Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

► The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

2008

Open to Public Inspection

A For the 2008 calendar year, or tax year beginning 10-01-2008 and ending 09-30-2009

B Check if applicable
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Termination
- ☐ Amended return
- ☐ Application pending

Please use IRS label or print or type. See Specific Instructions.

C Name of organization
John F Kennedy Center for the Performing Arts

Doing Business As

Number and street (or P O box if mail is not delivered to street address) | Room/suite
2700 F Street NW

City or town, state or country, and ZIP + 4
Washington, DC 205660001

D Employer identification number
53-0245017

E Telephone number
(202) 416-8000

G Gross receipts $ 197,440,381

F Name and address of Principal Officer
Michael M Kaiser
2700 F Street NW
Washington, DC 205660001

H(a) Is this a group return for affiliates? ☐ Yes ☑ No

H(b) **Are all affiliates included?** ☐ Yes ☑ No
(If "No," attach a list See instructions)

H(c) Group Exemption Number ►

I Tax-exempt status ☑ 501(c) (3) ◄ (insert no) ☐ 4947(a)(1) or ☐ 527

J **Web site:** ► www kennedy-center org

K Type of organization ☑ Corporation ☐ trust ☐ association ☐ other ►

L Year of Formation 1958 | M State of legal domicile DC

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities
See Additional Data Table

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its assets

3	Number of voting members of the governing body (Part VI, line 1a)	3	57
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	57
5	Total number of employees (Part V, line 2a)	5	2,288
6	Total number of volunteers (estimate if necessary)	6	1,500
7a	Total gross unrelated business revenue from Part VIII, line 12, column (C)	7a	63,816
b	Net unrelated business taxable income from Form 990-T, line 34	7b	43,722

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	103,852,977	95,626,684
	9	Program service revenue (Part VIII, line 2g)	57,208,619	56,716,785
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	6,817,723	-5,540,511
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	10,873,627	9,972,463
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	178,752,946	156,775,421
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	649,141	2,022,010
	14	Benefits paid to or for members (Part IX, column (A), line 4)		0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	67,967,291	72,974,645
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	536,261	495,142
	b	(Total fundraising expenses, Part IX, column (D), line 25 0)		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)	95,434,171	88,443,041
	18	Total expenses—add lines 13–17 (must equal Part IX, line 25, column (A))	164,586,864	163,934,838
	19	Revenue less expenses Subtract line 18 from line 12	14,166,082	-7,159,417

			Beginning of Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	386,675,692	376,580,461
	21	Total liabilities (Part X, line 26)	89,923,651	92,325,551
	22	Net assets or fund balances Subtract line 21 from line 20	296,752,041	284,254,910

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Please Sign Here

► ****** | 2010-08-05
Signature of officer | Date

► Michael M Kaiser President
Type or print name and title

Paid Preparer's Use Only

Preparer's signature ► | Date 2010-08-10 | Check if self-empolyed ► ☐ | Preparer's PTIN (See Gen Inst)

Firm's name (or yours if self-employed), address, and ZIP + 4 ► John F Kennedy Center for the Perf
2700 F Street NW
Washington, DC 20566

EIN ►

Phone no ►

May the IRS discuss this return with the preparer shown above? (See instructions) ☐ Yes ☑ No

Part III Statement of Program Service Accomplishments (See the instructions.)

1 Briefly describe the organization's mission

See Additional Data Table

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . ☐ **Yes** ☑ **No**

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting or make significant changes in how it conducts any program services? . . . . ☐ **Yes** ☑ **No**

If "Yes," describe these changes on Schedule O

4 Describe the exempt purpose achievements for each of the organization's three largest program services by expenses Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses $ 147,516,382 including grants of $ 2,022,010) (Revenue $ 56,746,129)

The John F Kennedy Center for the Performing Arts (Kennedy Center) is the nation's performing arts facility and annually hosts approximately 2,000 performances for audiences totaling nearly 2 million Kennedy Center related touring productions, television and radio broadcasts welcome 20 million more The Kennedy Center presents examples of music, dance and theater, supports artists in the creation of new works, and services the nation as a leader in arts education The Kennedy Center's achievements as a commissioner, producer and nurturer of developing artists has resulted in over 200 theatrical performances, dozens of new ballets, operas and musical works In addition to the above items, the Kennedy Center is also a living memorial to the late President John F Kennedy and receives more than 1 million additional visitors annually from every state and more than 20 countries These visitors can view information about President Kennedy's vision and advocacy for the arts, his life and his presidency

4b (Code) (Expenses $ including grants of $) (Revenue $)

4c (Code) (Expenses $ including grants of $) (Revenue $)

4d Other program services (Describe in Schedule O)

(Expenses $ including grants of $) (Revenue $)

4e Total program service expenses $ 147,516,382 *Must equal Part IX, Line 25, column (B).*

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	Yes	
2	Is the organization required to complete Schedule B, Schedule of Contributors?	2	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		No
4	Section 501(c)(3) organizations Did the organization engage in lobbying activities? *If "Yes," complete Schedule C, Part II*	4		No
5	Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? *If "Yes," complete Schedule C, Part III*	5		No
6	Did the organization maintain any donor advised funds or any accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? *If "Yes," complete Schedule D, Part II*	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		No
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		No
10	Did the organization hold assets in term, permanent,or quasi-endowments? *If "Yes," complete Schedule D, Part V*	10	Yes	
11	Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? *If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable*	11	Yes	
12	Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? *If "Yes," complete Schedule D, Parts XI, XII, and XIII*	12		No
13	Is the organization a school as described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		No
14a	Did the organization maintain an office, employees, or agents outside of the U S ?	14a		No
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, and program service activities outside the U S ? *If "Yes," complete Schedule F, Part I*	14b	Yes	
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or assistance to any organization or entity located outside the United States? *If "Yes," complete Schedule F, Part II*	15		No
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or assistance to individuals located outside the United States? *If "Yes," complete Schedule F, Part III*	16	Yes	
17	Did the organization report more than $15,000 on Part IX, column (A), line 11e? *If "Yes," complete Schedule G, Part I*	17	Yes	
18	Did the organization report more than $15,000 total on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18	Yes	
19	Did the organization report more than $15,000 on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		No
20	Did the organization operate one or more hospitals? *If "Yes," complete Schedule H*	20		No
21	Did the organization report more than $5,000 on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21	Yes	
22	Did the organization report more than $5,000 on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? *If "Yes," complete Schedule J*	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to question 25*	24a	Yes	
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		No
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		No
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		No
25a	Section 501(c)(3) and 501(c)(4) organizations Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		No
b	Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? *If "Yes," complete Schedule L, Part I*	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? *If "Yes," complete Schedule L, Part II*	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? *If "Yes," complete Schedule L, Part III*	27		No

Part IV Checklist of Required Schedules *(Continued)*

			Yes	No
28	During the tax year, did any person who is a current or former officer, director, trustee, or key employee			
a	Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? *If "Yes," complete Schedule L, Part IV*	**28a**		No
b	Have a family member who had a direct or indirect business relationship with the organization? *If "Yes," complete Schedule L, Part IV*	**28b**		No
c	Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? *If "Yes," complete Schedule L, Part IV*	**28c**		No
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	**29**	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	**30**		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	**31**		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	**32**		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations section 301 7701-2 and 301 7701-3? *If "Yes," complete Schedule R, Part I*	**33**		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1*	**34**	Yes	
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	**35**	Yes	
36	501(c)(3) organizations Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	**36**		No
37	Did the organization conduct more than 5 percent of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	**37**		No

Part V Statements Regarding Other IRS Filings and Tax Compliance

					Yes	No
1a	Enter the number reported in Box 3 of Form 1096, *Annual Summary and Transmittal of U.S. Information Returns. Enter -0- if not applicable*	1a	1,093			
b	Enter the number of Forms W-2G included in line 1a *Enter -0-* if not applicable	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	Yes	
2a	Enter the number of employees reported on Form W-3, *Transmittal of Wage and Tax Statements* filed for the calendar year ending with or within the year covered by this return	2a	2,288			
b	If at least one is reported in 2a, did the organization file all required federal employment tax returns? **Note:** *If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return.*			2b	Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year covered by this return?			3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year? *If "No," provide an explanation in Schedule O*			3b	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			4a		No
b	If "Yes," enter the name of the foreign country ______ See the instructions for exceptions and filing requirements for **Form TD F 90-22.1,** *Report of Foreign Bank and Financial Accounts.*					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b		No
c	If "Yes," to 5a or 5b, did the organization file Form 8886-T, *Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction?*			5c		No
6a	Did the organization solicit any contributions that were not tax deductible?			6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b		No
7	*Organizations that may receive deductible contributions under section 170(c).*					
a	Did the organization provide goods or services in exchange for any quid pro quo contribution of $75 or more?			7a	Yes	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b	Yes	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d				
e	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			7f		No
g	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?			7g		No
h	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?			7h		No
8	*Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.* Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?			8		No
9	*Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.*					
a	Did the organization make any taxable distributions under section 4966?			9a		No
b	Did the organization make a distribution to a donor, donor advisor, or related person?			9b		No
10	*Section 501(c)(7) organizations.* Enter					
a	Initiation fees and capital contributions included on Part VIII, line 12	10a				
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b				
11	Section 501(c)(12) organizations Enter					
a	Gross income from members or shareholders	11a				
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b				
12a	*Section 4947(a)(1) non-exempt charitable trusts.* Is the organization filing Form 990 in lieu of Form 1041?			12a		No
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b				

Part VI Governance, Management, and Disclosure *(Sections A, B, and C request information about policies not required by the Internal Revenue Code.)*

Section A. Governing Body and Management

For each "Yes" response to lines 2-7 below, and for a "No" response to lines 8 or 9b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

			Yes	No
1a	Enter the number of voting members of the governing body . . . 1a 57			
b	Enter the number of voting members that are independent . . . 1b 57			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	Yes	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3		No
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?	4		No
5	Did the organization become aware during the year of a material diversion of the organization's assets?	5		No
6	Does the organization have members or stockholders?	6		No
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?	7a		No
b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?	7b		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following			
a	the governing body?	8a	Yes	
b	each committee with authority to act on behalf of the governing body?	8b	Yes	
9a	Does the organization have local chapters, branches, or affiliates?	9a		No
b	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?	9b		No
10	Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990	10	Yes	
11	Is there any officer, director or trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	11		No

Section B. Policies

			Yes	No
12a	Does the organization have a written conflict of interest policy? *If "No", go to line 13*	12a	Yes	
b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done	12c	Yes	
13	Does the organization have a written whistleblower policy?	13	Yes	
14	Does the organization have a written document retention and destruction policy?	14	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision			
a	The organization's CEO, Executive Director, or top management official?	15a	Yes	
b	Other officers or key employees of the organization?	15b	Yes	
	Describe the process in Schedule O			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	Yes	
b	If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable Federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?	16b	Yes	

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed

18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you make these available Check all that apply

☐ own website ☐ another's website ☑ upon request

19 Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public See Additional Data Table

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization

Lynne H Pratt Kennedy Center CFO
JFK Center for the Performing Arts
2700 F Street NW
Washington, DC 205660001
(202) 416-8000

Part VII **Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Section A Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed Use Schedule J-2 if additional space is needed

* List all of the organization's **current** officers, directors, trustees (whether individuals or organizations) and key employees regardless of amount of compensation, and current key employees Enter -0- in columns (D), (E), and (F) if no compensation was paid

* List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations

* List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations

* List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

☐ Check this box if the organization did not compensate any officer, director, trustee or key employee

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply) Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations

Part VII Continued

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply) Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
1b Total . . . . ►								4,132,426		379,840

2 Total number of individuals (including those in 1a) who received more than $100,000 in reportable compensation from the organization ►141

			Yes	No
3	Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	3		No
4	For any individual listed online 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	4	Yes	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? *If "Yes," complete Schedule J for such person*	5		No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization

(A) Name and business address	(B) Description of services	(C) Compensation
The Whiting-Turner Contracting Company 300 East Joppa Road Baltimore, MD 21286	Construction	12,557,499
Securiguard Inc 6858 Old Dominion Drive Mc Lean, VA 22101	Security services	3,706,863
Forrester Construction Company 12231 Parklawn Drive Rockville, MD 20852	Construction	2,786,625
IMI Inc 7845 Airpark Road Suite A Gaithersburg, MD 20879	Construction	2,145,030
Metropolitan Building Services 1200 K Street NW Suite P409 Washington, DC 20005	Janitorial	1,862,120

2 Total number of independent contractors (including those in 1) who received more than $100,000 in compensation from the organization . . . . ►	53

Part VIII **Statement of Revenue**

				(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . 1a	49,507				
	b	Membership dues 1b	2,629,876				
	c	Fundraising events 1c	9,312,109				
	d	Related organizations . . . 1d	1,135,058				
	e	Government grants (contributions) 1e	47,172,817				
	f	All other contributions, gifts, grants, and similar amounts not included above 1f	35,327,317				
	g	Noncash contributions included in lines 1a-1f $ 3,862,263					
	h	**Total (Add lines 1a-1f)** . . . . ▶		95,626,684			
Program Service Revenue			Business Code				
	2a	Programming receipts	711,190	48,995,760	48,995,760		
	b	Theater license fees	711,190	4,543,981	4,543,981		
	c	Ticket handling fees	711,190	3,177,044	3,177,044		
	d						
	e						
	f	All other program service revenue					
	g	**Total. Add lines 2a-2f** . . . . ▶ $ 56,716,785					
Other Revenue	3	Investment income (including dividends, interest other similar amounts) . . . . ▶		1,653,715			1,653,715
	4	Income from investment of tax-exempt bond proceeds . . ▶					
	5	Royalties		73,116			73,116
			(i) Real / (ii) Personal				
	6a	Gross Rents	533,250 /				
	b	Less rental expenses	557,872 /				
	c	Rental income or (loss)	-24,622 /				
	d	Net rental income or (loss) . . . . ▶		-24,622		-4,091	-20,531
			(i) Securities / (ii) Other				
	7a	Gross amount from sales of assets other than inventory	27,804,305 /				
	b	Less cost or other basis and sales expenses	34,998,531 /				
	c	Gain or (loss)	-7,194,226 /				
	d	Net gain or (loss) . . . . ▶		-7,194,226			-7,194,226
	8a	Gross income from fundraising events (not including $ 811,275 of contributions reported on line 1c) See Part IV, line 18 *Attach Schedule G if total exceeds $15,000* . . . . a	9,312,109				
	b	Less direct expenses . . . b	2,851,532				
	c	Net income or (loss) from fundraising events . . ▶		-2,040,257			-2,040,257
	9a	Gross income from gaming activities See part IV, line 19 *Complete Schedule G if total exceeds $15,000* a					
	b	Less direct expenses . . . b					
	c	Net income or (loss) from gaming activities . . . ▶					
	10a	Gross sales of inventory, less returns and allowances . a	2,353,328				
	b	Less cost of goods sold . . b	2,257,025				
	c	Net income or (loss) from sales of inventory . . ▶		96,303	29,344	66,959	
		Miscellaneous Revenue	Business Code				
	11a	Parking receipts	812,930	5,342,185			5,342,185
	b	Affiliate services	900,099	2,958,066			2,958,066
	c	Restaurant license fee	722,210	1,598,302			1,598,302
	d	All other revenue		1,969,370		948	1,968,422
	e	**Total. Add lines 11a-11d** . . . . $ 11,867,923					
	12	**Total Revenue.** Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e . . . . . . ▶		156,775,421	56,746,129	63,816	4,338,792

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns.
All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the U S See Part IV, line 21	456,154	456,154		
2 Grants and other assistance to individuals in the U S See Part IV, line 22	858,748	858,748		
3 Grants and other assistance to governments, organizations and individuals outside the U S See Part IV, lines 15 and 16	707,108	707,108		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	3,389,435	1,596,796	1,299,282	493,357
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	55,099,925	50,160,092		2,273,154
8 Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	4,712,510	4,478,972	143,119	90,419
9 Other employee benefits	5,968,411	5,402,462	294,091	271,858
10 Payroll taxes	3,804,364	3,372,181	241,340	190,843
11 Fees for services (non-employees)				
a Management				
b Legal	162,557	195	162,362	
c Accounting	218,731	48,000	170,731	
d Lobbying				
e Professional fundraising *See Part IV, line 17* . .	495,142			495,142
f Investment management fees	307,079		307,079	
g Other	28,481,043	28,057,169	81,628	342,246
12 Advertising and promotion	3,599,506	3,587,684	11,822	
13 Office expenses	9,195,061	7,296,449	232,737	1,665,875
14 Information technology	800,561	704,761	56,896	38,904
15 Royalties . .	1,608,145	1,608,145		
16 Occupancy	4,959,111	4,950,301	2,120	6,690
17 Travel	8,841,622	7,991,470	22,587	827,565
18 Payments of travel or entertainment expenses for any Federal, state or local public officials				
19 Conferences, conventions and meetings	2,067,931	1,348,494	25,057	694,380
20 Interest	1,065,533		1,065,533	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	18,239,920	18,165,295	44,320	30,305
23 Insurance	738,835	93,299	620,536	25,000
24 Other expenses—Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below)				
a Attraction share of surplus	5,624,492	5,624,492		
b Bad debt expense	1,459,989		1,459,989	
c Miscellaneous	623,434	558,624		64,810
d Building & memorial services	449,491	449,491		
f All other expenses				
25 **Total functional expenses.** Add lines 1 through 24f	163,934,838	147,516,382	8,907,908	7,510,548
26 **Joint Costs.** Check ☐ if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X Balance Sheet

			(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing	7,423,830	1	3,899,341
	2	Savings and temporary cash investments	12,982,190	2	17,464,637
	3	Pledges and grants receivable, net	38,557,178	3	37,303,458
	4	Accounts receivable, net	4,082,799	4	2,282,174
	5	Receivables from current and former officers, directors, trustees, key employees or other related parties *Complete Part II of Schedule L*		5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) *Complete Part II of Schedule L*		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use	526,002	8	470,130
	9	Prepaid expenses and deferred charges	1,568,198	9	1,019,329
	10a	Land, buildings, and equipment cost basis — 10a: 403,655,366			
	b	Less accumulated depreciation *Complete Part VI of Schedule D* — 10b: 204,087,151	208,058,913	10c	199,568,215
	11	Investments—publicly traded securities	381,180	11	259,769
	12	Investments—other securities See Part IV, line 11 *Complete Part VII of Schedule D*	89,796,650	12	85,444,036
	13	Investments—program-related See Part IV, line 11 *Complete Part VIII of Schedule D*		13	
	14	Intangible assets		14	
	15	Other assets See Part IV, line 11 *Complete Part IX of Schedule D*	23,298,752	15	28,869,372
	16	**Total assets.** *Add lines 1 through 15 (must equal line 34)*	386,675,692	16	376,580,461
Liabilities	17	Accounts payable and accrued expenses	13,892,366	17	12,368,804
	18	Grants payable		18	
	19	Deferred revenue	20,340,270	19	17,035,767
	20	Tax-exempt bond liabilities	30,700,000	20	29,935,000
	21	Escrow account liability *Complete Part IV of Schedule D*		21	
	22	Payable to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons *Complete Part II of Schedule L*		22	
	23	Secured mortgages and notes payable to unrelated third parties	1,600,000	23	1,400,000
	24	Unsecured notes and loans payable	14,017,514	24	13,676,642
	25	Other liabilities *Complete Part X of Schedule D*	9,373,501	25	17,909,338
	26	**Total liabilities.** *Add lines 17 through 25*	89,923,651	26	92,325,551
Net Assets or Fund Balances		**Organizations that follow SFAS 117, check here ▶ ☑ and complete lines 27 through 29, and lines 33 and 34.**			
	27	Unrestricted net assets	153,946,688	27	126,645,457
	28	Temporarily restricted net assets	53,846,358	28	66,802,496
	29	Permanently restricted net assets	88,958,995	29	90,806,957
		Organizations that do not follow SFAS 117, check here ▶ ☐ and complete lines 30 through 34.			
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
	33	Total net assets or fund balances	296,752,041	33	284,254,910
	34	Total liabilities and net assets/fund balances	386,675,692	34	376,580,461

Part XI Financial Statements and Reporting

			Yes	No
1	Accounting method used to prepare the Form 990 ☐ cash ☑ accrual ☐ other			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		No
b	Were the organization's financial statements audited by an independent accountant?	2b		No
c	If "Yes" to lines 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c		No
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a	Yes	
b	If "Yes," did the organization undergo the required audit or audits?	3b	Yes	

SCHEDULE A
(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

To be completed by all section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts.
Attach to Form 990 or Form 990-EZ. See separate instructions.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
John F Kennedy Center for the Performing Arts

Employer identification number
53-0245017

Part I Reason for Public Charity Status (to be completed by all organizations) (See Instructions)

The organization is not a private foundation because it is (Please check only **one** organization)

1 ☐ A church, convention of churches, or association of churches described in **Section 170(b)(1)(A)(i).**

2 ☐ A school described in **Section 170(b)(1)(A)(ii).** (Attach Schedule E)

3 ☐ A hospital or a cooperative hospital service organization described in **Section 170(b)(1)(A)(iii).** (Attach Schedule H)

4 ☐ A medical research organization operated in conjunction with a hospital described in **Section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **Section 170(b)(1)(A)(iv).** (Complete Part II)

6 ☐ A federal, state, or local government or governmental unit described in **Section 170(b)(1)(A)(v).**

7 ☑ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **Section 170(b)(1)(A)(vi)** (Complete Part II)

8 ☐ A community trust described in **Section 170(b)(1)(A)(vi)** (Complete Part II)

9 ☐ An organization that normally receives (1) more than 331/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 331/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **Section 509(a)(2).** (Complete Part III)

10 ☐ An organization organized and operated exclusively to test for public safety See **Section 509(a)(4).** (See instructions)

11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **Section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h

a ☐ Type I **b** ☐ Type II **c** ☐ Type III - Functionally Integrated **d** ☐ Type III - Other

e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box ☐

g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

		Yes	No
(i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?	**11g(i)**		
(ii) a family member of a person described in (i) above?	**11g(ii)**		
(iii) a 35% controlled entity of a person described in (i) or (ii) above?	**11g(iii)**		

h Provide the following information about the organizations the organization supports

(i) Name of Supported Organization	**(ii)** EIN	**(iii)** Type of organization (described on lines 1- 9 above or IRC section **(See Instructions)**)	**(iv)** Is the organization in col **(i)** listed in your governing document?		**(v)** Did you notify the organization in col **(i)** of your support?		**(vi)** Is the organization in col **(i)** organized in the U S ?		**(vii)** Amount of support?
			Yes	No	Yes	No	Yes	No	
Total									

Part II **Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**
(Complete only if you checked the box on line 5, 7, or 8 of Part I.)

Public Support

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")	90,680,900	91,070,348	88,778,987	103,852,977	95,626,684	470,009,896
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add line 1-3	90,680,900	91,070,348	88,778,987	103,852,977	95,626,684	470,009,896
5 The portion of total contribution by each person (other than a government unit or publicly supported organization) included on line 1 that exceed 2% of the amount shown on line 11, column (f)						
6 **Public Support** subtract line 5 from line 4						470,009,896

Total Support

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
7 Amounts from line 4	90,680,900	2,957,159	88,778,987	103,852,977	95,626,684	470,009,896
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	2,546,818	2,957,159	3,464,101	3,028,733	2,129,494	14,126,305
9 Net income from unrelated business activities, whether or not the business is regularly carried on		5,675	27,772		63,816	97,263
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)	3,238,181	3,570,237	3,894,868	7,101,010	6,556,351	24,360,647
11 **Total Support** (Add lines 7 through 10)						508,594,111

12 Gross receipts from related activities, etc (See instructions) | 12 | 315,153,428

13 **First Five Years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and **stop here** ▶☐

Computation of Public Support Percentage

14 Public Support Percentage for 2008 (line 6 column (f) divided by line 11 column (f)) | 14 | **92.410 %**

15 Public Support Percentage for 2007 Schedule A, Part IV-A, line 26f | 15 | **89.250 %**

16a **33 1/3% Test - 2008.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☑

b **33 1/3% Test - 2007.** If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

17a **10% Facts and Circumstances Test - 2008.** If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization ▶☐

b **10% Facts and Circumstances Test - 2007.** If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization ▶☐

18 **Private Foundation.** If the organization did not check the box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions ▶☐

Part III **Support Schedule for Organizations Described in IRC 509(a)(2)**
(Complete only if you checked the box on line 9 of Part I.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total** Add lines 1-5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of 1% of the total of lines 9, 10c, 11, and 12 for the year or $5,000						
c Total of lines 7a and 7b						
8 **Public Support** (Substract line 7c from line 6)						470,009,896

Total Support

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after 30 June, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
13 **Total Support** (Add lines 9, 10c, 11 and 12)						

14 **First Five Years** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and **stop here** ▶☐

Computation of Public Support Percentage

15 Public Support Percentage for 2008 (line 8 column (f) divided by line 13 column (f))	15	
16 Public Support Percentage for 2007 Schedule A, Part IV-A, line 27g	16	

Computation of Investment Income Percentage

17 Investment Income Percentage for **2008** (line 10c column (f) divided by line 13 column (f))	17	
18 Investment Income Percentage from **2007** Schedule A, Part IV-A, line 27h	18	

19a **33 1/3% Tests - 2008.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

b **33 1/3% Tests - 2007.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

20 **Private Foundation** If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions ▶☐

Part IV **Supplemental Information.** Complete this part to provide the information required by Part II, line 10; Part II, line 17a or 17b, or Part III, line 12. Provide and any other additional information. (see instructions)

Facts and Circumstances Test

Part II, Line 10 In all years presented in Part II, other income includes (a) income from fundraising events and activities not included in either Line 1 or Line 8(a) of Part VIII, (b) income earned from donor trips, (c) general income from operation of parking garage, (d) income from patron lounges, and (e) general miscellaneous income (e g , refunds) The amount reported in 2008 also includes expense reimbursement for staff and other services provided to an affiliate

Additional Data

Software ID:
Software Version:
EIN: 53-0245017
Name: John F Kennedy Center for the Performing Arts

Form 990, Part VII - Section Aaa

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply): Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
Mr Stephen A Schwarzman , Chairman	50	X		X				0	0	0
Ambassador Jean Kennedy Smith , Secretary	50	X		X				0	0	0
Mr Robert Barnett , Trustee	50	X						0	0	0
Ms Wilma E Bernstein , Trustee	50	X						0	0	0
The Hon Dr James H Billington , Trustee	50	X						0	0	0
Representative Roy Blunt , Trustee	50	X						0	0	0
Representative John Boehner , Trustee	50	X						0	0	0
The Honorable Mary A Bomar , Trustee	50	X						0	0	0
Senator Barbara Boxer , Trustee	50	X						0	0	0
Ambassador Nancy Goodman Brinker , Trustee	50	X						0	0	0
Mr Elliott B Broidy , Trustee	50	X						0	0	0
The Hon Hillary Rodham Clinton , Trustee	50	X						0	0	0
The Hon Dr G Wayne Clough , Trustee	50	X						0	0	0
Senator Thad Cochran , Trustee	50	X						0	0	0
Representative Rosa DeLauro , Trustee	50	X						0	0	0
Ms Elisabeth DeVos , Trustee	50	X						0	0	0
The Honorable Arne Duncan , Trustee	50	X						0	0	0
Mr Edward W Easton , Trustee	50	X						0	0	0
Ms Judith Ann Eisenberg , Trustee	50	X						0	0	0
Mr Emilio Estefan Jr , Trustee	50	X						0	0	0
Senator Dianne Feinstein , Trustee	50	X						0	0	0
The Honorable Adrian Fenty , Trustee	50	X						0	0	0
Mr Donald J Hall Jr , Trustee	50	X						0	0	0
Mr James A Haslam II , Trustee	50	X						0	0	0
Ms Helen Lee Henderson , Trustee	50	X						0	0	0
Ms Joan E Hotchkis , Trustee	50	X						0	0	0
Senator James M Inhofe , Trustee	50	X						0	0	0
Mr Sheldon B Kamis , Trustee	50	X						0	0	0
Representative Patrick J Kennedy , Trustee	50	X						0	0	0
Mr James V Kimsey , Trustee	50	X						0	0	0

Form 990, Part VII - Section Aaa

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply) Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
Ms Nancy G Kinder , Trustee	50	X						0	0	0
Mr Herbert V Kohler Jr , Trustee	50	X						0	0	0
Mr C Michael Kojaian , Trustee	50	X						0	0	0
The Honorable Michael O Leavitt , Trustee	50	X						0	0	0
Mr Carl H Lindner III , Trustee	50	X						0	0	0
Ms Donna G Marriott , Trustee	50	X						0	0	0
Senator Mitch McConnell , Trustee	50	X						0	0	0
Representative John Mica , Trustee	50	X						0	0	0
The Honorable Norman Y Mineta , Trustee	50	X						0	0	0
Ms Marilyn Carlson Nelson , Trustee	50	X						0	0	0
Representative James L Oberstar , Trustee	50	X						0	0	0
Mr Jack L Oliver III , Trustee	50	X						0	0	0
Representative Nancy Pelosi , Trustee	50	X						0	0	0
Mr Robert Frank Pence , Trustee	50	X						0	0	0
Mr Earl A Powell III , Trustee	50	X						0	0	0
Mr William C Powers , Trustee	50	X						0	0	0
The Honorable Deborah Pryce , Trustee	50	X						0	0	0
Senator Harry Reid , Trustee	50	X						0	0	0
Ms Gabrielle B Reynolds , Trustee	50	X						0	0	0
Ms Michelle Rhee , Trustee	50	X						0	0	0
The Honorable Dr Condoleezza Rice , Trustee	50	X						0	0	0
Mr Joseph E Robert Jr , Trustee	50	X						0	0	0
Mr Duane R Roberts , Trustee	50	X						0	0	0
Mr David M Rubenstein , Trustee	50	X						0	0	0
Ms Shirley Ryan , Trustee	50	X						0	0	0
Mr Leonard Sands , Trustee	50	X						0	0	0
The Honorable Kathleen Sebelius , Trustee	50	X						0	0	0
Mr Dean A Spanos , Trustee	50	X						0	0	0
The Honorable Margaret Spellings , Trustee	50	X						0	0	0
Mr Marc Stern , Trustee	50	X						0	0	0

Form 990, Part VII - Section Aaa

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply): Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
Mr Alexander F Treadwill , Trustee	50	X						0	0	0
Mr Stephen A Wynn , Trustee	50	X						0	0	0
Mr Roland Betts , Treasurer	50			X				0	0	0
Ms Adrienne Arsht , Treasurer	50			X				0	0	0
Mr Michael M Kaiser , President	39 50			X				1,103,429	0	27,109
Ms Maria C Kersten , General Counsel	39 98			X				213,045	0	28,484
Ms Judith A Stock , Asst Secretary, VP Institu Affrs	40 00			X				212,818	0	23,715
Ms Lynne H Pratt , Chief Financial Officer, VP Finance	38 72			X				259,861	0	22,598
Mr Darrell M Ayers , VP for Education	39 50				X			161,160	0	17,148
Ms Claudette Donlon , Executive Vice President	40 00				X			378,874	0	22,664
Mr David Kitto , VP for Marketing	39 99				X			249,025	0	27,003
Ms Marie Mattson , VP for Development	40 00				X			303,523	0	27,109
Ms Rita N Shapiro , Exec Director, Nat'l Symphony Orch	39 23				X			223,593	0	17,885
Mr George M Berra , VP for Productions	40 00					X		213,531	0	26,407
Mr Mark M Cohee , Head Electrician	40 00					X		176,047	0	51,238
Ms Nurit BarJosef , Concertmaster, Nat'l Symp Orches	40 00					X		277,706	0	15,380
Mr Alan C Levine , Chief Information Officer	40 00					X		191,173	0	24,006
Mr Charles H Vaughan , Stagehand	53 00					X		168,641	0	49,094

Form 990, Part I, Line 1 - Briefly describe the Organization's mission or most significant activities:

The John F. Kennedy Center for the Performing Arts serves as both a Presidential memorial and the national center for the performing arts. It is specifically directed to: (a) develop and present a broad array of performing arts programs, including theater, music, opera, ballet, dance, educational and public service activities both in Washington, DC, and nationally; (b) develop international arts capacity building initiatives; and (c) deliver arts management education and development programs.

Form 990, Part III, Line 1 - Briefly describe the organization's mission:

The John F. Kennedy Center for the Performing Arts serves as both a Presidential memorial and the national center for the performing arts. It is specifically directed to: (a) develop and present a broad array of performing arts programs, including theater, music, opera, ballet, dance, educational and public service activities both in Washington, DC, and nationally; (b) develop international arts capacity building initiatives; and (c) deliver arts management education and development programs.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Attach to Form 990. To be completed by organizations that answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
John F Kennedy Center for the Performing Arts

Employer identification number
53-0245017

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate Contributions to (during year)		
3	Aggregate Grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☑ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor or other impermissible private benefit? ☐ Yes ☑ No

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)
☐ Preservation of land for public use (e g , recreation or pleasure)
☐ Preservation of an historically importantly land area
☐ Protection of natural habitat
☐ Preservation of certified historic structure
☐ Preservation of open space

2 Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

			Held at the End of the Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 8/17/06	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ▶

4 Number of states where property subject to conservation easement is located ▶

5 Does the organization have a written policy regarding the periodic monitoring, inspection, violations, and enforcement of the conservation easements it holds? ☐ Yes ☑ No

6 Staff or volunteer hours devoted to monitoring, inspecting and enforcing easements during the year ▶

7 Amount of expenses incurred in monitoring, inspecting, and enforcing easements during the year ▶ $

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)? ☐ Yes ☑ No

9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1 ▶ $

(ii) Assets included in Form 990, Part X ▶ $

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a Revenues included in Form 990, Part VIII, line 1 ▶ $

b Assets included in Form 990, Part X ▶ $

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange programs
e ☐ Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☑ No

Part IV Trust, Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☑ No

b If "Yes," explain why in Part XIV and complete the following table

			Amount
c	Beginning balance	1c	
d	Additions during the year	1d	
e	Distributions during the year	1e	
f	Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21? ☐ Yes ☑ No

b If "Yes," explain the arrangement in Part XIV

Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

		(a) Current Year	(b) Prior Year	(c) Two Years Back	(d) Three Years Back	(e) Four Years Back
1a	Beginning of year balance	97,078,371				
b	Contributions	1,459,486				
c	Investment earnings or losses	-650,153				
d	Grants or scholarships					
e	Other expenditures for facilities and programs	-4,808,809				
f	Administrative expenses	-307,079				
g	End of year balance	92,771,816				

2 Provide the estimated percentage of the year end balance held as

a Board designated or quasi-endowment ▶

b Permanent endowment ▶ 100 000 %

c Term endowment ▶

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

			Yes	No
	(i) unrelated organizations	3a(i)	Yes	
	(ii) related organizations	3a(ii)	Yes	
b	If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?	3b		No

4 Describe in Part XIV the intended uses of the organization's endowment funds

Part VI Investments—Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Depreciation	(d) Book value
1a Land		350,000		350,000
b Buildings		387,077,202	189,786,131	197,291,071
c Leasehold improvements				
d Equipment		16,063,754	14,136,610	1,927,144
e Other		164,410	164,410	
Total. Add lines 1a-1e *(Column (d) should equal Form 990, Part X, column (B), line 10(c).)* ▶				199,568,215

Part VII Investments—Other Securities. See Form 990, Part X, line 12.

(a) Description of security or cateory (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Financial derivatives and other financial products		
Closely-held equity interests		
Other Alternative investments		
Other U S equities	28,124,949	F
Other Hedge fund	19,452,107	F
Other U S gov't/other bond funds	13,037,581	F
Other Non-U S equities	9,180,000	F
Other Real asset funds	7,942,391	F
Other Credit fund	7,707,008	F
Total. *(Column (b) should equal Form 990, Part X, col (B) line 12)* ▶	85,444,036	

Part VIII Investments—Program Related. See Form 990, Part X, line 13.

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Total. *(Column (b) should equal Form 990, Part X, col (B) line 13)* ▶		

Part IX Other Assets. See Form 990, Part X, line 15.

(a) Description	(b) Book value
Federal gov't appropriations held by U S Treasury	
a) Capital repair and restoration	24,425,294
b) Operations and maintenance	3,876,623
Bond issuance costs	332,196
Cash surrender value of life insurance policy	176,387
Unliquidated stock gifts	57,287
Miscellaneous	1,585
Total. *(Column (b) should equal Form 990, Part X, col.(B) line 15.)* . . . . ▶	28,869,372

Part X Other Liabilities. See Form 990, Part X, line 25.

(a) Description of Liability	(b) Amount
Federal Income Taxes	
Accrued pension cost	7,443,706
Interest rate swap liability	7,407,675
Split interest annuity liab	2,691,569
Deferred rent	188,297
Show per diem and travel liab	104,806
Parking coupon liability	70,436
Miscellaneous	2,849
Total. *(Column (b) should equal Form 990, Part X, col (B) line 25)* ▶	17,909,338

In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48

Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	156,775,421
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	163,934,838
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	-7,159,417
4	Net unrealized gains (losses) on investments	4	4,984,663
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	3,925,461
9	Total adjustments (net) Add lines 4 - 8	9	8,910,124
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	1,750,707

Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements			1	164,061,419
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12				
a	Net unrealized gains on investments	2a	4,984,663		
b	Donated services and use of facilities	2b	31,297		
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIV)	2d	257,999		
e	Add lines **2a** through **2d**			2e	5,273,959
3	Subtract line **2e** from line **1**			3	158,787,460
4	Amounts included on Form 990, Part VIII, line 12, but not on line **1**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIV)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total Revenue Add lines **3** and **4c.** (This should equal Form 990, Part I, line 12)			5	158,787,460

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements			1	177,276,126
2	Amounts included on line 1 but not on Form 990, Part IX, line 25				
a	Donated services and use of facilities	2a	31,297		
b	Prior year adjustments	2b			
c	Losses reported on Form 990, Part IX, line 25	2c			
d	Other (Describe in Part XIV)	2d	9,045,644		
e	Add lines **2a** through **2d**			2e	9,076,941
3	Subtract line **2e** from line **1**			3	168,199,185
4	Amounts included on Form 990, Part IX, line 25, but not on line **1:**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	307,079		
b	Other (Describe in Part XIV)	4b	2,543,066		
c	Add lines **4a** and **4b**			4c	2,850,145
5	Total expenses Add lines **3** and **4c.** (This should equal Form 990, Part I, line 18)			5	171,049,330

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part XIV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b

Identifier	Return Reference	Explanation
		Part V, Line 4 Over 180 donors have contributed to the John F Kennedy Center for the Performing Arts' (Kennedy Center) endowment The Kennedy Center's endowment supports a variety of donor-restricted purposes, including but not limited to, (i) the Kennedy Center's general mission and operations, (ii) the Kennedy Center's education programs, (iii) the presentation of Chamber music, (iv) the presentation of programming on the Kennedy Center's Millennium Stages, and (v) the artistic direction of the National Symphony Orchestra The endowment balance also includes charitable gift annuity funds that will ultimately be used to establish additional permanent endowments Part X, Uncertain Tax Positions FASB Interpretation No 48, Accounting for Uncertainty in Income Taxes (incorporated into the Income Taxes Topic of the FASB Accounting Standards Codification), defines the confidence level that a tax position must meet before it can be recognized in the financial statements and it requires the effects of a position be recognized only if it is "more-likely-than-not" to be sustained based solely on its technical merits as of the reporting date The more-likely-than-not threshold represents a positive assertion by management that the John F Kennedy Center for the Performing Arts is entitled to the economic benefits of a tax position If a tax position is not considered more-likely-than-not to be sustained based solely on its technical merits, no benefits of the position are to be recognized Moreover, the more-likely-than-not threshold must continue to be met in each reporting period to support continued recognition of a benefit As of September 27, 2009, there are no uncertain tax positions for which a liability should be recorded

SCHEDULE F
(Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Attach to Form 990. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
John F Kennedy Center for the Performing Arts

Employer identification number
53-0245017

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

1 **For grantmakers.** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance . . . . ☑ Yes ☐ No

2 **For grantmakers.** Describe in Part IV the organization's procedures for monitoring the use of grant funds outside the United States

3 Activites per Region (Use Schedule F-1 (Form 990) if additional space is needed)

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures in region
See Add'l Data					
Totals . . . . . ▶					

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than $5,000. Check this box if no one recipient received more than $5,000 . . . . ▶ ☐
Use Schedule F-1 if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)

2 Enter total number of organizations that are recognized as charities by the foreign country or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . ▶ ______

3 Enter total number of other organizations or entities . . . . ▶

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 16. Use Schedule F-1 (Form 990) if additional space is needed.

(a) Type of grant or assistance	**(b)** Region	**(c)** Number of recipients	**(d)** Amount of cash grant	**(e)** Manner of cash disbursement	**(f)** Amount of non-cash assistance	**(g)** Description of non-cash assistance	**(h)** Method of valuation (book, FMV, appraisal, other)
See Add'l Data							

Part IV **Supplemental Information**

Complete this part to provide the information required in Part I, line 2, and any other additional information.

Identifier	ReturnReference	Explanation
		The John F Kennedy Center for the Performing Arts (Kennedy Center) monitors foreign grant programs primarily through direct supervision of program participants (e g , fellowships, internships) Certain Kennedy Center foreign grants represent awards to winners of artistic competitions In these instances, the Kennedy Center awards funds to the recipient based upon a completed artistic deliverable that has been evaluated by a panel

Additional Data

Return to Form

Software ID: 08000124
Software Version: 2008
EIN: 53-0245017
Name: John F Kennedy Center for the Performing Arts

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures in region
Central America and the Caribbean			Grants and other assistance		33,488
East Asia and the Pacific			Grants and other assistance		173,287
East Asia and the Pacific			Program service	Symphony tour	300,386
East Asia and the Pacific			Program service	Set construction	131,190
Europe			Grants and other assistance		120,696
Europe			Program service	For int'l festival in U S	188,850
Europe			Program service	Symphony tour	213,136
Europe			Program service	Misc int'l progrm activities	16,892
Europe			Program service	Arts mgmt program	12,140
Europe			Program service	Film licensing	300
Europe			Program service	Artist competition advert	1,032
Europe			Management & general		2,499
Europe			Fundraising		308,219
Middle East and North Africa			Grants and other assistance		176,544
Middle East and North Africa			Program service	Arts mgmt program	4,470
Middle East and North Africa			Program service	For int'l festival in U S	76,521
Middle East and North Africa			Program service	Cultural fellows prog	465
Middle East and North Africa			Program service	Misc education activities	483
Middle East and North Africa			Program service	Misc int'l progrm activities	657
North America			Grants and other assistance		37,504
North America			Program service	Arts mgmt program	1,591
North America			Program service	Symphony tour	283,770
North America			Program service	Misc dance program activities	74
North America			Program service	Misc education activities	634
North America			Fundraising		950
North America			Management & general		40
Russia and Newly Independent States			Grants and other assistance		13,278
South America			Grants and other assistance		49,320
South America			Program service	Misc int'l progrm activities	2,772
South Asia			Grants and other assistance		22,088
South Asia			Program service	For int'l festival in U S	21,452
Sub-Saharan Africa			Program service	Misc education activities	204
Sub-Saharan Africa			Grants and other assistance		80,903

Form 990 Schedule F Part II - Grants and Other Assistance to Organizations or Entities Outside The United States

(a) Name of organization	(b) IRS code section and EIN(if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)

Form 990 Schedule F Part III - Grants and Other Assistance to Individuals Outside The United States

(a) Type of grant or assistance	(b) Region	(c)Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
U S Department of State Cultural Visitors Program	Middle East and North Africa	13	96,752	Check/Wire			
U S Department of State Cultural Visitors Program	East Asia and the Pacific	13	89,896	Check/Wire			
Kennedy Center Fellowship Program	Europe	4	65,063	Check/Wire			
Kennedy Center Summer International Fellowship Program	Europe	9	51,194	Check/Wire			
Kennedy Center Summer International Fellowship Program	Sub Saharan Africa	6	36,124	Check/Wire			
Kennedy Center Summer International Fellowship Program	Middle East and North Africa	6	35,655	Check/Wire			
U S Department of State Cultural Visitors Program	Sub Saharan Africa	5	35,206	Check/Wire			
Kennedy Center Fellowship Program	North America	3	33,643	Check/Wire			
U S Department of State Cultural Visitors Program	South America	5	32,154	Check/Wire			
U S Department of State Fellows Mentoring Program	East Asia and the Pacific	3	30,859	Check/Wire			
U S Department of State Cultural Visitors Program	Central America and the Caribbean	4	23,118	Check/Wire			
Kennedy Center Fellowship Program	East Asia and the Pacific	2	23,014	Check/Wire			
U S Department of State Fellows Mentoring Program	Middle East and North Africa	2	22,902	Check/Wire			
U S Department of State Cultural Visitors Program	South Asia	3	21,188	Check/Wire			
Kennedy Center Summer International Fellowship Program	East Asia and the Pacific	3	20,496	Check/Wire			
Kennedy Center Fellowship Program	Middle East and North Africa	1	18,000	Check/Wire			
U S Department of State Fellows Mentoring Program	Central America and the Caribbean	1	10,370	Check/Wire			
U S Department of State Fellows Mentoring Program	South America	1	9,773	Check/Wire			
U S Department of State Fellows Mentoring Program	Sub-Saharan Africa	1	9,573	Check/Wire			
Kennedy Center Summer International Fellowship Program	Russia and the Newly Independent States	1	7,335	Check/Wire			
Kennedy Center Summer International Fellowship Program	South America	1	5,881	Check/Wire			
U S Department of State Cultural Visitors Program	Russia and the Newly Independent States	1	4,431	Check/Wire			
Kennedy Center Internship Program	East Asia	1	4,275	Check/Wire			
Kennedy Center Summer International Fellowship Program	North America	1	3,861	Check/Wire			
Jazz Ahead	East Asia and the Pacific	1	2,442	Check/Wire			
Jazz Ahead	Middle East and North Africa	1	2,442	Check/Wire			
National Symphony Orchestra Summer Music Institute	East Asia and the Pacific	1	1,512	Check/Wire			
National Symphony Orchestra Summer Music Institute	Russia and the Newly Independent States	1	1,512	Check/Wire			
National Symphony Orchestra Summer Music Institute	South America	1	1,512	Check/Wire			
National American College Theater Festival Awards	Europe	1	1,500	Check/Wire			
O'Neill Theater Center Residencies	Europe	1	1,310	Check/Wire			
Kennedy Center Internship Program	Europe	1	1,125	Check/Wire			
Kennedy Center Internship Program	South Asia	1	900	Check/Wire			
Mary Lou Williams Women in Jazz Competition	East Asia and the Pacific	1	793	Check/Wire			
Mary Lou Williams Women in Jazz Competition	Middle East and North Africa	1	793	Check/Wire			
National American College Theater Festival Residencies	Europe	1	504	Check/Wire			

SCHEDULE G (Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

▶ Attach to Form 990 or Form 990-EZ. Must be completed by organizations that answer "Yes" to Form 990, Part IV, lines 17, 18, or 19, and by organizations that enter more than $15,000 on Form 990-EZ, line 6a.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
John F Kennedy Center for the Performing Arts

Employer identification number
53-0245017

Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.

1 Indicate whether the organization raised funds through any of the following activities Check all that apply

- **a** ☑ Mail solicitations
- **b** ☑ Email solicitations
- **c** ☑ Phone solicitations
- **d** ☐ In-person solicitations
- **e** ☑ Solicitation of non-government grants
- **f** ☑ Solicitation of government grants
- **g** ☑ Special fundraising events

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising activities? ☑ **Yes** ☐ **No**

b If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization Form 990-EZ filers are not required to complete this table

(i) Name of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions? Yes	No	(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
Avalon Consulting Group Inc	Advice on membership program solicitations		No		144,036	-144,036
Direct Advantage Marketing	Telefundraising services		No	405,876	330,111	75,765
Donor Services Group	Telefundraising services		No	14,470	20,995	-6,525
Total ▶						

3 List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing

Part II **Fundraising Events.** Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than $15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than $5,000.

		(a) Event #1 Hnrs. Gala (event type)	(b) Event #2 Ann. Gala (event type)	(c) Other Events 3 (total number)	(d) Total Events (Add col (a) through col (c))
Revenue	1 Gross receipts	5,257,870	2,166,025	2,699,489	
	2 Less Charitable contributions	4,780,215	2,093,665	2,438,229	
	3 Gross revenue (line 1 minus line 2)				
Direct Expenses	4 Cash Prizes				
	5 Non-cash Prizes				
	6 Rent/Facility costs				
	7 Other direct expenses	1,249,675	640,676	961,181	
	8 Direct expense summary Add lines 4 through 7 in column (d) ▶				2,851,532
	9 Net income summary Combine lines 3 and 8 in column (d) ▶				-2,040,257

Part III **Gaming.** Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (Add col (a) through col (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Non-cash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ Yes ____ % ☑ No	☐ Yes ____ % ☑ No	☐ Yes ____ % ☑ No	
	7 Direct expense summary Add lines 2 through 5 in column (d) ▶				
	8 Net gaming income summary Combine lines 1 and 7 in column (d) ▶				

			Yes	No
9	Enter the state(s) in which the organization operates gaming activities ____________			
a	Is the organization licensed to operate gaming activities in each of these states?	9a		No
b	If "No," Explain			
10a	Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year?	10a		No
b	If "Yes," Explain			
11	Does the organization operate gaming activities with nonmembers?	11		No
12	Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?	12		No

				Yes	No
13	Indicate the percentage of gaming activity operated in				
a	The organization's facility	**13a**			
b	An outside facility	**13b**			
14	Provide the name and address of the person who prepares the organization's gaming/special events books and records Name ▶ Address ▶				
15a	Does the organization have a contract with a third party from whom the organization receives gaming revenue?		**15a**		No
b	If "Yes," enter the amount of gaming revenue received by the organization ▶ $ ____________ and the amount of gaming revenue retained by the third party ▶ $ ____________				
c	If "Yes," enter name and address Name ▶ Address ▶				
16	Gaming manager information Name ▶ Gaming manager compensation ▶ $ ____________ Description of services provided ▶ ☐ Director/officer ☐ Employee ☐ Independent contractor				
17	Mandatory distributions				
a	Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?		**17a**		No
b	Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ $				

Schedule I (Form 990)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments and Individuals in the U.S.

Complete if the organization answered "Yes," on Form 990, Part IV, lines 21 or 22. Attach to Form 990.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
John F Kennedy Center for the Performing Arts

Employer identification number
53-0245017

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . ☑ Yes ☐ No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Governments and Organizations in the United States.

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 for any recipient that received more than $5,000. Check this box if no one recipient received more than $5,000. Use Part IV and Schedule I-1 if additional space is needed . . . ▶ ☐

1(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
See Additional Data Table							

2 Enter total number of section 501(c)(3) and government organizations . . . ▶ 35

3 Enter total number of other organizations . . . ▶ 7

Part III **Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Use Schedule I-1 (Form 990) if additional space is needed.

(a) Type of grant or assistance	**(b)** Number of recipients	**(c)** Amount of cash grant	**(d)** Amount of non-cash assistance	**(e)** Method of valuation (book, FMV, appraisal, other)	**(f)** Description of non-cash assistance
See Additional Data Table					

Part IV **Supplemental Information.** Complete this part to provide the information required in Part I, line 2, and any other additional information.

See Additional Data Table

Identifier	**Return Reference**	**Explanation**
		The John F Kennedy Center for the Performing Arts (Kennedy Center) monitors grant programs through (a) grant agreements (e g , stipulate that the grantee must be a 501(c)(3) or have legal status under a 501(c)(3) umbrella, must comply with OMB Circular A-133), (b) direct supervision over program participants (e g , fellowships, internships), (c) periodic telephonic and email contact with the grantee regarding the progress of the program (e g , on-site, meetings, group meetings, etc), and, (d) deliverables provided by grantees (e g , financial statements, program reports, evaluations) to the Kennedy Center Certain Kennedy Center grants represent awards to winners of artistic competitions In these instances, the Kennedy Center awards funds to the recipient based upon a completed artistic deliverable that has been evaluated by a panel

Additional Data

Return to Form

Software ID: 08000124
Software Version: 2008
EIN: 53-0245017
Name: John F Kennedy Center for the Performing Arts

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
AEMS Arts Education in Maryland School Alliance Inc 175 West Ostend St Ste A-3 Baltimore, MD 21230	52-2056349	501(c)(3)	25,000				Arts education prog for youth and adults, and prof develop for teachers
Alabama Alliance For Arts Education Inc410 North Hull St Montgomery, AL 36104	63-0959608	501(c)(3)	22,500				Arts education prog for youth and adults, and prof develop for teachers
Alaska Arts Education Consortium Inc2124 Second St Douglas, AK 99824	83-0389647	501(c)(3)	7,423				Arts education prog for youth and adults, and prof develop for teachers
Alberta Bair Theater CorpPO BOX 1556 Billings, MT 59103	81-0406157	501(c)(3)	3,750				Arts education prog for youth and adults, and prof develop for teachers
Antonia Pantoja Charter School4101 N American St Philadelphia, PA 19140	41-2249712	501(c)(3)	1,000	3,480			Media equipment and general support for ongoing arts education
Arizona State University Public EventsPO BOX 870205 Tempe, AZ 852870205	86-0196696	115	14,250				Arts education prog for youth and adults, and prof develop for teachers
Artists Bloc1333 H St NE Washington, DC 20002	26-1757605	501(c)(3)	2,000				Support for artistic programming
Arts and Technology Academy Public Charter School5300 Blaine Street NE Washington, DC 20019	52-2087456	501(c)(3)	1,000	3,480			Media equipment and general support for ongoing arts education
ArtServe Michigan Inc1 Clover Court Wixom, MI 48393	38-2537585	501(c)(3)	10,165				Arts education prog for youth and adults, and prof develop for teachers
Baldwin County Public Schools2600 N Hand Ave Bay Minette, AL 36507	63-6000750	115	1,000	3,480			Media equipment and general support for ongoing arts education

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Beaufort County School DistrictPO BOX 309 Beaufort, SC 299010309	57-6000310	115	1,000	3,480			Media equipment and general support for ongoing arts education
Berkley School District 14700 W Lincoln Oak Park, MI 48237	38-6003087	115	1,000	3,480			Media equipment and general support for ongoing arts education
California Alliance for Arts Education495 East Colorado Blvd Pasadena, CA 91101	94-2733935	501(c)(3)	6,250				Arts education prog for youth and adults, and prof develop for teachers
Catholic University of AmericaLeahy Hall LL40 Cardinal Station Washington, DC 20064	53-0196583	501(c)(3)	1,500				General use in support of playwriting program
City of Sarasota777 North Tamiami Trail Sarasota, FL 34236	59-6000426	115	14,250				Arts education prog for youth and adults, and prof develop for teachers
Fort Worth Independent School District100 North University Fort Worth, TX 76107	75-6001613	501(a)	1,000	3,480			Media equipment and general support for ongoing arts education
Greenville Arts Council 323 South Main St Greenville, MS 38701	64-0679005	501(c)(3)	9,854				Arts education prog for youth and adults, and prof develop for teachers
Hamilton County Department of Education Normal Park Museum Magnet School1009 Mississippi Ave Chattanooga, TN 37405	62-6000638	115	1,000	3,480			Media equipment and general support for ongoing arts education
Hawaii Alliance for Arts in EducationPO BOX 3948 Honolulu, HI 968123948	99-0211535	501(c)(3)	22,500				Arts education prog for youth and adults, and prof develop for teachers
Kentucky Assembly of Local Arts Agencies715 West Maine St Louisville, KY 40202	61-1261158	501(c)(3)	8,651				Arts education prog for youth and adults, and prof develop for teachers

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Maine Alliance for Arts Education5 Clamshell Alley Lamoine, ME 04605	22-2710493	501(c)(3)	22,500				Arts education prog for youth and adults, and prof develop for teachers
Maui Arts Cultural Center 1 Cameron Way Kahului, HI 967336838	99-0222998	501(c)(3)	3,750				Arts education prog for youth and adults, and prof develop for teachers
Mimbres Region Arts Council IncPO BOX 1830 Silver City, NM 88062	85-0292556	501(c)(3)	8,931				Arts education prog for youth and adults, and prof develop for teachers
Mississippi Alliance for Arts Education1058 Windmill Dr Meridian, MS 39305	64-0812905	501(c)(3)	22,500				Arts education prog for youth and adults, and prof develop for teachers
Missouri Alliance for Arts Education3825 Federer Pl St Louis, MO 63116	43-1804292	501(c)(3)	10,338				Arts education prog for youth and adults, and prof develop for teachers
Montana Alliance for Arts EducationPO BOX 7225 Missoula, MT 59807	81-0414578	501(c)(3)	4,100				Arts education prog for youth and adults, and prof develop for teachers
National Arts and Learning Collaborative Inc12 Highland St Natick, MA 01760	31-1722585	501(c)(3)	2,500				Arts education prog for youth and adults, and prof develop for teachers
Nebraskans for the Arts Inc Nebraska Arts CouncilPO BOX 8517 Omaha, NE 68108	36-3354187	501(c)(3)	6,250				Arts education prog for youth and adults, and prof develop for teachers
New York State Alliance for Arts Education IncPO BOX 2217 Albany, NY 122200217	14-1638949	501(c)(3)	18,750				Arts education prog for youth and adults, and prof develop for teachers
Ohio Alliance for Arts Education77 S High St 2nd Floor Columbus, OH 43215	31-1017260	501(c)(3)	25,000				Arts education prog for youth and adults, and prof develop for teachers

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Opera House ArtsPO BOX 56 Stonington, ME 04681	01-0526734	501(c)(3)	11,250				Arts education prog for youth and adults, and prof develop for teachers
Ordway Center for the Performing Arts345 Washington St St Paul, MN 55102	41-1428998	501(c)(3)	14,250				Arts education prog for youth and adults, and prof develop for teachers
Rhode Island Alliance for Arts in EducationPO BOX 41478 Providence, RI 02940	05-0369930	501(c)(3)	18,625				Arts education prog for youth and adults, and prof develop for teachers
South Carolina Alliance for Arts Education Division of Fine Arts Lander University Greenwood, SC 29649	57-0853470	501(c)(3)	18,750				Arts education prog for youth and adults, and prof develop for teachers
St Lucie County Public School District Samuel S Gaines Academy K-84204 Okeechobee Rd Fort Pierce, FL 349475414	59-6000832	115	1,000	3,480			Media equipment and general support for ongoing arts education
Tennessee Alliance for Arts Education406 Frazier Ave Chattanooga, TN 37405	62-1400346	501(c)(3)	5,000				Arts education prog for youth and adults, and prof develop for teachers
The Broadway Center for the Performing Arts901 Broadway Tacoma, WA 98402	91-1106878	501(c)(3)	8,650				Arts education prog for youth and adults, and prof develop for teachers
The Peace Center Foundation The Peace Center for the Performing Arts101 West Broad St Greenville, SC 29601	57-0811297	501(c)(3)	11,657				Arts education prog for youth and adults, and prof develop for teachers
Thomas Jefferson Independent Day School 3401 Newman Rd Joplin, MO 64801	43-1626282	501(c)(3)	1,000	3,480			Media equipment and general support for ongoing arts education
United Arts Council of Raleigh and Wake County Inc110 S Blount St Raleigh, NC 27601	56-0770175	501(c)(3)	15,000				Arts education prog for youth and adults, and prof develop for teachers

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	**(b)** EIN	**(c)** IRC Code section if applicable	**(d)** Amount of cash grant	**(e)** Amount of non-cash assistance	**(f)** Method of valuation (book, FMV, appraisal, other)	**(g)** Description of non-cash assistance	**(h)** Purpose of grant or assistance
Walton Arts Center Council IncPO BOX 3547 Fayetteville, AR 72702	71-0647212	501(c)(3)	15,000				Arts education prog for youth and adults, and prof develop for teachers
Washington Alliance for Arts EducationSeattle Center 158 Thomas St Ste 16 Seattle, WA 98109	91-1189441	501(c)(3)	24,940				Arts education prog for youth and adults, and prof develop for teachers

Form 990, Schedule I, Part III, Grants and Other Assistance to Individuals in the United States

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
Kennedy Center Internship Program	68	173,032			
National American College Theater Festival Residencies	132	117,969			
NSO Summer Music Institute	53	110,777			
Kenan Internship Program	14	103,798			
Kennedy Center Fellowship Program	10	101,213			
Jazz Ahead	27	71,691			
National American College Theater Festival Awards	29	50,150			
Accessibility Interns	9	22,145			
O'Neill Theater Center Residencies	15	21,799			
HSC Internship Program	6	20,261			
MFA Playwrights' Workshop	13	18,692			
Faculty Fellowships	7	12,166			
Shakespeare Theatre Company Fellowship	2	8,360			
Sundance Theatre Lab Residencies	3	7,200			
Exploring Ballet with Suzanne Farrell	8	5,900			
The Orchard Project Fellowship	1	4,859			
Dell'Arte International School of Physical Theatre Residency	1	2,565			
Margolis Brown Residency	1	1,768			
Mary Lou Williams Women in Jazz Competition	2	1,510			
Kennedy Center American College Theater Festival Summer Intensives	3	1,144			
WORDbridge Fellowship	1	1,000			
Williamstown Theatre Festival Fellowship	1	750			

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Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
▶ Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, line 23.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
John F Kennedy Center for the Performing Arts

Employer identification number
53-0245017

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropiate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items ☑ First class or charter travel ☐ Housing allowance or residence for personal use ☐ Travel for companions ☐ Payments for business use of personal residence ☐ Tax idemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (e g , maid, chauffeur, chef)			
b	If line 1a is checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	**1b**	Yes	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	**2**	Yes	
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply ☑ Compensation committee ☑ Written employment contract ☐ Independent compensation consultant ☐ Compensation survey or study ☑ Form 990 of other organizations ☑ Approval by the board or compensation committee			
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a			
a	Receive a severance payment or change of control payment?	**4a**		No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	**4b**		No
c	Participate in, or receive payment from, an equity-based compensation arrangement?	**4c**		No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III			
	501(c)(3) and 501(c)(4) organizations only must complete lines 5-8.			
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of			
a	The organization?	**5a**		No
b	Any related organization?	**5b**		No
	If "Yes," to line 5a or 5b, describe in Part III			
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of			
a	The organization?	**6a**		No
b	Any related organization?	**6b**		No
	If "Yes," to line 6a or 6b, describe in Part III			
7	For persons listed in form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	**7**		No
8	Were any amounts reported in Form 990, Part VII, paid or accured pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III	**8**		No

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations described in the instructions on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

Note. The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Mr Michael M Kaiser	(i)	948,368	150,000	5,061	16,100	11,009	1,130,538	
	(ii)							
Ms Maria C Kersten	(i)	212,586		459	15,117	13,367	241,529	
	(ii)							
Ms Judith A Stock	(i)	211,503		1,315	15,096	8,619	236,533	
	(ii)							
Ms Lynne H Pratt	(i)	259,473		388	16,100	6,498	282,459	
	(ii)							
Mr Darrell M Ayers	(i)	160,852		308	11,305	5,843	178,308	
	(ii)							
Ms Claudette Donlon	(i)	378,184		690	16,100	6,564	401,538	
	(ii)							
Mr David Kitto	(i)	244,715		4,310	16,100	10,903	276,028	
	(ii)							
Ms Marie Mattson	(i)	302,233		1,290	16,100	11,009	330,632	
	(ii)							
Ms Rita N Shapiro	(i)	222,107		1,486	15,888	1,997	241,478	
	(ii)							
Mr George M Berra	(i)	212,184		1,347	15,356	11,051	239,938	
	(ii)							
Mr Mark M Cohee	(i)	176,047			30,036	21,202	227,285	
	(ii)							
Ms Nurit BarJosef	(i)	277,682		24	8,739	6,641	293,086	
	(ii)							
Mr Alan C Levine	(i)	187,235		3,938	13,240	10,766	215,179	
	(ii)							
Mr Charles H Vaughan	(i)	168,641			28,779	20,315	217,735	
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8 Also complete this part for any additional information

Identifier	Return Reference	Explanation
		Part I, Line 1(a) The President of the John F Kennedy Center for the Performing Arts was permitted to travel first class under the organization's travel policy No portion of this benefit was treated as taxable compensation Additionally, the National Symphony Orchestra Executive Director and Concertmaster were permitted to fly on a chartered flight, along with the rest of the National Symphony Orchestra musicians, for the international Asia Tour No portion of this benefit was treated as taxable compensation for either the Executive Director or Concertmaster

Additional Data

Return to Form

Software ID: 08000124
Software Version: 2008
EIN: 53-0245017
Name: John F Kennedy Center for the Performing Arts

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name		(B)(i) Base Compensation	(B)(ii) Bonus & incentive compensation	(B)(iii) Other compensation	(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
Mr Michael M Kaiser	(i) (ii)	948,368	150,000	5,061	16,100	11,009	1,130,538	
Ms Maria C Kersten	(i) (ii)	212,586		459	15,117	13,367	241,529	
Ms Judith A Stock	(i) (ii)	211,503		1,315	15,096	8,619	236,533	
Ms Lynne H Pratt	(i) (ii)	259,473		388	16,100	6,498	282,459	
Mr Darrell M Ayers	(i) (ii)	160,852		308	11,305	5,843	178,308	
Ms Claudette Donlon	(i) (ii)	378,184		690	16,100	6,564	401,538	
Mr David Kitto	(i) (ii)	244,715		4,310	16,100	10,903	276,028	
Ms Marie Mattson	(i) (ii)	302,233		1,290	16,100	11,009	330,632	
Ms Rita N Shapiro	(i) (ii)	222,107		1,486	15,888	1,997	241,478	
Mr George M Berra	(i) (ii)	212,184		1,347	15,356	11,051	239,938	
Mr Mark M Cohee	(i) (ii)	176,047			30,036	21,202	227,285	
Ms Nurit BarJosef	(i) (ii)	277,682		24	8,739	6,641	293,086	
Mr Alan C Levine	(i) (ii)	187,235		3,938	13,240	10,766	215,179	
Mr Charles H Vaughan	(i) (ii)	168,641			28,779	20,315	217,735	

Schedule K (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information on Tax Exempt Bonds

To be completed by organizations that answered "Yes" to Form 990, Part IV, line 24a.
Provide descriptions, explanations, and any additional information in Schedule O.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
John F Kennedy Center for the Performing Arts

Employer identification number
53-0245017

Part I Bond Issues *(Required for 2008)*

	(a) Issuer Name	(b) Issuer EIN	(c) CUSIP #	(d) Date Issued	(e) Issue Price	(f) Description of Purpose	(g) Defeased Yes	(g) Defeased No	(h) On Behalf of Issuer Yes	(h) On Behalf of Issuer No
A	District of Columbia	53-6001131	2548394G5	07-01-2008	30,700,000	See Schedule O		X		X

Part II Proceeds *(Optional for 2008)*

		A	B	C	D	E
1	Total Proceeds of Issue					
2	Gross Proceeds in Reserve Funds					
3	Proceeds in Refunding or Defeasance Escrows					
4	Other Unspent Proceeds					
5	Issuance Costs from Proceeds					
6	Working Capital Expenditures from Proceeds					
7	Capital Expenditures from Proceeds					
8	Year of Substantial Completion					

		A Yes	A No	B Yes	B No	C Yes	C No	D Yes	D No	E Yes	E No
9	Were the bonds issued as part of a current refunding issue?		X								
10	Were the bonds issued as part of an advance refunding issue?		X								
11	Has the final allocation of proceeds been made?		X								
12	Does the organization maintain adequate books and records to support the final allocation of proceeds?		X								

Part III Private Business Use *(Optional for 2008)*

		A Yes	A No	B Yes	B No	C Yes	C No	D Yes	D No	E Yes	E No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?		X								
2	Are there any lease arrangements with respect to the financed property which may result in private business use?		X								

Part III Private Business Use *(Continued)*

		A		B		C		D		E	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
3a	Are there any management or service contracts with respect to the financed property which may result in private business use?		X								
3b	Are there any research agreements with respect to the financed property which may result in private business use?		X								
3c	Does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts or research agreements relating to the financed property?		X								
4	Enter the percentage of financed property used in a private business use by entities other than a 501(c)(3) organization or a state or local government										
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another 501(c)(3) organization, or a state or local government										
6	Total of lines 4 and 5										
7	Has the organization adopted management practices and procedures to ensure the post-issuance compliance of its tax-exempt bond liabilities?		X								

Part IV Arbitrage *(Optional for 2008)*

		A		B		C		D		E	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
1	Has a Form 8038-T been filed with respect to the bond issue?		X								
2	Is the bond issue a variable rate issue?		X								
3a	Has the organization or the government issuer identified a hedge with respect to the bond issue on its books and records?		X								
b	Name of provider										
c	Term of hedge										
4a	Were gross proceeds invested in a GIC?		X								
b	Name of provider										
c	Term of GIC										
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?		X								
5	Were any gross proceeds invested beyond an available temporary period?		X								
6	Did the bond issue qualify for an exception to rebate?		X								

SCHEDULE M (Form 990)

Department of the Treasury
Internal Revenue Service

Non-Cash Contributions

To be completed by organizations that answered "Yes" on Form 990, Part IV, lines 29 or 30.
Attach to Form 990

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
John F Kennedy Center for the Performing Arts

Employer identification number
53-0245017

Part I Types of Property

	(a) Check if applicable	(b) Number of Contributions	(c) Revenues reported on Form 990, Part VIII, line 1g	(d) Method of determining revenues
1 Art—Works of art				
2 Art—Historical treasures				
3 Art—Fractional interests				Cst/sllng price
4 Books and publications	X	[redacted]	450	Cst/sllng price
5 Clothing and household goods	X	[redacted]	3,957	Cst/sllng price
6 Cars and other vehicles	X	1	100,000	Cst/sllng price
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	X	56	2,452,309	Cst/sllng price
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution (historic structures)				
14 Qualified conservation contribution (other)				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory	X	8	90,650	Cst/sllng price
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other (describe Hotel and airfare)	X	6	433,925	Cst/sllng price
26 Other (describe Theater equipment)	X	1	376,022	Cst/sllng price
27 Other (describe Advertising)	X	17	236,355	Cst/sllng price
28 Other (describe Gifts)	X	2	81,795	Cst/sllng price
Other (describe Printing)	X	1	38,500	Cst/sllng price
Other (describe Flowers)	X	1	27,300	Cst/sllng price
Other (describe Tent rental)	X	1	20,000	Cst/sllng price
Other (describe Photographic print)	X	1	1,000	Cst/sllng price

			Yes	No
29	Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, *Part IV, Donee Acknowledgement*	29		
30a	During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period?	30a		No
b	If "Yes", describe the arrangement in Part II			
31	Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?	31		No
32a	Does the organization hire or use third parties or related organizations to solicit, process, or sell non-cash contributions?	32a	Yes	
b	If "Yes", describe in Part II			
33	If the organization did not report revenues in Column (c) for a type of property for which Column (a) is checked, describe in Part II			

Part II **Supplemental Information.** Complete this part to provide the information required by Part I, lines 30b, 32b, and 33. Also complete this part for any additional information.

Identifier	ReturnReference	Explanation
		Part I, Column (b) The number of contributions reported in this schedule reflects the number of contributions received for each specific type, not the number of individual items received (e g , a contribution of 500 items would be reflected as 1 contribution in this schedule) Part I, Line 32a The John F Kennedy Center for the Performing Arts utilizes an investment brokerage firm to liquidate donated securities

efile GRAPHIC print - DO NOT PROCESS	As Filed Data -	DLN: 93493222009120

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990

▶ Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization	Employer identification number
John F Kennedy Center for the Performing Arts	53-0245017

Identifier	Return Reference	Explanation
		Part I, Line 6 The John F Kennedy Center for the Performing Arts (Kennedy Center) determined the number of volunteers by counting (a) the members of the Board of Trustees (Board) and of the various community and fundraising boards, and the (b) individual participants in the Kennedy Center's formal volunteer groups Without considering the members of the Board, the Kennedy Center's volunteers performed the follow ing services (a) w elcomed visitors and patrons to the Kennedy Center, (b) provided tours of the facility, (c) maintained patron records in the Kennedy Center master database, (d) gathered and organized information for the Kennedy Center and National Symphony Orchestra (NSO) w ebsites, (e) provided customer service in the Kennedy Center's gift shops, (f) interacted w ith patrons before performances and during intermissions, (g) disseminated visitor information about the Kennedy Center, (h) assisted w ith patron accessibility services, (i) offered young children hands-on instruction to musical instruments of the NSO, (j) provided transportation for high school musicians w ho come to study w ith the NSO, (k) advised and assisted the Kennedy Center in serving the local Washington, D C metropolitan area, (l) assisted the Kennedy Center in increasing participation in The Kennedy Center Circles, and (m) supported the Kennedy Center's outreach and education program efforts Part VI, Section A, Line 2 The follow ing members of the Board have a business relationship The Honorable Dr G Wayne Clough, David Rubenstein and Senator Thad Cochran The Honorable Dr G Wayne Clough also has a business relationship w ith the follow ing members of the Board of Directors of the National Symphony Orchestra Association (NSOA) (an affiliate of the Kennedy Center) the Honorable Doris Matsui and Mr Roger Sant Mr Joseph Robert is a member of the Board and of the NSOA Board of Directors The follow ing members have a family relationship Sen Kennedy (deceased), Ambassador Jean Kennedy Smith and Rep Kennedy Part VI, Section A, Line 10 Prior to providing the IRS Form 990 (Return) to the Board for their consideration, a detail review w as performed by the President, Chief Financial Officer, Controller, General Counsel and various other members of senior management The Return w as also review ed by an independent accounting firm After the Return w as finalized, management emailed the Return to each member of the Board for his or her review /consideration Questions, if any, w ere directed to and addressed by the Board's Audit Committee Responses to any questions w ere provided to all members of the Board for their information Part VI, Section B, Line 12(c) The Conflict of Interest Policy (Policy) applies to all members of the Board, key employees and all Kennedy Center employees that have authority to sign contracts totaling $25,000 or more and/or have the pow er to influence a transaction betw een the Kennedy Center and another organization The Policy covers transactions betw een the Kennedy Center and (a) Board members, (b) key other employees as described above, (c) family members of covered individuals, and/or (d) an affiliated entity In order to assist the Kennedy Center in identifying potential transactions, each individual covered by the Policy shall complete and sign an annual declaration and shall, as necessary, update the declaration to reflect any changes during the course of the year Declarations completed by Board members are review ed by the Audit Committee of the Board Declarations completed by key and other covered employees as described above are review ed by the Kennedy Center's General Counsel The Audit Committee and/or General Counsel (as applicable) are also responsible for (a) review ing any proposed transactions to determine if the transaction is fair and reasonable to the Kennedy Center, (b) maintaining such documentation as may be necessary and appropriate to document the review of transactions, and (c) reporting to the Board on transactions (w hether approved or not) The Audit Committee may seek advice from either the Kennedy Center's General Counsel or from outside advisors, the General Counsel may also seek advice from outside vendors Such advice w ill generally be in connection w ith either the review of any proposed transaction or w ith the administration of the Policy When a member of the Board, key or other covered employee becomes aw are of a proposed transaction, he or she has the duty to immediately disclose the existence and circumstances of the transaction to either the Chairman of the Board (if a member of the Board) or to the General Counsel (if a key or other covered employee) If a proposed transaction w ere to involve the Chairman of the Board, the existence and circumstances of the transaction w ould be disclosed to either the Audit Committee of the Board or to the General Counsel If a proposed transaction w ere to involve the General Counsel, the existence and circumstances of the transaction w ould be disclosed to the Audit Committee The affected individual must (a) refrain from using his or her personal influence to encourage the Kennedy Center to enter or not enter into the transaction, and (b) physically excuse himself or herself from participation in any discussions regarding the transaction, except to respond to requests for information Part VI, Section B, Line 15 The Kennedy Center's President is currently in a multi-year contract that w as executed in 2005 When the Kennedy Center entered into the agreement, a member of the Board prepared and submitted to the Compensation Committee an analysis comparing the President's potential compensation to compensation for similarly qualified persons in comparable organizations The Compensation Committee evaluated the analysis and concluded that the compensation w as reasonable Annually, the Compensation Committee evaluates the President's performance to determine w hether to aw ard the bonus provided for in the compensation agreement For all other officers and key employees, the Kennedy Center conducted a benchmark analysis of individual compensation as compared to compensation for similarly qualified persons in comparable organizations, w hich w as review ed and approved by the Compensation Committee Part VI, Section C, Line 19 The Kennedy Center makes its governing documents, conflict of interest policy, and financial information available to the public upon request, in a portable document format (i e , PDF), generally via email Schedule G, Part I, Column (v) The agreements betw een the Kennedy Center and its professional fundraisers provide for the payment of fees and out-of-pocket expenses (e g , printing, paper, envelopes, postage mailing list rental, etc) Each professional fundraiser breaks dow n the amount billed betw een fees and fundraising expenses For the tax year, the Kennedy Center paid Avalon Consulting Group, Inc , Direct Advantage Marketing and Donor Services Group $15,142 for out-of-pocket fundraising expenses Additionally, the Kennedy Center entered into other arrangements w ith fundraisers and fulfillment houses that did not include professional fundraising services, only out-of-pocket expenses Schedule G, Part I, Line 3 As a trust instrumentality of the Federal government, and pursuant to the Supremacy Clause of the U S Constitution, the Kennedy Center is not subject to either state or District of Columbia regulation of the organization's fundraising activities Accordingly, the Kennedy Center may perform fundraising activities in any state and the District of Columbia Schedule K, Part I, Column (f) - Description of Purpose On December 15, 1999, the District of Columbia issued $34 million in District of Columbia Multimodal Revenue Bonds (The John F Kennedy Center for the Performing Arts Issue) Series 1999 ("Series 1999 Bonds") to finance an expansion of the parking garage at the Kennedy Center, w hich w as completed and placed into service in March 2004 Principal payments commenced on October 1, 2003, and w ere scheduled to continue until maturity, October 1, 2029 In early calendar year 2008, the auction rate securities market collapsed and several rating agencies either immediately dow ngraded, or cautioned about future dow ngrades in, the credit ratings for the largest bond insurers, including the Kennedy Center's insurer on the Series 1999 Bonds The instability in the market and the potential dow ngrade of the insurer's credit rating resulted in many challenges for the Kennedy Center, including but not limited to higher than anticipated interest costs The Kennedy Center elected to refinance the Series 1999 Bonds, w hich w as completed in July 2008 w hen the District of Columbia issued Variable Rate Demand Revenue Bonds (The John F Kennedy Center for the Performing Arts Issue) Series 2008 ("Series 2008 Bonds") The Series 2008 Bonds mature on the same date as the Series 1999 Bonds and bear interest at a variable w eekly rate

SCHEDULE R (Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, lines 33, 34, 35, 36, or 37.
▶ See separate instructions.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
John F Kennedy Center for the Performing Arts

Employer identification number
53-0245017

Part I Identification of Disregarded Entities

(A) Name, address, and EIN of disregarded entity	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Total income	(E) End-of-year assets	(F) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Exempt Code section	(E) Public charity status (if section 501(c)(3))	(F) Direct controlling entity
Kennedy Center Electronic Media Technologies Inc 2700 F Street NW Washington, DC205660001 52-1136673	Support Kennedy Center	DC	501(c)(3)	11a Type I	Kennedy Center
Kennedy Center Productions Inc 2700 F Street NW Washington, DC205660001 22-1962191	Support Kennedy Center	DC	501(c)(3)	11a Type I	Kennedy Center
National Symphony Orchestra Association 2700 F Street NW Washington, DC205660001 53-0208364	Support NSO	DC	501(c)(3)	7	Kennedy Center
VSA arts Inc 818 Connecticut Avenue NW Suite 600Washington, DC20006 52-1065313	Provide artistic programs to individuals with physical/mental disabilities	DC	501(c)(3)	7	Kennedy Center

Part III Identification of Related Organizations Taxable as a Partnership

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Predominant income(related, investment, unrelated)	(F) Share of total income	(G) Share of end-of-year assets	(H) Disproprtionate allocations?		(I) Code V—UBI amount on Box 20 of K-1	(J) General or managing partner?	
							Yes	No		Yes	No

Part IV Identification of Related Organizations Taxable as a Corporation or Trust

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Type of entity (C corp, S corp, or trust)	(F) Share of total income	(G) Share of end-of-year assets	(H) Percentage ownership

Part V Transactions with Related Organizations

Note. Complete line 1 if any entity is listed in Parts II, III or IV		Yes	No
1 During the tax year, did the orgranization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?			
a Receipt of **(i)** interest **(ii)** annuities **(iii)** royalties **(iv)** rent from a controlled entity	1a		No
b Gift, grant, or capital contribution to other organization(s)	1b		No
c Gift, grant, or capital contribution from other organization(s)	1c	Yes	
d Loans or loan guarantees to or for other organization(s)	1d		No
e Loans or loan guarantees by other organization(s)	1e		No
f Sale of assets to other organization(s)	1f		No
g Purchase of assets from other organization(s)	1g		No
h Exchange of assets	1h		No
i Lease of facilities, equipment, or other assets to other organization(s)	1i		No
j Lease of facilities, equipment, or other assets from other organization(s)	1j		No
k Performance of services or membership or fundraising solicitations for other organization(s)	1k	Yes	
l Performance of services or membership or fundraising solicitations by other organization(s)	1l		No
m Sharing of facilities, equipment, mailing lists, or other assets	1m		No
n Sharing of paid employees	1n	Yes	
o Reimbursement paid to other organization for expenses	1o		No
p Reimbursement paid by other organization for expenses	1p		No
q Other transfer of cash or property to other organization(s)	1q		No
r Other transfer of cash or property from other organization(s)	1r		No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

	(A) Name of other organization(s)	**(B)** Transaction type(a-r)	**(C)** Amount Involved
(1)	Kennedy Center Productions Inc	C	2,401
(2)	National Symphony Orchestra Association	C	1,132,657
(3)	VSA arts Inc	K	415,000
(4)	VSA arts Inc	N	2,543,066
(5)			
(6)			

Part VI **Unrelated Organizations Taxable as a Partnership**

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization See instructions regarding exclusion for certain investment partnerships

(A) Name, address, and EIN of entity	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Are all partners section 501(c)(3) organizations?		(E) Share of end-of-year assets	(F) Disproprtionate allocations?		(G) Code V—UBI amount on Box 20 of K-1	(H) General or managing partner?	
			Yes	No		Yes	No		Yes	No