

# **Exhibit DD**

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**BOARD OF TRUSTEES  
Meeting Minutes**

**Thursday, September 25, 2025  
1:30 pm  
Held Virtually, Via Zoom**

**OFFICERS:**

Ambassador Richard Grenell, President  
Jennifer Fischer, Vice Chair  
John Falconetti, Treasurer  
Sergio Gor, Secretary  
Elliot Berke, General Counsel

**OFFICERS ABSENT:**

President Donald J. Trump, Chair

**TRUSTEES**

Brian Ballard, Trustee  
Maria Bartiromo, Trustee  
The Honorable Pamela Bondi, Trustee  
Hannah F. Buchan, Trustee  
Mary Helen Bowers, Trustee  
Elaine Chao, Trustee  
Pamella Roland Devos, Trustee  
Patricia Duggan, Trustee  
Emilia May Fanjul, Trustee  
Lynette Friess, Trustee  
Pamela Gross, Trustee  
Kate Adamson Haselwood, Trustee  
Laura Ingraham, Trustee  
Dana Blumberg Kraft, Trustee  
Lynda Lomangino, Trustee  
Allison Lutnick, Trustee  
Douglas Manchester, Trustee  
Denise Saul, Trustee  
Catherine Reynolds  
Cheri Summerall, Trustee  
Laurie Perlmutter  
Usha Vance, Trustee

**TRUSTEES ABSENT**

Robert Castellani, Trustee

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Lee Greenwood, Trustee  
Mindy Franklin Levine, Trustee  
Barbara Long, Trustee  
Dan Scavino, Trustee  
Susie Wiles, Trustee  
Andrea Wynn, Trustee  
Paolo Zampolli, Trustee

**EX OFFICIO TRUSTEES**

The Honorable Muriel Bowser, Mayor of District of Columbia (Ex Officio)  
Lewis Ferebee, Chancellor, DC Public Schools  
Senator Deb Fischer

**EX OFFICIO TRUSTEES ABSENT**

Representative Joyce Beatty  
Lonnie Bunch, Secretary, Smithsonian Institution  
Senator Shelley Moore Capito  
Senator Susan Collins  
Representative Sam Graves  
Representative Hakeem Jeffries, Democratic Leader of the House of Representatives  
Representative Mike Johnson, Speaker of the House of Representatives  
Robert F. Kennedy, Secretary Health & Human Services  
Representative Rick Larsen  
Representative Julia Letlow  
Representative Mike McCaul  
Linda McMahan, Secretary of Education  
Robert Newlen, Acting Librarian of Congress  
Marco Rubio, Secretary of State  
Senator Chuck Schumer, Senate Democratic Leader  
Senator John Thune, Senate Majority Leader  
Billie Tsien, Chair, US Commission of Fine Arts  
Senator Chris Van Hollen  
Senator Mark Warner  
Senator Sheldon Whitehouse

**EX OFFICIO TRUSTEE STAFF IN ATTENDANCE**

Emily Berret for Leader Hakeem Jeffries  
Elizabeth Falcone for Senator Mark Warner  
LaToya Foster, DC Office of Cable Television, Film, Music & Entertainment  
Emily Leviner for Senator Deb Fischer  
Stefanie Muchow, Office of the Senate Majority Leader, John Thune (Ex Officio)  
Ted Verrill for Representative Julia Letlow

**KENNEDY CENTER STAFF IN ATTENDANCE**

Donna Arduin, Chief Financial Officer  
Joan Bialek, NSO Board Chair

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Roma Daravi, VP Public Relations  
Lisa Dale, Senior VP of Development  
Jean Davidson, Executive Director, WNO  
Matt Floca, Vice President, Facilities  
Laura Hanley, Special Projects Manager  
Joe LaFauci, VP Board Relations & Government Affairs  
Rick Loughery, Executive Vice President  
Tim O'Leary, General Director, WNO  
Sarah Weingast, Associate General Counsel, Notetaker  
Dorion Whitlock / KC BOTZoom (host), Senior Director, IT

**ATTENDING VIRTUALLY**

Johanna Hardy, Representing T&I Chair Sam Graves  
Ann Jacobs, Representing T&I Chair Sam Graves  
Andy Pharoah, Vice Chair, WNO  
Mary Helen Bowers, Trustee  
Representative Julia Letlow, Ex-Officio  
Maria Bartiromo, Trustee  
Pamela Gross, Trustee  
Lynn Friess, Trustee

**I. Commencement of Meeting: 1:33 p.m.**

Ambassador Richard Grenell

**II. President's Remarks**

Ambassador Richard Grenell

Ambassador Richard Grenell opened the meeting by thanking everyone for being there. He noted there has been a monumental change at the Kennedy Center due to President Donald J. Trump having great foresight on the arts community. Ambassador Grenell thanked everyone for being a part of Kennedy Center Board, and for being on the cutting edge of what we are trying to do with the arts.

The Center is turning fundraising around. It has never had better corporate support. For example, the National Symphony Orchestra (NSO) usually raises \$1.4 million in connection with its annual gala; this year it is already at \$2.5 million and continuing to grow. The same goes with Kennedy Center Honors: Ambassador Grenell noted that before, he was a little nervous but now, he is incredibly happy.

The Ambassador referenced a recent article in the New York Times that validated the President's vision. Currently, Broadway ticket sales are plummeting, people don't want to see the shows. Most arts institutions across the country are struggling. President Trump's vision is to show the shows that people want to see and to enlist corporate support. The New York Times article shows the problem, but the Kennedy Center is part of the solution. The changes that President has pushed the Center to do are going to save the arts. The Center will be on better financial footing.

The Ambassador stated that before, there were never any arts reports on ticket sales such as in the Washington Post or New York Times; now, they are reporting that ticket sales are down

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everywhere. The Ambassador indicated that the Center will challenge the arts reporters that they don't understand the financials. He stated that since the common sense programming change, the Center's ticket sales are above budget, which is phenomenal. The increase signals that the Center is doing the right thing. For just theater, the Center is up 116% over last year.

The Ambassador noted that the Center will have to continue cutting staff. There is a search for a new head of Programming. The Center has received hundreds of resumes. If anyone knows of someone who is good in programming, please bubble them up if they would like to be the head of Programming.

The Ambassador then acknowledged the new head of the Dance division, Stephen Nakagawa, a ballerino, who is an incredible dancer and who has been around the world.

The Ambassador called on all present to participate, by helping with fundraising, and helping on committees. He reiterated the excitement about ticket sales, noting that the Center has raised the ticket prices for Honors, because the demand was so high. Tickets are selling out. If anyone is interested, the Ambassador asked them to talk to Joe LaFauci.

The Ambassador stated that America 250 is coming up and the Center will be one of the premiere spots.

Regarding building and grounds, the Ambassador stated that President Trump picked out the paint for the columns, some of which have already been painted. Some of the dead trees have been removed. Matt Floca will give additional details.

### **III. Facilities Report**

**Matt Floca**

Matt Floca, Vice President, Facilities, presented a slide show that addressed the One Big Beautiful Bill (Public Law 119-21), Priority Projects and Operational Updates.

Mr. Floca began by thanking Ambassador Grenell for his leadership, noting that securing \$257 million under his leadership was no small feat. Mr. Floca stated that it is exciting to have this investment.

Mr. Floca noted that the priorities include capital projects, reducing maintenance backlog (electrical system and plumbing systems), and improving security systems. Prioritized projects include marble and granite restoration and structural repair.

Regarding structural repairs, Mr. Floca stated that the building has had some problems for some time. There are hundreds of locations across the building where there has been water intrusion which impacts the marble façade and the pavers around the building. In addition to structural priorities, there are interior projects as well, including restoring the theaters, infrastructure and physical security. Restoration of the theaters will include the seats in the Eisenhower Theater and Concert Hall, paint and carpet in the aisles. Infrastructure projects will include HVAC, central

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plant upgrades, sanitary and domestic pipes / water systems, which are a problem throughout because they are fifty years old. Physical security will include magnetometers; all entrances and all perimeter doors are to be made secure. Also, wayfinding / signage will be improved across the board as the current signage is static and dated. There will be investment in site lighting.

Generally, operational and facility maintenance needs will be addressed. Mr. Floca will be standing up a construction branch in-house and will expand the electrical branch. There are plans to reestablish a paint shop. He also plans to increase the second shift workforce since there is a need for more maintenance on site when people come to see shows so that they can actively and quickly respond to issues, such as plumbing.

Mr. Floca stated that they are moving quickly on everything.

#### IV. Programming Update

Rick Loughery

Rick Loughery, Executive Vice President, updated the Board on the Center's many events and celebrations, including:

- The NSO Gala will be this week, on Saturday, September 27, 2025.
- Labor Day Concert – Mr. Loughery offered his thanks to Ambassador Grenell and House Speaker, Mike Johnson who had to cut through red tape.
- Washington National Opera is celebrating its 70<sup>th</sup> Anniversary this year with exciting programming.
- In October, the Center will be hosting the Stuttgart Ballet.

This programming reflects President Trump's and Ambassador Grenell's vision that all audiences welcome at the Kennedy Center.

#### V. Call to Order: 1:53 pm

Jennifer Fischer

Ambassador Grenell introduced Vice Chair, Jennifer Fischer, thanking her for her leadership, adding that she is invaluable. Ms. Fischer welcomed everyone and officially called the meeting to order at 1:53.

#### VI. Vice Chair's Remarks

Jennifer Fischer

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Ms. Fischer bade farewell to Michelle Kessler, who has retired after many years on the Board. Ms. Fischer also welcomed new board member, Laurie Perlmutter.

Ms. Fischer stated that the next Board meeting in January will be held in Palm Beach, Florida. The hope is to have a fundraiser to benefit the Kennedy Center at Mar-a-Lago. Ms. Fischer echoed Ambassador's call for everyone to get involved, to help find corporate sponsors and better staff.

**VII. Approval of May 19, 2025 Minutes**

**Jennifer Fischer**

A motion to approve the May 19, 2025 Minutes was made and seconded. The Motion passed unanimously, and the Minutes were approved.

**VIII. Concluding Remarks**

**Ambassador Richard Grenell**

The Ambassador concluded the meeting by thanking the Kennedy Center staff, and in particular Joe LaFauci and Donna Arduin.

**IX. Adjournment**

**Jennifer Fischer**

The meeting was adjourned at 1:58 p.m.