LANSING ENTERTAINMENT & PUBLIC FACILITIES AUTHORITY
BOARD OF COMMISSIONERS MEETING
March 7, 2023
MINUTES

At 8:06 a.m. Chairman Larry Leatherwood called the meeting of LEPFA Board of Commissioners to order in the Greater Lansing Convention and Visitor's Bureau Boardroom located at the Great Lansing Convention and Visitors Bureau; 500 East Michigan Avenue; Suite 180., Lansing, Michigan 48933.

COMMISSIONERS PRESENT: Paul Collins, Larry Leatherwood, Maureen McNulty-Saxton, and Eric Sudol.

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

OTHERS PRESENT: Mindy Biladeau, Heidi Brown, Scott Keith, Kasey McFadden, Paul Ntoko, and Tristan Wright - Lansing Entertainment & Public Facilities Authority, Joe Abood- City Attorney, Sherrie Boak- City Council, Julie Pingston- Greater Lansing Convention & Visitors Bureau, and Jack Alexander-Public.

I. CALL TO ORDER: Chairman Leatherwood started by announcing that the meeting will not have a quorum. Because of this, there will be certain items that will be discussed, however will not be able to move forward with until the board reaches quorum and votes.

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

III. PUBLIC COMMENT: None

IV. APPROVAL OF JANUARY 24, 2023, MINUTES: Minutes will be approved at the March 28, 2023, meeting due to lack of quorum. There were no changes to the minutes.

V. REPORTS:

A. **CHAIRMAN'S REPORT:** Chairman Leatherwood went over the agenda and discussed the importance of Board Members attending the monthly meetings as the board can not move forward with any voting items unless there is a quorum. For this meeting, Chairman Leatherwood stated that they will go over and discuss these items, however they will not vote due to lack of quorum.

B. **FINANCE COMMITTEE:** Chair of the Finance Committee**,** Commissioner Maureen McNulty-Saxton reported that today's meeting will be covering the Fiscal Year 2024 Budget, she emphasized that this is in "draft" review along with the financials, committee updates, and review the DEI statement from the LEPFA Strategic Committee. At the end of the meeting, the board will be discussing next month's meeting attendance.

1. Draft Financials: Commissioner Saxton reported that with some continuing challenges, Scott Keith will be going over the "draft" financials. At this time, Scott Keith presented the draft financials. Scott started by stating that he and Jennifer McFatridge have been working on the financials. Scott highlighted some challenges in the Finance department. They are working alongside Dana Young with Lehman

Wesley and will be interviewing for the VP of Finance starting March 20. Currently right now, there are two staff members in the Finance department with Jennifer McFatridge's assistance.

I. **JACKSON FIELD:** Scott added, this number (lease payment) does not go into LEPFA's financials, and Jennifer will be correcting the financials to reflect that. For operating expenses, LEPFA is ahead of budget by about $15k through January 31 and ahead of overall budget by $60k. For income statement comparative, salaries and wadges are at $10K. Once allocated with maintenance contracts, equipment contracts, and insurance, there will be a total expense report for the month of about $30k compared to $43k from prior years. This will take the positive reflection for excess revenues over expenses that are currently $39.5k to about $19k. The stadium is currently ahead of last year's negative of $6k. This demonstrates a positive balance.

   Commissioner Sudol asked if currently there is no revenue to be reflected for Jackson field, to which Scott confirmed. Commissioner Sudol asked the why for the increase year after year for city contribution. Scott explained that for last year there were funds from the construction project that LEPFA was using to complete some of the tasks last year; currently they have not received these funds this year. Commissioner Sudol lastly asked if the PACE for the city contribution continue to be $50k a month for the remainder of the financial period, Scott confirmed that is correct as it is a $600k operating contribution for the year.

ii. **GROESBECK GOLF COURSE:** Most items were accurate when he and Jennifer reviewed. Scott reported that for salaries and wages there is about $38.7k total. For budget versus actual, there is a negative amount for the current period on account of the course being closed with no revenue, this is standard for this time of year. Once the weather changes there will be a positive change. For the year, it will put Groesbeck at a positive $26k whereas they are budgeted at $45k so they are behind where they would like to be. For the balance sheet, they are not too far off as they are positive by 100k from the previous year. For the income statement, the only difference would be salaries and wadges. Last year they were down one full-time staff member, so this year they were higher.
   Commissioner Saxton asked how many staff at Groesbeck work during the off season. Scott reported that there are three full-time employees, and that during this time of year, about three to five part-time employees' work. Commissioner Sudol asked about the expenses for the maintenance of equipment and facilities are above the annual budgeted number and asked if it is to be expected for the numbers to rise. Scott explained that they had a strong fiscal year, so they invested in some new equipment that would be better returns.

iii. **LANSING CENTER:** Scott started his report on the Lansing Center with the income statement comparative. For current year versus prior year, the prior year in signage and promotions number shown is the settlement of Silver Bells. This has not been completed this year, so there is no revenue for silver bells currently on the budget. However, Silver Bells expenses are in the expense categories of events and market. Additionally, with the allocation of salaries from the Lansing Center to Jackson Field and Groesbeck, is a $56k swing that will be coming out of the expense category. Scott added that there are also expenses for professional services across all three facilities. With these factors, there is a total of $76k that will be coming out of the Lansing Center over towards the other properties. Overall, the Lansing Center is sitting on a positive balance. For the balance sheet, there is unreserved equity of $530k. For budget versus actual, they are sitting at a positive $60k beating budget by $53k.
Chairman Leatherwood wanted an update on the candidates for the VP of Finance, Scott explained that there are currently three candidates to be interviewed and they will be interviewed the week of March 20.
Commissioner Sudol looked for clarification on the income statement, to which Scott explained. Commissioner Sudol asked with the challenges of staff if LEPFA has looked to working with an outside firm. Scott explained that currently LEPFA is working with Lehman Wesley. He added that Lehman Wesley can't manage LEPFA employees, but they can oversee their work, making sure the work is completed correctly. Scott is working with Dana Young from Lehman Wesley, which both are working to get one full-time staff member to help, as currently there is a part-time Lehman Wesley staff member filling in to keep the Finance team caught up.

2. Draft Budget: Scott shared with the board the 2024 budget in draft format; this was submitted to the City but will not be approved until quorum has been reached and there has been a vote from board. Scott shared some brief information from the budget.

At 8:46a.m. Joe Abood exited the meeting

At 8:49a.m. Joe Abood entered the meeting

Commissioner Saxton asked if it has been discussed having the same volunteer/partnership that happened for the Dr. Martin Luther King Jr. Commission of Mid-Michigan MLK: Day Of Celebration event, if there could be a continuing partnership for future events. Scott explained that it isn't as simple as with Martin Luther King Jr. Day because most people are off due to the Holiday. So, in this case, the Lansing Center can use more volunteers. Paul works with Fastemps and Express Professional temp agencies to help with staffing when it is needed.

Chairman Leatherwood took this time to ask in light of what happened at Michigan State Campus on February 13 what LEPFA is doing to prepare staff from a safety standpoint. Tristan Wright explained that even prior to the incident at Michigan State, a lot of staff have gone through the AVI: Active Violet Intruder training. However, there are new staff members, so Tristan shared that the LEPFA U training that is coming up on April 4th will be addressing the AVI: Active Violent Intruder Training with Lansing Police Department for all current staff members. To add to this, Heidi shared that there will be a second session during the LEPFA U on April 4 which will emphasize Self Defense. Tristan also acknowledged that periodically for the all-staff meetings, where the employee of the month is announced, there are also trainings held regarding safety. Lastly, Tristan shared that the staff Safety committee has put together a "To-Go" bucket in each department with various items should a situation happen where staff would need to shelter in place. In staff management meetings, it is also stated regularly, "If you see something, say something; If you hear something, say something; If you smell something, say something."

Commissioner Sudol circled back to the budget for the Lansing Center, he was looking for clarification on budget regarding foodservice revenue correlating to the income statement. Scott explained that it is strictly foodservice, bars, concessions, etc. Paul explained that with trends picking up and with some strong months and some slow months, they are seeing like pre-pandemic levels. July and August for 2022 were significantly lower followed by September (which is usually strong) Paul reported. However, for October it was a record-breaking month, but then November and December dropped. Commissioner Sudol wanted to figure out how LEPFA is treating future events with the challenges when handling staff. Scott explained that it is mostly with the foodservice side of events where we notice a challenge, but the team is creative in trying to accommodate certain events. Mindy added that as of now the Lansing Center is caped at 160 people for plated meals. For groups who do not want to do buffets, they will look elsewhere. This is because for foodservice, they cannot accommodate more then 160 people for plated meals. On the occasion, there could also be multiple events that need strong foodservice staffing needs that are not able to happen as there is no additional staff to service the added event. Mindy added that she and Kristy Doak work with Paul to see if there are any potential challenges as they do not want to commit to a group and not be able to meet the level of service and standards that has been set for Lansing Center staff.

At 8:58a.m. Tristan Wright exited the meeting

Commissioner Sudol then asked what the horizon would be for a group who wants to book an event a year from now, would these caps still be used. Mindy confirmed that they can only go on information that they know of today.

At 9:00a.m. Tristan Wright entered the meeting

Commissioner Sudol explained that the challenge is to try and generate the growth that the Lansing Center needs to cover the deficits. With challenges in the labor market, Commissioner Sudol stated that he completely understands that, but it is difficult for a client to want to commit to the Lansing Center for an event, to be comfortable to book it; to what degree he is unaware that is currently being lost business. Scott added that the Lansing Center is not the only one that is facing this challenge, it is throughout the industry. Commissioner Sudol agreed but also stated, "it is what we do." For staffing, commissioner Sudol suggested that it should be the focus of our Personnel Committee and our board to help find solutions. As for the future we must be able to commit to bookings so that we can get back to normal and find solutions in the labor market, commissioner Sudol stressed.

At 9:04a.m. Paul Collins exited the meeting

These are not easy solutions Commissioner Sudol added, but they are what needs to be done to get it right. His last question was when the board would be approving this budget, Scott explained to Commissioner Sudol the process of accepting the budget and the explained the timeline of events.

At 9:07a.m. Eric Sudol exited the meeting

C. **PERSONNEL COMMITTEE:** In lieu of the Chair of the Personnel Committee Commissioner Kenric Hall, Scott Keith reported that the Personnel Committee met, and they discussed the following items. Scott reported that they reviewed the Service Culture training for LEPFA staff. Scott added that this training will be led by Matthew Anderson with a staff committee working to complete the process of improving and developing further service culture initiatives. The Personnel committee would like to have data to evaluate whether the committee is working. This will be a six-month process working with Matthew Anderson and it will be employee driven. This is something staff could always improve on across all properties. Scott also reported that the Personnel committee discussed improvements to the incentive plan for employees.

At 9:09a.m. Eric Sudol entered the meeting

D. **STRATEGIC COMMITTEE:** In lieu of Chair of the Strategic Committee Commissioner Danielle Lenz, Scott Keith reported that the strategic committee did meet, and they discussed the following items. Scott Keith reported that the committee reviewed the draft LEPFA DEI statement that Scott sent out, it was to be approved today, but due to lack of quorum it will be moved until next meeting. Tristan Wright shared that the committee is excited for the DEI statement and is looking forward to the board's approval.

E. **PRESIDENT & CEO REPORT:**

1. **Finance Department Plan:** Scott began his report by restating that for the finance department they are currently in discussion of the plan and moving forward with getting caught up.
2. **Hairball Concert:** Scott announced that on March 31st the Lansing Center will be hosting the Hairball Concert event and will need the help of the board to spread the word for ticket sales. Sales did start off slow but are starting to increase.
3. **Misc Items:** Scott shared that in previous, Commissioner Mickens suggested putting together a video outlining some of LEPFA's safety challenges at the Lansing Center; particularly how long it takes to lock down a building of the Lansing Center's size. Funding discussions are still improving as they are now weekly meetings to finalize. Scott also took this time to share that he received some nice notes from Charles Janssen, Greg Brogan, and Pam Miklavcic from the Davies Project in regard to the donation in remembrance of Greg Brogan's mother.
4. **LEPFA/CVB Suite at Jackson Field:** Scott announced with the season coming up he reminded the board that the LEPFA/CVB suite will be available soon for the upcoming season for board members to select a date to reserve the suite. He reminded the board that they can reach out to either Kasey or himself to book a date.

F. **VICE PRESIDENT/STAFF REPORTS:**

1. **Mindy Biladeau- Sales & Services:** Mindy started her report by stating that her team is currently in their busy season. In October it was stated by Paul that it was a record-breaking month and Mindy was happy to report that February

exceeded that for the month for rental. Currently sales are over 110% for budget in rental.
Mindy then presented the Silver Bells recap with the board. Over 25,000 people in person experienced Silver Bells in the City with more than 18,000 households who tuned in to watch the event live on Fox47. Silver Bells now holds the top spot for onetime primetime show in the history of Fox47. In the parade, there were over 70+ floats, bands, and carriages. St Johns High School Marching band and Lansing Everett High School marching bands won the illuminated band awards. Each band won $500 courtesy of BWL and received a $500 gift card to Marshall Music. The drone light show was a hit with an increase to 200 drones' courtesy of BWL with a long-awaited return of the grand finale fireworks. The Silver Bells village was hugely successful and full of vendors. For the Silver Bells 5k 800 runners braved the cold and it was successful.

At 9:17a.m. Maureen Saxton Exited the Meeting

2. **Heidi Brown: Human Resources:** Heidi began her report by noting that the VP of Finance interviews are the week of March 20. In addition to the VP of Finance, there are also two event coordinator positions, those interviews are scheduled for tomorrow. Heidi is also working to fill the Accounting Analyst Administrator position, along with the Foodservice Supervisor position. Her team is also working on gearing up for on-call and part time positions for Groesbeck Golf Course as well as for Foodservice. Looking at the monthly leave there was one employee during the month of January who was on a Collective Bargaining Agreement covered leave. For employee referrals, there was one referral, it was pending but has been paid out and will be reflected in next month's report. Heidi then gave a brief report on the LEPFA U session which is April 4th which will be about the Active Violent Intruder training with an afternoon session on Self Defense. There will be mandatory staff communications training with Lisa Fisher on March 16. In terms of the summary plan description, Heidi stated that this must be posted by April 1st. Heidi presented to the board a copy of the LEPFA internal newsletter that has been resurrected. Heidi added that this is the second edition with Kasey McFadden's creative talents to share with employee's employee of the month, team of the quarter, highlights of each month, along with different information across all facilities. Lastly on March 3 they hosted an Employee Appreciation Day and gave each staff member a 6-1 pen, M&Ms, along with providing staff pizza for lunch.

3. **Paul Ntoko- Food and Beverage:** Paul started his report by announcing some items for the upcoming 2023 Groesbeck season. Paul was happy to report that most of the pro shop and cart staff will be returning this year. Paul's team is currently reviewing and finalizing the pricing for menu offerings which in the

next couple of weeks will be made public. Paul wanted to highlight that for foodservice, they wrapped up a very strong February for foodservice volume; this was last seen in 2016. Paul gave kudos to his team as they continued to work hard during this busy month. He is proud and lucky to be a part of his team.

Commissioner Sudol asked Paul that with inflation causes pressure for cost of goods, how does Paul's team treat menus for future events in terms of pricing and commitment. Paul shared that with the ability to customize menus, and the dialogue for upcoming events, they can modify menus and communicate with clients. Contractually, or policy wise, they only commit to 90 days, but Paul is considering shortening that time with what he is seeing from other convention centers, is what they are doing is collecting more deposit money upfront. He is looking into this to build commitment with clients; it is all with open communication with clients and the different teams.

4. **Tristan Wright- Operations:** Tristan started her report by reporting on utilities. Operations will be continuing the process moving forward but there are different things done amongst the three properties to keep an eye on utilities. For example, on days where there are no events, the Lansing Center is "Dark" meaning the doors are locked and the lighting is kept to a minimal and to keep the HVAC to a minimal with reminding staff to close doors to conserve energy. Tristan then presented the internet revenue from January to February, she stated that they are starting to see numbers that are pre-pandemic numbers. For Jackson Field, Tristan shared that the maintenance team is currently starting to de-winterize the stadium. She highlighted that the team does experience some challenges due to the age of the facility, however, the team does a great job at getting that de-winterized before the upcoming season. The Lugnuts will take the field April 4th with the Crosstown Showdown with MSU; this game will be at 7:05PM. With Groesbeck Golf Course, the team is also getting ready for the upcoming 2023 season. One item that Tristan wanted to address that was not on her report is the LEPFA staff Safety Committee which she sits on with Ryan Tess the Technical Service Manager who is the chair of this committee, has created an evacuation plan for Groesbeck Golf Course. This is something that has not been implemented for the course, so they are working as a committee to get this implemented for the course. Lastly, Tristan shared that there is also another staff committee called the C.A.R.E committee which is currently on hold. However, with the SCALA/Reader boards Daron MacKinder. LEPFA's Technical Service Coordinator has created various slides highlighting various items throughout the month. Themes for this month include Women's History Month and Autism Awareness Month.

VIII. **COMMISSIONERS AND STAFF COMMENTS:** None

IX. **OLD BUSINESS:** None.

X. **NEW BUSINESS:** Chairman Leatherwood informed that the next month's meeting is scheduled for March 28th, this date is currently during most schools Spring Break. Both Chairman Leatherwood and Commissioner Sudol stated they can attend this meeting for the scheduled date. Scott mentioned that he will be reaching out to board members individually before they decide. Currently it looks like there will be quorum based on conversations, Scott stated but he would like board members to look at this date and check to make sure they are able to attend.

XI. **ADJOURNMENT:** At 9:33 a.m. the meeting was adjourned.

THE NEXT MONTHLY MEETING IS SCHEDULED FOR:
TUESDAY, March 7, 2023
8:00 a.m.
LOCATION: Greater Lansing Convention & Visitors Bureau's Boardroom; 500 E Michigan Ave, Suite 180, Lansing, MI 48912

Respectfully submitted,

Kasey McFadden, Recording Secretary