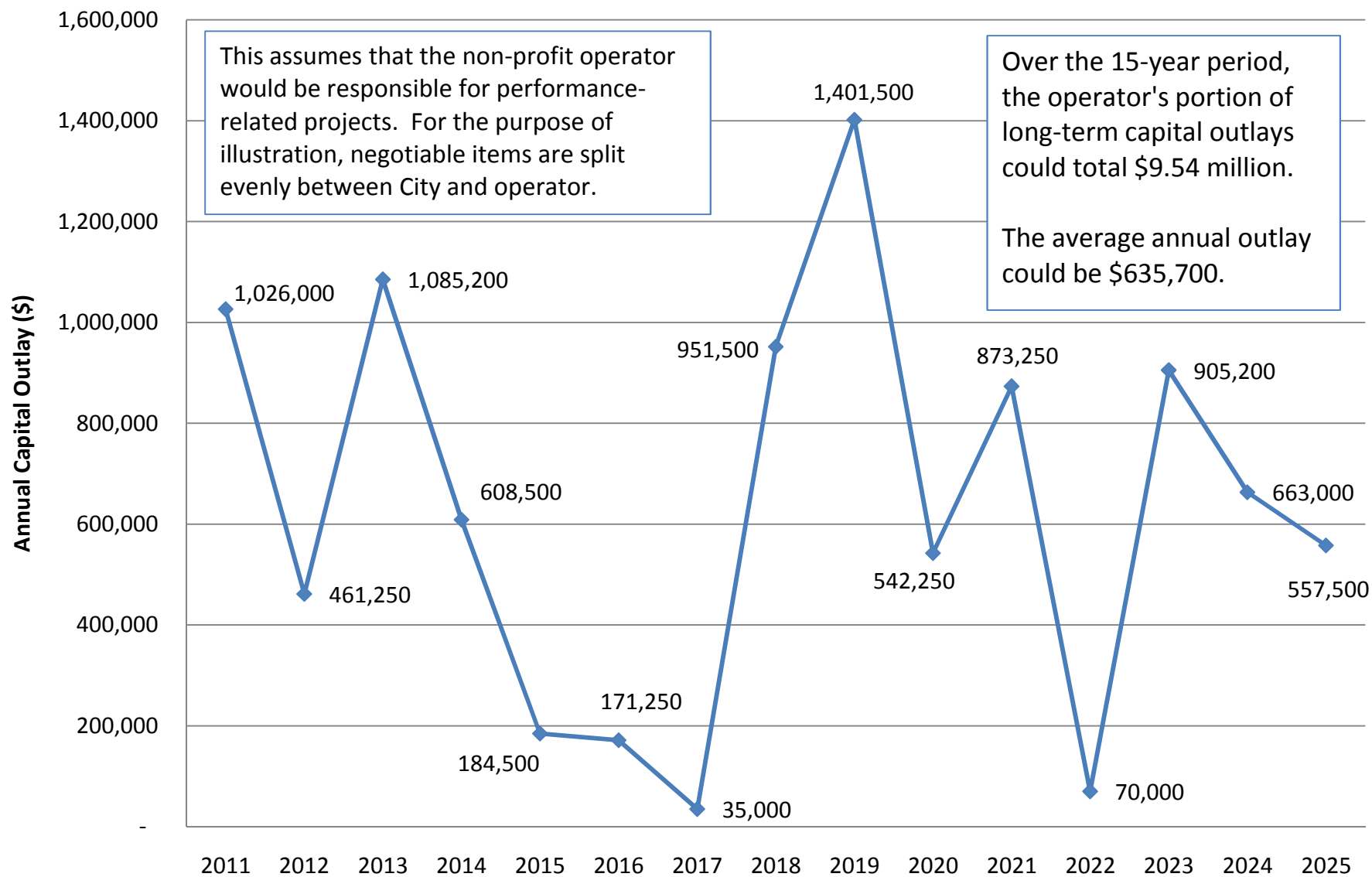
Ref#	Owner? Op?	Category	Subcategory	Building Feature or System	Total through 2025 in 2010 dollars	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1	Owner	Exterior Structure	Doors	Doors -- ADA Doors (replace)	75,000			25,000					25,000					25,000		
2	Owner	Exterior Structure	Doors	Doors -- Exterior and Overhead Doors	540,000					175,000						350,000				15,000
3	Owner	Exterior Structure	Roof	Cupola -- Capitol Theater Tower	150,000			50,000										100,000		
4	Owner	Exterior Structure	Roof	Dome -- Rotunda Skylight	250,000			50,000										200,000		
5	Owner	Exterior Structure	Roof	Roof Membrane and Flashing	1,400,000				200,000											1,200,000
6	Owner	Exterior Structure	Walls	Exterior Building Cleaning/Re-staining/Minor Repairs	300,000						100,000							200,000		
7	Owner	Exterior Structure	Walls	Granite Base	-															
8	Owner	Exterior Structure	Walls	Caulking/Tuckpointing (exterior)	700,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
9	Owner	Exterior Structure	Windows	Curtain Wall	-															
10	Owner	Exterior Structure	Windows	Window Replacement	850,000			200,000										650,000		
11	Owner	Interior Structure	Doors	Doors -- Interior and Wood Doors	200,000													200,000		
12	Owner	Interior Structure	Flooring	Floors -- Back of House	-															
13	Owner	Interior Structure	Flooring	Stairs -- Monumental Stairs	75,000													75,000		
14	Owner	Mechanical System	HVAC	Heater Panels & Covers	-															
15	Owner	Interior Structure	Misc	Carpentry	225,000		75,000					75,000					75,000			
16	Owner	Interior Structure	Security	Security -- Building Rekey	40,000		20,000						10,000				10,000			
17	Owner	Interior Structure	Walls	Caulking/Tuckpointing (interior)	75,000			25,000					25,000					25,000		
18	Owner	Interior Structure	Walls	Ceilings	-															
19	Owner	Interior Structure	Walls	Kitchen Upgrade	75,000						75,000									
20	Owner	Interior Structure	Walls	Painting (major)	165,000				25,000		40,000									100,000
21	Owner	Interior Structure	Walls	Plumbing Fixtures and Bathroom Partitions	100,000													100,000		
22	Owner	Mechanical System	Electrical	Emergency Generator	-															
23	Owner	Mechanical System	Electrical	Floor Box Repairs	50,000					25,000										25,000
24	Owner	Mechanical System	Elevators	Elevator/Lifts	140,000		20,000		20,000		20,000		20,000		20,000		20,000		20,000	
25	Owner	Mechanical System	HVAC	Boilers -- Heat (x3)	580,000										290,000			290,000		
26	Owner	Mechanical System	HVAC	Boilers -- Steam (x2)	258,000					129,000					129,000					
27	Owner	Mechanical System	HVAC	Chillers - Repair/Replace (x2)	395,000					50,000		50,000						295,000		
28	Owner	Mechanical System	HVAC	HVAC Controls/Metasys	61,100		61,100													
29	Owner	Mechanical System	HVAC	HVAC Ductwork	-															
30	Owner	Mechanical System	HVAC	HVAC Towers, Pumps, Humidifiers	225,000			25,000			25,000			25,000				150,000		
31	Owner	Mechanical System	HVAC	Split Unit Air Conditioning	105,000									17,500	17,500	17,500	17,500	17,500	17,500	
32	Owner	Mechanical System	Motors	VFD's (variable frequency drives)	120,000			30,000					40,000					50,000		
33	Owner	Mechanical System	Plumbing	Concession Water Service -- Remote Chiller	-															
34	Owner	Mechanical System	Plumbing	Fire Pump	-															
35	Owner	Mechanical System	Plumbing	Plumbing Systems	150,000				75,000											75,000
36	Owner	Mechanical System	Plumbing	Sewer Systems	65,500			26,200					39,300							



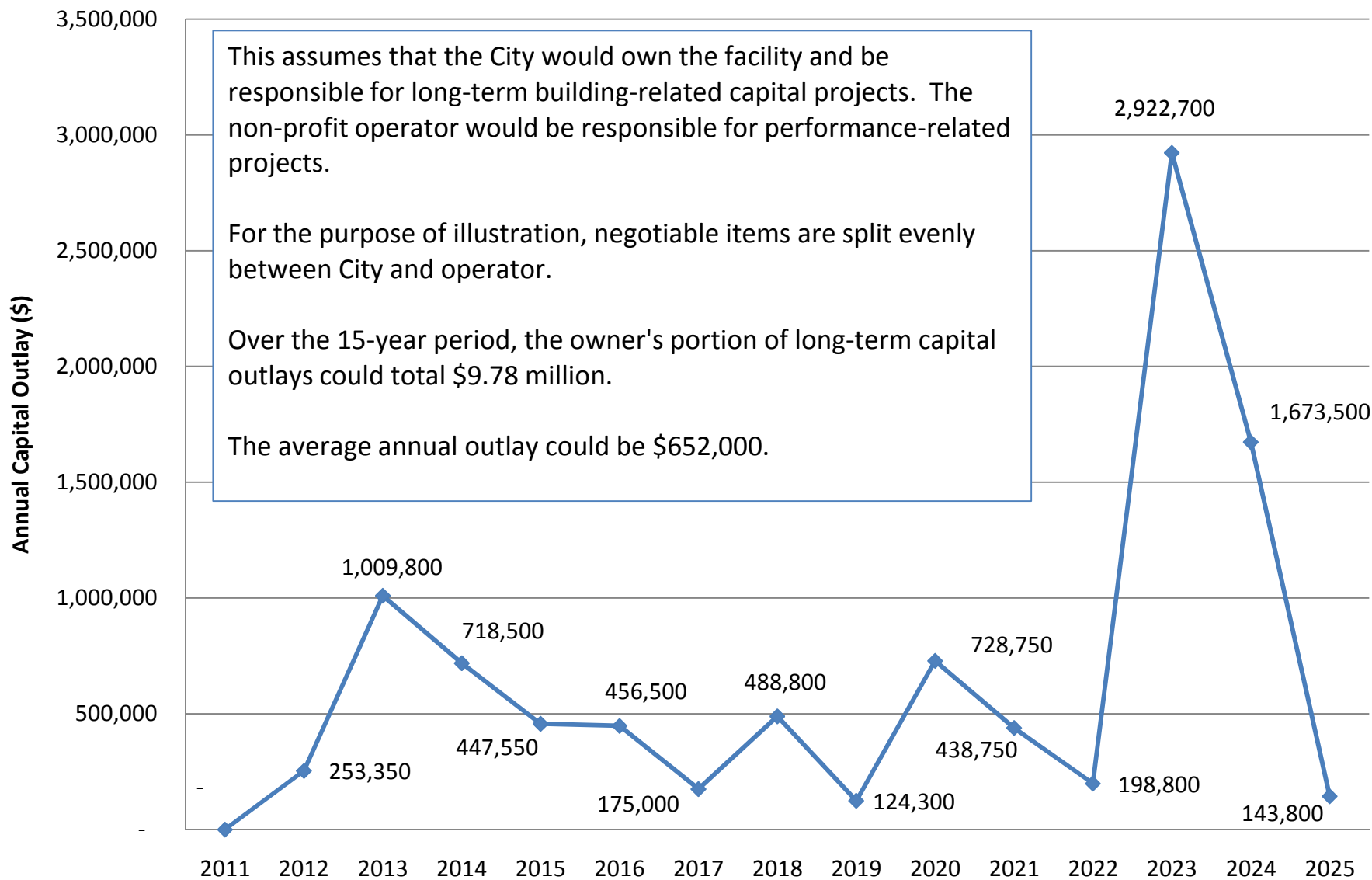
Ref#	Owner? Op?	Category	Subcategory	Building Feature or System	Total through 2025 in																
					2010 dollars	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
37	Owner	Mechanical System	Plumbing	Water Heater	138,600			33,400			26,300			26,300			26,300			26,300	
38	Owner	Mechanical System	Plumbing	Water Softeners	-																
39	Owner	Mechanical System	Security	Security -- Command Center and Camera Replacement	90,000			25,000					40,000							25,000	
40	Owner	Mechanical System	Security	Security -- Fire and Life Safety Systems	-																
41	Negotiable	Furniture, Appliances	Furniture, Appliances	Theater Seats -- Capitol Theater and Playhouse	-																
42	Negotiable	Furniture, Appliances	Furniture, Appliances	Theater Seats -- Overture Hall	405,500											405,500					
43	Negotiable	Interior Structure	Flooring	Carpet	2,334,800			940,400						454,000						940,400	
44	Negotiable	Interior Structure	Flooring	Floors -- All Other	-																
45	Negotiable	Interior Structure	Flooring	Floors -- Travertine Tiles	600,000						200,000									400,000	
46	Negotiable	Lighting	Lighting	Lighting System -- Stair E/Rotunda Stairwell Lighting (neon)	25,000									25,000							
47	Negotiable	Lighting	Lighting	Lighting System -- Architectural Lighting and Lighting Controls	450,000				450,000												
48	Negotiable	Lighting	Lighting	Lighting System -- Rotunda Lighting	175,000				175,000												
49	Negotiable	Service Equipment	Custodial equipment	Battery Packs	30,000					10,000						10,000				10,000	
50	Negotiable	Service Equipment	Custodial equipment	Extractors	22,000										11,000	11,000					
51	Negotiable	Service Equipment	Custodial equipment	Riding Vacuums	67,500		22,500				22,500								22,500		
52	Negotiable	Service Equipment	Custodial equipment	Scrubber, Riding	40,000		20,000												20,000		
53	Negotiable	Service Equipment	Custodial equipment	Scrubber, Walk-behind	18,000				9,000											9,000	
54	Negotiable	Service Equipment	Custodial equipment	Sweeper, Riding	26,000				13,000											13,000	
55	Negotiable	Service Equipment	Custodial equipment	Sweeper, Walk-behind	-																
56	Negotiable	Service Equipment	Custodial equipment	Tool Cat	90,000					45,000										45,000	
57	Negotiable	Service Equipment	Custodial equipment	Tornado Vacuums	24,000		12,000										12,000				
58	Negotiable	Service Equipment	Custodial equipment	Trash, Waste Containers & Carts	50,000				50,000												
59	Negotiable	Service Equipment	Custodial equipment	Vacuums	6,000											6,000					
60	Operator	Furniture, Appliances	Furniture, Appliances	Banquet Chairs	117,000	26,000									91,000						
61	Operator	Furniture, Appliances	Furniture, Appliances	Chairs/Benches/Soft Furniture	10,000				10,000												
62	Operator	Furniture, Appliances	Furniture, Appliances	Coat Racks	10,000			5,000												5,000	
63	Operator	Furniture, Appliances	Furniture, Appliances	Furniture -- Dressing Rooms (replace/upholster)	50,000						25,000									25,000	
64	Operator	Furniture, Appliances	Furniture, Appliances	Kitchen Equipment	125,000			25,000			25,000			25,000			25,000			25,000	
65	Operator	Furniture, Appliances	Furniture, Appliances	Office Furnishings	75,000										75,000						
66	Operator	Furniture, Appliances	Furniture, Appliances	Table Skirting	15,000				15,000												
67	Operator	Furniture, Appliances	Furniture, Appliances	Tables (x400)	200,000		25,000	75,000							25,000	75,000					
68	Operator	Interior Structure	Flooring	Dance Floors	15,000											15,000					
69	Operator	Interior Structure	Flooring	Floors -- Stage (replace)	220,000									75,000		20,000				125,000	
70	Operator	Interior Structure	Walls	Ornamental Metals (misc, throughout bldg)	50,000			25,000												25,000	
71	Operator	Lighting	Lighting	Lighting System -- Theater Upgrades	725,000	75,000		100,000	100,000	100,000				75,000					100,000	100,000	75,000
72	Operator	Mechanical System	Electrical	Phone System Upgrade	80,000	40,000									40,000						

Ref#	Owner? Op?	Category	Subcategory	Building Feature or System	Total through 2025 in 2010 dollars															
					2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
73	Operator	Mechanical System	Electrical	Radio Upgrade	119,000		119,000													
74	Operator	Mechanical System	Electrical	Video Screens / Monitors / Operating System	150,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
75	Operator	Service Equipment	Misc	Vehicle -- Service Van	28,000		28,000													
76	Operator	Service Equipment	Service Equipment	Laundry Equipment	30,000									30,000						
77	Operator	Sound System	Sound System	Sound -- Misc/controls (replacement)	210,000	25,000	17,000		25,000	17,000		25,000	17,000		25,000	17,000		25,000	17,000	
78	Operator	Sound System	Sound System	Sound Refraction Automation Controls	500,000									500,000						
79	Operator	Sound System	Sound System	Sound/Sound Boards -- Theaters	600,000	75,000	150,000	75,000						75,000	150,000	75,000				
80	Operator	Sound System	Sound System	Sound/Speaker (Amp) Systems -- Theaters/Lobby	1,460,000			250,000	90,000	30,000			500,000					250,000	90,000	250,000
81	Operator	Stage Equipment	Stage Equipment	Personnel Lifts (x5)	35,000				10,000					15,000						10,000
82	Operator	Stage Equipment	Stage Equipment	Counterweight System	-															
83	Operator	Stage Equipment	Stage Equipment	Curtain Replacement -- Grand Drapes	150,000															150,000
84	Operator	Stage Equipment	Stage Equipment	Curtain Replacement -- Other	165,000		50,000										20,000	20,000	75,000	
85	Operator	Stage Equipment	Stage Equipment	Lifts - Pit (replace/refurbish)	-															
86	Operator	Stage Equipment	Stage Equipment	Orchestra Shell (refurbish)	-															
87	Operator	Stage Equipment	Stage Equipment	Overhead Rigging Automation Controls	500,000									500,000						
88	Operator	Stage Equipment	Stage Equipment	Pianos	100,000	25,000	25,000	50,000												
89	Operator	Stage Equipment	Stage Equipment	Pipe & Drape	40,000								20,000							20,000
90	Operator	Stage Equipment	Stage Equipment	Rope & Stanchion	25,000		10,000										15,000			
91	Operator	Stage Equipment	Stage Equipment	Staging -- Temporary	50,000									25,000	25,000					
92	Operator	Ticketing System	Ticketing System	Ticketing System	1,500,000	750,000										750,000				

## Operator's Capital Outlays for Possible Long-Term Maintenance of the Overture Center



## Owner's Capital Outlays for Possible Long-Term Maintenance of the Overture Center



## Owner's Annual Debt Service for Possible Long-Term Maintenance of the Overture Center

