LANSING ENTERTAINMENT & PUBLIC FACILITIES AUTHORITY
BOARD OF COMMISSIONERS MEETING
September 27, 2022
MINUTES

At 8:07 a.m. Chairman Larry Leatherwood called the monthly meeting of LEPFA Board of Commissioners to order in the Governor's Room, located at the Lansing Center; 333 East Michigan Avenue; Lansing, Michigan 48933.

COMMISSIONERS PRESENT: Paul Collins, Kenric Hall, Larry Leatherwood, and Brian McGrain (Ex-Officio)

COMMISSIONERS ABSENT: Price Dobernick, Desiree Kirkland (Ex-Officio), Danielle Lenz, Charles Mickens, Maureen McNulty-Saxton, and James Stajos.

OTHERS PRESENT: Mindy Biladeau, Heidi Brown, Michelle Green, Scott Keith, Kasey McFadden, Paul Ntoko, and Tristan Wright - Lansing Entertainment & Public Facilities Authority; Joe Abood-Lansing City Attorney's Office; Jeremy Garza, Sherrie Boak – Lansing City Council; Glenn Lopez, Ryan Kost, Leslie Arnell, Diane Garcia Wing, Brian Burgess, Cherish Sarmiento, and Don Dean-Friends of Bancroft Park; and Jack Alexander -Public

III. ESTABLISHMENT OF THE AGENDA: There were no changes to the agenda.

IV. PUBLIC COMMENT: Chairman Leatherwood reminded those present of the time limit for public comment per speaker.

A. Brian Burgess- Resident: Mr. Burgess shared that he is a resident of the north Lansing area and spoke on behalf of concerns regarding Bancroft Park. Mr. Burgess passed out to the LEPFA board copies of communications that he had regarding the Bancroft Park issue.
B. Cherish Sarmiento- Resident: Ms. Sarmiento shared her concerns regarding Bancroft Park.
C. Don Dean- Resident: Mr. Dean shared that he is the Vice President of Friends of Bancroft Park. He presented a flyer that he passed out to the LEPFA board. He noted that the comments from the LEPFA board meeting minutes in April and June were very concerning to him.
D. Ryan Kost- Resident: Mr. Kost noted that he is a member of Friends of Bancroft Park. He stated that he has spoken to some members of the board. He shared some of his concerns and noted issues with any proposed options.
E. Diane Garcia Wing- Resident: Ms. Garcia Wing shared that she is a member of Friends of Bancroft Park and that she is present today to speak on behalf of Bancroft Park.
F. Leslie Arnell- Resident: Ms. Arnell is affiliated with Friends of Bancroft Park shared her concerns regarding Bancroft Park, Ormond Park, condition of streets, and various City of Lansing issues.

G. Glenn Lopez- Resident: Mr. Lopez stated that he was born and raised in Lansing, MI from the northside of Lansing and noted that he is the President and creator of newly formed Friends of Bancroft Park. Mr. Lopez spoke on behalf of concerns regarding Bancroft Park and Groesbeck Golf Course.

Commissioner Leatherwood thanked all attendees for their comments and let them know that course their concerns and comments will be taken under consideration.

V. APPROVAL OF THE JUNE 28, 2022, MINUTES: Minutes will be approved at the October 2022 meeting due to lack of a quorum.

VI. REPORTS:

A. CHAIRMAN'S REPORT: Chairman Leatherwood noted items for today's meeting include:

1. Financials Review: August Financials
2. Personnel Committee:
3. Strategic Planning Committee: Strategic Plan with guest Dorothy Maxwell
4. CEO Report
5. Vice President/Staff Reports
6. Old Business: Lansing Center Website Redesign

B. FINANCE COMMITTEE: Michelle Green reported that Commissioner Saxton is out, so she reported on the August financials for Jackson Field, Groesbeck Golf Course, and The Lansing Center.

i. Jackson Field: For the month of August, there was a net income of over $11k. If we were looking at prior year and budget both have high wages in previous year and budget due to ongoing projects. So, we are still seeing savings at Jackson field for these entities. Looking at the budget, we are still trying to recoup from prior year. In prior year we had a $40k deficit, so we are saving money in maintenance and hoping to make up for that. Michelle noted to keep in mind that with wintering the stadium we will be seeing some additional expenses there.

ii. Groesbeck Golf Course: Michelle Green continued her report on Groesbeck Golf course and reported that for the month of August, there was a positive bottom line of $62k. However, the rounds are down compared to the prior year and to budget. Michelle noted that we modeled the budget compared to previous year. So, for the month of August, we saw 5,110 rounds versus 5,712 rounds. Year to date revenue per round is up over the prior year by 10%, which is a positive aspect for Groesbeck. Looking at expenses, Michelle reported that Groesbeck is doing well. Year to date, again for salaries and wadges, there was an increase there over budget. This is due to the irrigation issues Groesbeck had in prior months, and with all the additional labor that LEPFA had to put in to get the greens back into shape.

iii. Lansing Center: For the Lansing Center, Michelle reported that for the month of August there was a net loss of $1.4k, but compared to budget, it was a good performance for the month. Revenue increased by 22% month to date and 1% year to date. Michelle noted to keep in mind over prior year, there is $200k year to date prior year due to the strategic grant that was given to the Lansing Center. There were 6 organizations that held events at the Lansing center during this month, in the summary sheet, the revenue break down is displayed. Michelle continued that Food and Beverage is a driver for revenue for the month and that is lower during the month of August. Prior year variances, Salaries and Benefits drive 48% of LEPFA's expense varies over prior year contributed to post covid growth. Over prior year, professional fees, the building was locked in most of the time compared to prior year; full-time security was not necessary. This is reflected in the professional fees' variants over prior year. Looking at budget variances, mostly LEPFA exceed budget expectation for revenue by $73k strongly driven by equipment rentals and labor. Year to date revenue trails behind by $44k, however the Lansing Center is going into their busy season and Michelle stated that they are confident that this deficit will be eliminated. Month to date by expenses, Michelle reported that it is under budget by $32k or 80%, Salaries and Benefits are a leading driver for the savings as LEPFA continue to grow our team post covid. Lastly, Michelle noted that the displayed on the balance sheet for Lansing Center for revenue, which is growing over prior year which is an indication of growing business post covid.

Commissioner McGrain asked, "What in general, how are we feeling in terms of business in facilities permanently the Lansing Center compared to last year or the year before as well, but looking at 2018 or 2019, do we know where we are?"

*Leslie Arnell. Don Dean, and Glenn Lopez left the meeting at 8:30 a.m.

Michelle replied we were about 60%, this year we are closer to 70% post covid. So, we are looking at 2019. She said she will add this stat to future summary sheets.

Because a quorum of board members was not on hand, a formal motion to accept as presented the August 2022 financials will be moved to the October 2022 board meeting for a formal vote.

C. PERSONNEL COMMITTEE: Committee Chair Kenric Hall reported that the committee did not meet this month but will be meeting next month. Due to this, there was no report.

D. STRATEGIC PLANNING COMMITTEE: Committee Chair Danielle Lenz was not present at this meeting, so on behalf of the committee, Chairman Leatherwood introduced guest speaker Dorothy Maxwell, of the Max Weingar Group to discuss LEPFA's Strategic Plan Initial Phase.

*Michelle Green, Brian Burgess, and Jack Alexander left the meeting at 8:32 a.m.

1. Board Strategic Plan with Dorothy Maxwell: Dorothy started her presentation by thanking everyone for their time.

*Leslie Arnell entered the meeting at 8:33 a.m.

Dorothy presented, along with the initial plan packet, a recommendation document for the LEPFA strategic planning continuation.

i. Mission Statement: Dorothy noted that she believed that the board had a successful session. She stated that the strategic plan is a working document so it is something that the board can continue to revisit from time to time as certain stances change or their vision changes the board can at any point make some revisions to these pieces. On the page marked Mission, Dorothy presented that should the board want to change their mission, to make sure they look at the three points:
    a) What business it is in
    b) What it does or achieves
    c) For whom, where and when it acts

For now, the Mission statement is:
"To *provide professional management towards administration, operation, marketing and maintenance of the Lansing Center, Jackson Field, Groesbeck Golf Course, and community/regional interest events.*

Through our commitment to service excellence, we provide outstanding experience for our guests. By providing safe environments and developing strong relationships with our diverse clients, sponsors, and business neighbors, we serve as a catalyst to enhance both local and regional economic growth."

*Michelle Green and Mindy Biladeau entered the meeting at 8:35 a.m.

ii. Vision Statement: The vision itself has a statement that reflects some of the entities that were discussed in the session. One of the things that Dorothy wanted to mention is that when she did the private interview with each member of the board, she discovered that the board members all have great ideas for the future of the board and for LEPFA. The visions statement is:

"*The vision of LEPFA is to accelerate regional economic growth by increasing convention and entertainment business and creating memorable customer experiences in our state-of- the- art venues and at special events."*

iii. Values: There were four that were selected by the board. These four values were:

a) Diversity and Inclusion
b) Innovation
c) Safety
d) Fiscal Responsibility

iv. Goals: Dorothy reminded that the goals statements is the heart of leading the board into developing strategies. They are as follows:

a) "LEPFA will explore and develop sustainable new sources of revenue to fund its operations, while maintaining traditional services and customers."
b) "LEPFA will create improved methods of communicating with, and validating for, the City of Lansing its value-add to the city, for purpose of renewing confidence, strengthening support for critical capital projects, and developing new, mutually beneficial agreements."
c) "Recognizing the value of partnerships, LEPFA will develop strategic relationships locally and outside Lansing that can facilitate new, profitable business ventures that lead long-term, to attaining for LEPFA the image of premier entertainment venue."
d) "LEPFA will engage LEPFA commissioner talent, interest, community affiliation, influence, and fundraising prowess to build new LEPFA relationships that elevates organizational image and credibility, cultivates new partners, dispatches goodwill- all toward fulfilling the organizational vision."

e) "LEPFA will periodically reassess its organizational structure to optimize capability, efficiency, and effectiveness in responding to continuous business changes."

v. Recommendations for LEPFA Strategic Planning Continuation:
The recommendations are as follows:

*Leslie Arnell, and Diane Garcia Wing left the meeting at 8:48 a.m.

a) "Set aside time in a regularly scheduled board meetings to discuss and agree how the board and staff leaders will continue strategic planning. This will require organization and coordination."

b) "Determine staff coordinator who can consistently assist the planning process for its duration. This person will reliably track progress and help the organization maintain momentum in its efforts to achieve goals."

c) "Agree upon the role for the Strategic Planning committee. It is advisable to have a well-thought written charge statement for this committee which describes what it is to do and clarify how work will flow between the committee and the full board."

d) "Review the recommended goal statements for agreement by the board. Consider whether the goals are short-term or long-term, then prioritize them for action. If revisions to, or replacement of, goals is necessary, act early in the process to continue forward"

The objectives are the action steps. For everything that is a goal, there needs to be objectives (multiple). The action steps will help get the board to the goal.

e) "For each goal, decide on small actionable steps called objectives to accomplish the desired outcome. Be sure objectives are stated clearly, with words that specify how the action will be measured (e.g., measure quantitively or qualitatively). Also, set timelines for intermediate reports on progress and for completion."

f) "Each goal can have multiple objectives, each of which must be assigned to a person or committee."

g) "The strategic planning coordinator should maintain a centralized, written document containing each goal, the objectives that will be needed to advance work on the goal, the name of the accountable party or committee, a projected completion date and a date when interim progress will be reported. The board must get periodic progress reports for each goal and objective."

*Cherish Sarmiento left the meeting at 8:55 a.m.

h) "The frequency of progress reports can be determined by the board but should at least be reported back quarterly. Frequency may be impacted by things like complexity of task, urgency, or as needed to coordinate interdependent or related action steps."

i) "If the board gets stymied for any reason, seek help as soon as possible and immediately get back on track. Plans fail when directions are unclear, the tasks are not being managed as planned, coordination is lax or absent, or responsible parties lose their way."

j) "Objectives can be modified if the barriers are irresolvable. This should be a board-only decision, made after careful and full evaluation of all the facts related to the barrier."

*Joe Abood left the meeting at 8:58 a.m.

Chairman Leatherwood stated that Ms. Maxwell did a thorough job and there is much to get done.

She continued, step one is agree upon what it is the board wants to tackle, prioritize (or tweak) the goals, and decide the goal. Step two is assigning the task to a certain person or committee and using the commissioners as resources as they know people and organizations to get things done. Dorothy stated, do not let it become overwhelming because it is not, it is what organizations do. It is an organized life, she stated, that is the main thing.

*Commissioner McGrain left the meeting at 9:04 a.m.

*Joe Abood entered the meeting at 9:04 a.m.

Chairman Leatherwood asked Ms. Maxwell regarding the timeline of the plan. Dorothy replied that that is what the vision statement is for as discussed as a full board in the strategic planning session. She expressed "it is doable."

Commissioner Collins clarified that in terms of concrete steps, it sounds like devoting some time each meeting to strategic planning and having a sub standing agenda item would be a very good idea.

Commissioner Hall asked for clarification that for the document that Dorothy created with the items/feedback from the member interviews,Commissioner Hall then suggested having the document sent to the board members to review. Scott stated he will send it out to the board to have access to. Dorothy did mention that the document is lengthy with it being an 11-page document, but she does agree that the board should have full access to it as it does have some viable content for the board to look over.

Chairman Leatherwood gave thanks to Dorothy for her time presenting the plan as she did an outstanding job he noted. He stated that this is a great starting point for the board. Dorothy noted that the board can do it and thanked the board for their time.

E. <u>PRESIDENT & CEO'S REPORT:</u> Scott Keith highlighted the following items.

1. Signatures on Cards for previous Board members: Scott asked the board to sign cards for two retiring board members. He passed them around for members to sign.

2. Rap Grant: Scott shared that LEPFA was part of a recipient through the city for a rap grant.

3.Pedway Improvements: Scott reported that Tristan has been keeping an update on the progress of Pedway.

*Dorothy Maxwell and Sherrie Boak left the meeting at 9:15 a.m.

4. LEPFA U: Scott noted that LEPFA had its first session of LEPFA U since the pandemic yesterday at the Lansing Center. He explained this is our once a quarter/half a year session to help train the staff. He reported that there was a great turnout, with training sessions for each departments. At the event, they shared some staff celebrations, employee of the month, work anniversaries and did some team building activities.

5. MLB Audit: Scott reported that the Major League Baseball Audit was completed and received just a couple of weeks ago. The team, Scott, Tristan and City Administration are reviewing.

City council liaison Jeremy Garza asked Scott what the City can do to assist with completing the improvements? Scott replied that the City and LEPFA and Lugnuts are working towards solutions to present.

G. <u>VICE PRESIDENT/STAFF REPORTS:</u>

1. **Tristan Wright:** Deferred to her report in the administration report presented
2. **Heidi Brown:** Deferred to her report in the administration report presented.
3. **Paul Ntoko:** Deferred to his report in the administration report presented. Just added that there was a mistake in the report that shows Fall rates started on September 9, they started on September 19.
4. **Mindy Biladeau**: Mindy briefly shared that August was a good month for summer, we entered rental by $4500. She then deferred to her report in the administration report presented. Scott mentioned Silver Bells is coming, she repeated that it is.
5. **Michelle Green:** Nothing more to add to her report.

VII. <u>COMMISSIONERS AND STAFF COMMENTS:</u>

1. Commissioner Collins: As a person who grew up in the northside of Lansing, Commissioner Collins took this time to thank the members of the community who came and spoke on their views to the board today. He believed that the members of the community were clear and concise with their messages, and they got their point across. He asked for the members present to pass that along to the rest of the members.

VIII. <u>OLD BUSINESS:</u>

1. Approval of Meeting Minutes and August Financials: President Keith noted that the board will move the approval of August 23, 2022, meeting minutes and accepting of August financials to the next month's board meeting.
2. Website Redesign: Scott Keith reported that the strategic committee met, approved, and are moving forward with the contract for the Website redesign for the Lansing Center website discussed in last month's board meeting. That will be moving forward.

IX. **NEW BUSINESS:** None.

X. **ADJOURNMENT:** At 9:22 a.m. the regular monthly meeting was adjourned.

THE NEXT MONTHLY MEETING IS SCHEDULED FOR:
TUESDAY, OCTOBER 25, 2022
8:00 a.m.
LOCATION: Lansing Center- Governors Rooms

Respectfully submitted,

Kasey McFadden, Recording Secretary