



**Fiscal Year 2026 Congressional Budget  
Justification**

# **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

## **Fiscal Year 2026 Congressional Budget Justification**

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# **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

## **Introduction**

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Originally established in 1958 as the National Cultural Center and an independently administered bureau of the Smithsonian (P.L. 85-874), the John F. Kennedy Center for the Performing Arts (the Kennedy Center or Center) was designated a living memorial to President Kennedy in 1964. The original act of 1958 charged the Board of Trustees with responsibility for constructing and administering the nation's center for the performing arts. Funding for the construction of the Kennedy Center came from a combination of private contributions (\$34.5 million), federal matching funds (\$23.0 million), and long-term revenue bonds held by the U. S. Department of Treasury (\$20.4 million).

Construction began in 1966 and the facility opened to the public in 1971 with three major operating theaters. In 1972, the Board of Trustees requested assistance from the federal government to meet the growing needs and interests of the millions of memorial visitors to the Center. Subsequently in 1972, an amendment to the Public Buildings Act of 1959 (P.L. 92-313) authorized funds through the National Park Service to provide the Board with assistance with maintenance, security, and other services necessary to operate and maintain the building. From fiscal year (FY) 1972 until FY 1995, the National Park Service received direct appropriation for the operation and repair of the presidential memorial.

In the early 1990's, the Kennedy Center Board of Trustees sought a new and more efficient approach to management of the Kennedy Center building, with one entity responsible for the physical plant and the activities of the presidential memorial. In 1994, P.L. 103-279 authorized the transfer of all appropriated fund responsibilities to the Kennedy Center's Board of Trustees.

Since the start of FY 1995, the Board has been responsible for operations of the Kennedy Center, including both the management and expenditure of federal appropriated funds for operation, maintenance, and capital repair of the presidential memorial as well as its trust-funded artistic programming.

The Kennedy Center fulfills its obligation as the National Cultural Center and living memorial to the late President Kennedy through various memorial interpretations, including the John F. Kennedy exhibit, which opened to the public on September 17, 2022. This immersive exhibit educates visitors on John F. Kennedy as a person and a president and tells the story of how the Kennedy Center became a living memorial to a fallen president. Additionally, the Center continues to honor his legacy through the bronze bust of President Kennedy in the Grand Foyer, as well as the life-sized sculpture of President Kennedy located on the Center's REACH grounds. The Kennedy Center also acknowledges the achievements that President Eisenhower made in making the National Cultural Center a reality, including: a bronze bust; a portrait; a bronze plaque depicting the image of President Eisenhower signing the National Cultural Center Act of 1958, which was commissioned in recognition of the 60<sup>th</sup> Anniversary of the Act; as well as the presentation of performing arts programming in the Eisenhower Theater.

The Kennedy Center presents nationally televised programs each year designed to enhance the public's recognition and appreciation for the performing arts. These programs include the Kennedy Center Honors, the Mark Twain Prize for American Humor, and "NEXT at the

Kennedy Center,” a series that broadcasts a dynamic mix of performances from Kennedy Center stages. The Kennedy Center presents over 80 percent of the more than 2,000 performances and events offered annually in the facility, with many of the performances presented by the Kennedy Center’s resident orchestra and opera, the National Symphony Orchestra, and the Washington National Opera. The Kennedy Center hosts more than 2 million patrons and visitors annually from the United States and around the world.

The Kennedy Center continues to be a national leader in arts education and arts integration, providing over 40 programs that impact over 2.1 million students, educators, and school administrators annually, in all 50 states, the District of Columbia, and Puerto Rico. From professional development for educators and classroom lesson plans, to summer intensives for young artists and performances for young audiences, the Kennedy Center offers a wide array of resources – in person, online, and in print — and experiences that inspire, excite, and empower students and young artists, while simultaneously providing the tools and connections to help educators incorporate the arts into classrooms of all types. These programs and events strive to reflect the nation and its communities, and to be accessible and inclusive for all. These programs and resources directly impact students, teachers, and administrators from pre-kindergarten through college across the country as well as families and the general public.

The Kennedy Center’s programming activities and resources contribute to a well-rounded education in alignment with the Every Student Succeeds Act (P.L. 114-95). The Kennedy Center Education Department is the current recipient of a competitive grant funded through the U.S. Department of Education which covers FY2023 through FY2025.

Through the Kennedy Center’s Office of Accessibility, the Kennedy Center also continues to pursue Jean Kennedy Smith’s vision of creating a world where people of all ages with varying abilities can learn through, participate in, and engage with the arts. The Kennedy Center’s VSA program focuses on ensuring that the arts are accessible to all by making Kennedy Center performances and facilities accessible to all audiences, and providing resources, programs, and opportunities for educators, cultural administrators, emerging and professional artists, and performers with disabilities.

## **Kennedy Center Building & Grounds**

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The Kennedy Center campus consists of approximately 1.7 million square feet of usable floor space on 17 acres of land, including the REACH which opened in 2019. The original building contains 7,200 fixed seats across six theaters, with an additional three public stages. The Kennedy Center has one multiuse studio/performance/special event space, nine additional spaces that can be used for special events, one lecture hall, two public restaurants, three box offices, two gift shops, approximately 78,000 square feet of administrative space, and a parking garage with approximately 650,000 square feet of underground parking for just under 2,000 vehicles and buses. In addition, the Kennedy Center’s Facilities Department maintains complex HVAC systems, 32 elevators, six sets of escalators, 133 restrooms, more than 2,000 doors, 13 mechanical rooms, 108 crystal chandeliers, and roughly 160 valuable paintings, sculptures, tapestries, and textiles across the entire Center. Support systems in the building often operate at capacity in excess of 18 hours a day, 365 days a year.

## **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

### **FY 2026 Budget Executive Summary**

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The President’s FY 2026 budget provides \$37.2 million for the Kennedy Center. Please note that any FY 2025 supplemental funding proposed in current legislation does not supersede the FY 2026 budget request and activities detailed below.

The Operations and Maintenance (O&M) account keeps the presidential memorial open and provides critical maintenance and security services. Funding for the O&M account is \$32.34 million to remain available until September 30, 2027. This request reflects ongoing O&M expenses, utility costs, such as gas, electricity, and water, and security and housekeeping service contracts, increased regular maintenance on aging infrastructure, and increased pricing for both goods and services related to the operations and maintenance of the buildings and campus. This request reflects a pay freeze for civilian O&M employees in calendar year 2026.

The Capital Repair and Restoration account funds renovations to the building, grounds, and related systems as needed to update the campus and replace obsolete infrastructure. Funding for the Capital Repair and Restoration account is \$4.86 million to remain available until expended, consistent with prior years. Funding will support projects identified in the Center’s Comprehensive Building Plan and address the continuing need to modernize and renovate interior spaces; implement mechanical, electrical and plumbing replacements; and upgrade technical stage systems. This request reflects a pay freeze for civilian Capital Repair and Restoration employees in calendar year 2026.

<b><u>FY 2026 Budget</u></b>	<b>(\$ millions)</b>
<u>Annual Funds (Two Year)</u>	
Operations and Maintenance	32.34
<u>No-Year Funds</u>	
Capital Repair and Restoration	4.86
Total Kennedy Center	37.2

## **Budget Objectives**

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The Kennedy Center's FY 2026 budget reflects the following management objectives:

- Continue prudent and efficient contracting and utilization of appropriated resources, in accordance with federal rules, regulations, and executive orders.
- Preserve and protect the presidential memorial.
- Welcome all to create, experience, learn about, and engage with the arts.
- Maintain the building and grounds as the nation's cultural center and in a manner consistent with other national presidential memorials and monuments.
- Provide a proactive approach to security for all patrons, visitors, and employees.
- Educate visitors by providing a deeper knowledge and understanding of President Kennedy and his relationship to the performing arts in America and around the world.
- Provide for an interpretive program that helps visitors understand how the National Cultural Center conceived by President Eisenhower was later named a living memorial to President Kennedy.
- Continue to improve accessibility for patrons with disabilities.
- Execute the Comprehensive Building Plan providing for necessary major repairs and restoration of the monument, while prioritizing life-safety, accessibility, and building infrastructure improvements.
- Ensure effective and efficient building operations and visitor services by maintaining comfortable, clean, and safe accommodations.
- Reduce the backlog of deferred maintenance actions and repairs.

## **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

### **FY 2026 Operations and Maintenance Budget**

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The Kennedy Center's FY 2026 budget request for Operations and Maintenance (O&M) is \$32.34 million, to be made available for obligations through September 30, 2027. The Kennedy Center's FY 2026 budget request is for a continuation of two-year spending authority for this account and, as in previous years, provides the Center the ability to rent temporary office space in the District of Columbia during renovations of the Center.

Within the FY 2026 funding level, resource allocations provide for standard increases to fixed costs, select contracted services and utilities, as well as staffing, which includes employee salaries and benefits. Resource prioritization strategies are described in detail in the body of this document.

The following pages provide an analysis of the FY 2026 budget by object class.

## Operations & Maintenance Budget

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<b>BUDGET CATEGORY</b>	<b>FY 2026 Budget</b>
FACILITY OPERATIONS	12,667,983
FACILITY MAINTENANCE	5,960,001
SECURITY/LIFE SAFETY	9,875,850
FACILITIES DIRECTION	3,836,166
<b>TOTALS</b>	<b>32,340,000</b>

Totals may not add up due to rounding.

## Operations & Maintenance Budget Outline

<u>Object Class</u>	<u>FY 2026</u>
<b>Compensation and Benefits</b>	
Personnel Compensation	6,936
Personnel Benefits (Incl. Worker's Comp)	2,597
<b>Compensation and Benefits Total</b>	<b>9,533</b>
<b>Non-Salary Expenses</b>	
Travel and Transportation of Persons	-
<b>Travel and Transportation Total</b>	<b>-</b>
IT/IS Services	390
Electricity	3,150
Gas	688
Water	725
Telephone/Radios	100
Warehouse Storage	165
All Other	5
<b>Communications, Utilities and Miscellaneous Charges Total</b>	<b>5,223</b>
Printing and Reproduction	3
<b>Printing and Reproduction Total</b>	<b>3</b>
Legal Services	-
Housekeeping	3,600
Minor Repair Program	-
Theater Maintenance	1,000
Security - Base Contract	7,900
Security - Additional Services	225
Trust Salary Reimbursement	250
Finance Services	460
Trash Services	176
Building Automation (BAS)	70
Computerized Maintenance Management System (CMMS)/WebTMA	80
Elevator/Escalator	407
Fire Alarm Systems	194
Ground Services	500
All Other Services	1,998
<b>Other Services Total</b>	<b>16,859</b>
Supplies and Materials	534
<b>Supplies and Materials Total</b>	<b>534</b>
Equipment	189
<b>Equipment Total</b>	<b>189</b>
<b>Subtotal - Non-Salary Expenses</b>	<b>22,807</b>
<b>Total</b>	<b>32,340</b>

Totals may not add up due to rounding.

## Operations & Maintenance Budget Summary

<b>Compensation and Benefits</b>	<b>Amount</b>	<b>Description</b>
Personnel Compensation	6,936,000	Staffing size of 56 FTEs.
Personnel Benefits (Including Worker's Compensation)	2,597,000	Includes all benefits related to the above FTE and worker's compensation, which is based on actual numbers provided by the Office of Personnel Management.
<b>Total</b>	<b>9,533,000</b>	

<b>Communications, Utilities, and Miscellaneous Charges</b>	<b>Amount</b>	<b>Description</b>
IT/IS Service	390,000	Includes all costs associated with IT services required for the mission of the Facilities Management Organization, Security, and Contracting. Includes computers for all federal employees, as well as network services, software licenses, printers, IT security, an emergency notification system, etc. IT Modernization and Cybersecurity initiatives are funded through Trust funding.
Electricity	3,150,000	Includes all costs for electrical utility service. A procurement arrangement is in place with the General Services Administration (GSA).
Natural Gas	688,000	Includes all costs for natural gas utility service, which is used for domestic hot water and gas boiler operation during the heating season. Assumptions in gas use are developed by the Kennedy Center.
Water/Sewer	725,000	Includes all costs for water, sewer, and storm water charges from DC Water; all assumptions for budgeted amount are provided by DC Water.
Telephone/Radios	100,000	Includes all costs related to cell phones and communications radios.
Warehouse Storage Facility	165,000	Warehouse storage space is leased from GSA due to on-site space constraints. A 10-year agreement is in place with GSA through FY34.
All Other	5,000	Includes subscriptions, professional dues, training, tort claim settlements, and postage.
<b>Total</b>	<b>5,223,000</b>	

Totals may not add up due to rounding.

<b>Other Services</b>	<b>Amount</b>	<b>Description</b>
Housekeeping	3,600,000	Work includes all janitorial services to maintain the facility.
Theater Maintenance	1,000,000	Stagehand operations and maintenance crew who support and provide general periodic maintenance of the theater spaces, exhibits, and their systems, including safety systems and theater/exhibit infrastructure (pit lifts, lighting, audio, and video). Includes supplies and materials for theater maintenance.
Security – Base Contract	7,900,000	The uniformed security services contract is a multi-option-year contract. The current contract supports addressing new threats, maintaining high quality staffing, training, and assists with high demands during national security events.
Security – Additional Services	225,000	Temporary additional services based on need.
Trust Salary Reimbursement	250,000	Allocation of salaries from trust staff in association with reimbursable services provided in support of federal program management and administration.
Finance Services	460,000	Services provided in support of federal program management and administration, accounting, budget, payroll, and accounts payable services for appropriated funds activities.
Trash Services	176,000	Trash services contract costs due to frequent on-call pickups, scheduled pickups, and single stream recycling.
Building Automation System (BAS)	70,000	Services are provided via a contract for maintenance of the facility’s automated control system for HVAC operations.
Computerized Maintenance Management System (CMMS)	80,000	Services are provided via a contract for maintenance and upkeep of the facility’s work order management platform.
Elevator & Escalator	407,000	Elevator and Escalator service contract, contract on watch due to ongoing electrical service issues. Contract costs for option years for servicing 32 elevators, 6 escalators, and 6 handicap lifts, as well as annual and semi-annual testing and inspection services.
Fire Alarm Systems	194,000	Services are provided via a contract for the maintenance and services for the fire alarm system through FY 2026. The scope includes fire alarm testing, inspection, and maintenance, as well as upkeep of interface between fire alarm and fire suppression systems.
Groundskeeping Services	500,000	Service contract for campus wide groundskeeping.
All Other Services	1,998,000	Includes miscellaneous maintenance and service contracts for mechanical equipment upkeep, indoor air quality monitoring, artwork maintenance, brass/bronze polishing, pest control, and maintenance of automatic doors, small equipment, switchgears, and other mechanical and electric security systems. These are a combination of single-year and multi-year contracts.
<b>Total</b>	<b>16,859,000</b>	

Totals may not add up due to rounding.

<b>Supplies and Materials</b>	<b>Amount</b>	<b>Description</b>
Supplies and Materials	534,000	Includes supplies for operation and maintenance of the facility, such as paint, doors, hardware, drywall, wood, pipe, fittings, HVAC maintenance supplies, water treatment chemicals, conduits, receptacles, and fuses. Also includes personal protective equipment (PPE), office supplies, uniforms, building flags, and the employee transit subsidy program.

**Total** **534,000**

<b>Equipment</b>	<b>Amount</b>	<b>Description</b>
Equipment	189,000	Includes equipment for operation and maintenance of the facility, such as plumbing equipment, building automation system components, aerial lifts, lighting dimming equipment and communications equipment.

**Total** **189,000**

<b>Printing and Reproduction</b>	<b>Amount</b>	<b>Description</b>
Printing and Reproduction	3,000	Includes costs for printing Memorial Interpretation brochures.

**Total** **3,000**

Totals may not add up due to rounding.

## **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

### **FY 2026 Operations and Maintenance Budget Justification**

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Operations, routine maintenance, and capital repair of the Kennedy Center monument building are authorized under 20 U.S.C. 76r, as amended, and are funded through direct federal appropriation to the Board of Trustees.

In FY 2026, \$32.34 million is allocated for maintenance and repair, of the building and site, including all janitorial, security, and other services and equipment necessary for and consistent with requirements for high quality operations. These functions are carried out through a combination of in-house federal appropriated-funded staff and trust-funded staff. Some trust-funded staff provide services on a fully or partially reimbursable basis. Also, the Kennedy Center holds Inter-Agency Agreements with other government agencies for certain services, contracts for utilities, and private-sector contractors for outside services such as uniformed security officers and housekeeping.

The Facilities Management and Operations Department maintain and repair 1.7 million square feet of theater, administrative, garage, and storage space, as well as 17 acres of facility grounds. In FY 2020, the Department assumed full maintenance responsibilities for the REACH with 72,000 gross square feet of interior space, 42,400 square feet of replaced parking and access roads, and 130,000 square feet of replaced and new landscaping. The Department handles fire-protection systems, elevators, and handicapped lift systems, and all electrical, mechanical, HVAC, plumbing systems, and physical security systems. It also handles office space management, small renovations, furniture requests, garage and transportation management, and the administration of 20,000 square feet of off-site warehouse space. A significant portion of the budget is composed of reoccurring expenses such as personnel, security, housekeeping, and utilities. Below is a brief description of the budget categories within Operations and Maintenance, followed by a detailed review of the major cost components.

## **Operations and Maintenance Budget Categories**

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The FY 2026 Kennedy Center Operations and Maintenance budget is comprised of the following categories: Facility Operations; Facility Maintenance; Security and Fire/Life Safety; Facilities Direction/Support; and Minor Repair and Replacement.

### **Facility Operations: \$12.6 million**

Facility Operations include the routine activities required for the daily operation of the campus and building systems. Expenses include utility costs related to electricity, natural gas, and water. Historical efforts to control energy consumption include LED retrofits and building automation system improvements. Preliminary conversations are underway with DOE's FEMP to explore how a utility energy savings contract (UESC) might be implemented at the Kennedy Center. Contract services provide routine maintenance of elevators, escalators, boilers, chillers, and other critical HVAC equipment.

### **Facility Maintenance: \$5.9 million**

Facility Maintenance includes preventive and scheduled maintenance of various equipment and systems performed by in-house plumbers, carpenters, painters, and masons, as well as the provision of associated materials, supplies and equipment. Essential service contracts such as housekeeping, grounds maintenance and waste management are also managed in this cost center. The Kennedy Center does anticipate needing to renegotiate and reduce housekeeping, grounds maintenance and waste management contracts to meet FY26 funding levels.

### **Security and Fire/Life Safety: \$9.9 million**

The Security and Fire/Life Safety category covers all aspects of maintaining a safe and secure campus for staff and visitors. The budget supports the security staff who manage and supervise a variety of security contractors, from armed officers to K9 support, as well as external local, state, and federal law enforcement partners, who share the responsibility of safeguarding the public and campus. The standing security contract continues to be the largest singular cost center and funding is based on a multiyear contract.

### **Facilities Direction and Support: \$4.0 million**

Includes management of the Kennedy Center's federal appropriations. Program support personnel are essential to the effective administration, operation and maintenance of the facilities. This category contains the support functions of federal contracting and procurement, facility services, finance management (budgeting, accounting, payroll, and audit), and human resources. Also included are overtime, bonuses, benefits, training, and worker's compensation. Many administrative duties are conducted by the Kennedy Center's trust personnel to maximize efficiencies across the organization. Compensation and benefits for some of these positions are partially reimbursed from appropriated funds.

### **Minor Repair and Replacement: \$0**

Includes emergency repair and replacement efforts. Work is performed either by in-house staff or by contractors, depending on the level of complexity involved with the project. Minor repair projects address deferred maintenance, minor renovations, and unplanned or emergency needs that may arise during the year. 2-year funding carried over from FY25 will be available in FY26.

## **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

### **FY 2026 Capital Repair and Restoration Budget**

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The Kennedy Center has pursued a systematic and comprehensive approach to capital investment since the initiation of the Capital Repair and Restoration program in 1995, an approach documented through the annual updates of the Kennedy Center's Comprehensive Building Plan (CBP). The CBP is the Kennedy Center's capital plan that includes a detailed description of all building system elements and components and an analysis of operational and functional facility issues for the next five to seven years. In interim years, the CBP is updated annually by Project Management staff. Previous consultant-led CBPs were published in 2002, 2007, 2011, 2015, and 2021 respectively. The next consultant led CBP is scheduled to start in 2026.

The most recent consultant-led CBP was conducted by a team of architectural and engineering professionals and was completed in August 2021. At that time the CBP identified 323 capital and minor repair projects valued then at roughly \$252 million, of which a short list of projects valued at \$157 million were prioritized for implementation. As of calendar year 2025, roughly \$45 million of projects have been obligated. The 2026 CBP will update all projects identified in 2021, including any consolidation of projects that have happened to date. The 2026 CBP update will also include a thorough review and outline of projects made possible by additional funds made available by Congress to date.

The Kennedy Center's FY 2026 Capital Repair and Restoration budget is \$4.86 million, to be available until expended.

The implementation plan summary and outline by category is provided on the following pages.

## Capital Repair and Restoration Budget Outline

(in \$ millions)

<b>1.0 Exterior Building Envelope</b>	
	-
<b>2.0 Life Safety &amp; Security</b>	
	-
<b>3.0 Interior Repair, Accessibility &amp; Egress</b>	
	-
<b>4.0 Building Systems</b>	
4.1 Technical Stage Systems	1,300,000
4.2 Elevator Modernizations	636,000
<b>5.0 Memorial Interpretation</b>	
	-
<b>6.0 Parking &amp; Site Circulation</b>	
	-
<b>7.0 Comprehensive Plan &amp; PMO</b>	
7.1 Project Management Office & Minor Capital Repair	1,198,000
7.2 Comprehensive Building Plan Update	1,000,000
7.3 Leadership, Office and Support Staff	726,000
<b>TOTAL</b>	<b>4,860,000</b>

Totals may not add up due to rounding.

## Capital Repair and Restoration Budget Summary

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	<b>FY 2026 Budget</b>
<b>1. Exterior Building Envelope</b> This funding is for waterproofing repair, roofing repair/replacement, and exterior building envelope improvements.	<b>0</b>
<b>2. Life Safety and Security</b> This funding is for construction activities related to the upgrade of the fire alarm and suppression systems as well as building security systems.	<b>0</b>
<b>3. Interior Repair, Accessibility, and Egress</b> This funding includes interior space improvements.	<b>0</b>
<b>4. Building Systems</b> This includes the annual repair/replacement of technical stage systems, and elevator modernizations.	<b>1,936,000</b>
<b>5. Memorial Interpretation</b> Design and construction funds related improvement to the memorial content and visitor services.	<b>0</b>
<b>6. Parking and Site Circulation</b> This includes the repair of existing structural concrete slabs in the loading dock, parking garage and services area beams that have cracked due to moisture infiltration.	<b>0</b>
<b>7. Comprehensive Planning and Project Management</b> This category includes the cost of project management services, and consulting studies related to capital planning. Project management staffing, contracting office support staff, and contract services provided by trust-funded staff.	<b>2,924,000</b>
<b>Total</b>	<b>4,860,000</b>

Totals may not add up due to rounding.

## Capital Repair and Restoration Budget by Object Class

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Object Class	FY 2026 President's Budget
PMO Personnel Compensation	856,000
PMO Benefits	257,000
Leadership, Office, and Support Staff Compensation*	521,000
Leadership, Office, and Support Staff Personnel Benefits*	205,000
<b>Subtotal: Compensation and Benefits</b>	<b>\$1,838,000</b>

### Expenses

Travel and Transportation of Persons	0
Communications, Utilities, Training and Miscellaneous Charges	41,000
Printing and Reproduction	0
Supplies and Materials	10,000
Equipment	35,000
Other Services	2,936,0001
<b>Subtotal: Non-Salary Expenses</b>	<b>3,162,000</b>

**Total** **\$4,860,000**

Totals may not add up due to rounding.

\* Includes allocations for Trust staff, contracting staff, and contractors providing support to Capital Projects

# **THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS**

## **FY 2026 Capital Repair and Restoration Budget Justification**

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### **Overview**

The John F. Kennedy Center for the Performing Arts, a national presidential monument and living memorial, is one of the busiest performing arts venues in the world, annually presenting more than 2,000 performances and hosting approximately 2 million patrons and visitors each year. Deterioration since the building opened in 1971, as well as functional and technical obsolescence of building systems due to rapid advancement of technology, is being addressed so the building may continue to function efficiently and cost effectively. The organization is working to achieve substantial cost savings by maintaining up-to-date energy and work-efficient systems.

A continuing impetus for the Kennedy Center's capital program has been the need to maintain the facility at current standards for life safety and accessibility. When the Kennedy Center opened in 1971, the codes and standards for building construction were significantly different. Most notably, fire sprinkler systems were not required, and disability access was lacking. The Kennedy Center has long been committed to upgrading the building to comply with current codes and standards to the extent technically feasible, and exceeding them when possible to improve public access and experience, as well as extending the projects' life cycles. Similarly, the Kennedy Center has utilized a systemic approach bringing the facility into compliance with all applicable life safety and accessibility codes. All theaters have undergone major accessibility improvements as of 2017. The Center is currently engaged in a major upgrade of the building-wide fire alarm systems, carpet replacement in the plaza level public spaces, replacement of existing air handling units, replacement of seating system in the Concert Hall, and concrete repairs in the garages and loading docks.

In summary, the project implementation plan for FY 2026 focuses on the following major efforts:

- Continuing upgrades of the Technical Stage Systems;
- Continuing Elevator Modernizations; and
- Updating the Comprehensive Building Plan and Facility Conditions Survey

Project administration costs are also included in the FY 2026 budget request. The Detailed Project Description by Comprehensive Building Plan Category provides the history and justification for all requested project funding.

### **Personnel and Outside Services**

The capital repair function at the Kennedy Center is executed under the direction of the Vice President of Facilities and the Director of the Project Management Office, who are responsible for overall management of the planning, design, and construction work, including funds management and oversight of agreements with other government agencies. The project management office comprises five FTEs (one Director, four Project Managers). The Kennedy Center's project managers possess the needed professional skills and experience for Kennedy Center projects. Given these in-house capabilities, the Kennedy Center directly contracts and manages its capital projects.

## **Comprehensive Building Plan**

The CBP identifies planning efforts and design and construction projects to be undertaken. Updating and implementing the CBP provides the opportunity to prioritize projects based on anticipated levels of funding, updated project schedules and budgets, current economic conditions, and detailed project planning and design. The CBP estimates escalation factors for out-year projects which are included in the plan.

In keeping with typical industry practices and horizons for capital planning, the Kennedy Center implements a full re-survey of the facilities and grounds by an outside architectural/engineering consulting firm supported by Kennedy Center staff. The survey is done on an approximate 5-year cycle and provides an updated evaluation of the facilities and its systems, assess progress against previous CBPs, identify any code deficiencies, and new efforts needed to maintain or renew the facilities. Accordingly, professional surveys conducted in 1995, 2002, 2006, 2011, 2015 and 2021 have provided the basis and overall scope for the Kennedy Center's capital implementation plan. The most recent CBP was completed in August 2021 and provides a roadmap for projects through FY 2027. The 2021 CBP focused on Memorial Interpretation and Infrastructure Upgrades. All new capital project recommendations incorporate energy efficiency to reduce costs into the design and life cycle maintenance of projects. Discussions have begun in preparation for a targeted 2026 CBP.

## **Project Budgeting**

The Kennedy Center's program for Capital Repair and Restoration includes a robust project budgeting process to ensure that resources are utilized efficiently and effectively.

The development of a project budget is an evolving and iterative process, beginning with the initial identification of need and a corresponding broad-based concept budget based on very general parameters. The construction budget in most cases cannot be accurately estimated until the preliminary design and investigation is complete. Therefore, when costs are first estimated for the purposes of capital planning, the Kennedy Center labels those figures as the Estimate of Probable Cost. The construction costs are further refined during the final design work and as the construction documents are developed, leading to a final project budget. The project budget figure, when published, is the basis for future comparison to determine the budget performance of a project.

Other outside factors may also affect project costs over its planning lifetime, such as construction market conditions or availability of materials. The impact of current economic conditions on the construction market continues to be monitored by the Kennedy Center's staff and cost estimators.

Given these factors, as design and construction progress on a project, the estimates are continually tested and revised as necessary, with the use of expert construction estimating, budgeting, and scheduling consultants. It is therefore fully expected that the estimates for most projects will change as the projects evolve, until such time as the project budget is established during the design. These ongoing updates are included in the updates of the CBP. If funding

levels necessitate a re-sequencing of projects, budgets are updated to reflect the impact of increased cost due to escalation.

Despite the many challenges to the program, some of which are specific to the Kennedy Center and some endemic to the industry, the Kennedy Center works to minimize project funding increases by controlling costs. The Kennedy Center strives to accomplish the work in accordance with the original project funding requests by ensuring that all designs are simple, efficient, cost-effective, and contain no unnecessary scope elements. In cases where these steps cannot meet the original funding request, a commensurate adjustment in other project budgets may be required, including reprioritization and scope adjustments of other projects.

Furthermore, as major capital projects necessitate disruptions in date availability in certain theaters, these disruptions need to be carefully planned and coordinated to not materially affect important programming initiatives. Thus, the financial information presented herein represents the current assessments and project estimates for FY 2026 in various stages of pre-planning, planning, design, or pre-construction. The Kennedy Center has made every effort to include appropriate factors for escalation and contingency to maximize the accuracy of the figures. The project budgets will continue to be updated to provide the maximum construction value for all appropriated funds.

### **Detailed Project Description by CBP Category**

The Kennedy Center has completed dozens of projects through the capital repair program, and many more are in progress or planned for future implementation. As part of the strategy to address the many facility issues over time, each project is categorized according to its major focus within the building components. The categories for capital projects are as follows:

- 1. EXTERIOR BUILDING ENVELOPE;**
- 2. LIFE SAFETY AND SECURITY;**
- 3. INTERIOR REPAIR, ACCESSIBILITY, AND EGRESS;**
- 4. BUILDING SYSTEMS & INFRASTRUCTURE;**
- 5. MEMORIAL INTERPRETATION AND VISITOR SERVICES;**
- 6. PARKING AND SITE CIRCULATION; AND**
- 7. COMPREHENSIVE PLANNING AND PROJECT MANAGEMENT.**

Within each category, the Kennedy Center has taken the approach of developing master plans and strategic studies to systematically address the deficiencies and translate the work into discrete capital projects that can successfully be implemented over time.

This budget request follows the implementation plan set forth in the Kennedy Center's CBP. The projects ongoing and planned for the various categories are detailed in the following activity descriptions.

#### **1. EXTERIOR BUILDING ENVELOPE**

Projects in this category involve repairing and, where necessary, replacing elements on the exterior of the building to ensure the long-term preservation and integrity of the structure. The last major project for the building envelope was in 2012. The 2021 CBP has

recommended projects to address deficiencies identified in the building concealed waterproofing systems and roofing systems. These systems are at the end of their useful life and if left unaddressed, continuing deterioration to the building envelope is possible.

**Ongoing and Future Work**

The following projects in this category are anticipated to be ongoing in FY 2026:

- i) Waterproofing Repairs:* Continue the repairs to the concealed waterproofing systems at subterranean walls and slabs, planters, and fountains. No additional funding is requested in this budget cycle.
- ii) Roofing Investigation and Repairs:* Complete the replacement of the existing thermoplastic polyolefin membrane roofing system on the Roof Terrace overhang and replacement of the exterior plaster soffit system. This is the continuation of the project started in FY 2024 and anticipated to be completed in FY 2027; no additional funding is requested in this budget cycle.

**2. LIFE SAFETY AND SECURITY**

Projects in this category involve work to bring the Kennedy Center into compliance with current life safety codes, including fire and environmental standards, and to bring the building in line with current security standards appropriate for a national memorial and public facility. Since 1971, when the building was originally completed, building regulations have changed, and the Kennedy Center has continuously expended effort to identify and address any resulting life safety deficiencies.

**Ongoing and Future Work**

The following projects in this category are anticipated to be ongoing in FY 2026:

- i) Asbestos Abatement:* The Kennedy Center requests funds annually to supplement its asbestos abatement program. This program is used when project requirements or minor repairs require disturbance of asbestos-containing materials. No additional funding is requested in this budget cycle.

**3. INTERIOR REPAIR, ACCESSIBILITY, AND EGRESS**

Projects in this category include repair and renovation of the interior elements of the Kennedy Center. The goal is to meet or exceed current accessibility statutory and regulatory requirements and standards.

Because the building was designed and constructed before federal statutes established standards for accessibility, interior spaces within the building do not all conform to current standards designed for accommodating persons with disabilities in new buildings. Whereas past standards for accessibility merely required that a route into a given space be provided for persons with disabilities, the Americans with Disabilities Act (ADA) requires that the route be essentially the same as that used by the non-disabled persons. Through consistent and ongoing efforts, the Kennedy Center has addressed accessibility throughout the facility, including the renovation of all theaters to meet ADA design standards.

#### **Ongoing and Future Work**

The following projects are planned for implementation in FY 2026:

- i) *Concert Hall Improvements*: Complete the construction for the replacement of the concert hall seating and carpeting and miscellaneous improvements. The existing seats are at the end of their useful life and can no longer be repaired. Funding is in place for this project and additional appropriation is not anticipated for FY 2026. The project is estimated to be completed in September 2026.

#### **4. BUILDING SYSTEMS AND INFRASTRUCTURE**

Projects in this category involve the building's structural, HVAC, plumbing, electrical, vertical transportation systems, and technical stage systems.

By the mid-1990s, virtually all the building's electrical and mechanical systems were past their useful lives. Since that time, a number of significant efforts have been implemented to improve the infrastructure of the Kennedy Center. The 2006/07 CBP identified the need for a shift towards capital project work that focuses on improvements to building infrastructures, and the 2015 and 2021 CBPs confirmed that further work was necessary within the subsequent planning periods. Thus, a series of projects have been implemented or completed in three phases of building systems upgrades inclusive of mechanical and electrical modernizations and major improvements to the Kennedy Center's heating and hot water systems.

#### **Ongoing and Future Work**

The following projects are ongoing or planned for implementation in FY 2026:

- i) *Technical Stage Systems*. The budget request continues to fund upgrades to audiovisual systems, rigging components, theatrical lighting, sound equipment, and other technical and infrastructure elements to ensure updated equipment for all theaters. Funds are requested annually for this line item; \$1.3 million is requested for FY 2026.
- ii) *MEP Modernizations*. As is common in an aging building, the 2021 CBP engineering study identified additional work to maintain existing equipment and provide greater energy efficiency. Specific projects are developed in coordination with the Facilities Maintenance staff. The ongoing and new projects will continue to place emphasis on modernizing the electrical and plumbing infrastructures as most of the major HVAC systems have been upgraded. No additional funding is requested in this budget cycle. Projects may include:
  - Phased replacement of domestic piping infrastructure;
  - Phased electrical infrastructure upgrades, panel, and switchgear replacement;
  - Upgrade or replacement of infrastructure to support the other projects throughout the building.
- iii) *Opera House Pit Lift Modernization*: The orchestra pit lift system is original to the building and the controls and safety systems are at the end of their useful life. A complete modernization is required to ensure the safe and effective operation of this major theater system. Phase One of the project was initiated in 2025. Phase Two of the

project will be coordinated to be concurrent with the shut down for the Opera House for other regular maintenance planned for 2027 to minimize shutdowns to the theater and maximize the work that can be performed. No additional funding is requested in this budget cycle.

- iv) *Elevator Modernizations*: The last series of elevator upgrades was completed in a phased process 15-21 years ago. A new round of phased upgrades is required to update the existing elevator systems. This will continue the cyclical plan improvement and replacement of the existing elevator systems as identified in the 2021 CBP. \$636,000 is requested for FY 2026.

Planned projects may include:

- Modernization of Elevators 3E-1, 3E-2 (Opera House), 3E-4 and 3E-7 (Canteen Elevators) and improved connection to the building security operations center.

## **5. MEMORIAL INTERPRETATION AND VISITOR SERVICES**

Projects in this category are designed to provide services for the over 2 million patrons and visitors who annually visit the Kennedy Center and to inform the visitors of the purpose and objectives of this living memorial.

### **Ongoing and Future Work**

Work recently completed includes the renovation of the Hall of States, Hall of Nations, and the Grand Foyer to replace and upgrade existing finishes to include the carpeting, draperies, and acoustic panels. No additional funding is requested in this budget cycle.

## **6. PARKING AND SITE CIRCULATION**

Each year, the Kennedy Center hosts more than 2,000 performances and educational programs for hundreds of thousands of children, and millions of visitors. Significant site improvements were completed in 2000 and, most recently with the 2019 completion of the REACH expansion, have improved site circulation, expanded the parking garage capacities, help ease traffic congestion, tour bus access, and improved access for pedestrians and bicycles. Past work in this area is described in detail in the 2021 Comprehensive Building Plan.

In 2021 and 2022 areas in the underground parking garage and service tunnel started showing signs of potential structural failure from spalling concrete. Emergency repairs were conducted along with a comprehensive study to determine the extent of repairs required throughout the facility. The work to design and implement the required repairs started in FY 2023 and will be on-going through FY 2026. No additional funding is requested in this budget cycle.

### **Ongoing and Future Work**

Planning for FY 2026 includes the following project:

- i) *Loading Dock and Parking Garage Concrete Repairs*: Complete the repair of existing structural concrete slabs, fireproofing, steel beams in the parking garages, loading docks and services areas that are failing due to age and moisture infiltration. Repair

and repaint the existing exterior steel columns around the building. No additional funding is requested in this budget cycle.

## **7. COMPREHENSIVE PLAN**

This category includes the cost of project management services, minor capital repair programming and consulting studies related to the Comprehensive Building Plan. Project management staffing includes 5 FTEs, funding for contracting office support staff, and contract and administrative services provided by trust-funded staff.

### **Ongoing and Future Work**

- i) *2027 Comprehensive Building Plan*: In keeping with typical industry practices and horizons for capital planning, the Kennedy Center implements a full re-survey of the facilities and grounds by an outside architectural/engineering consulting firm supported by Kennedy Center staff. The CBP identifies planning efforts and design and construction projects to be undertaken. Updating and implementing the CBP provides the opportunity to prioritize projects based on anticipated levels of funding, updated project schedules and budgets, current economic conditions and detailed project planning and design. \$1M is requested for FY 2026.