LANSING ENTERTAINMENT &PUBLIC FACILITIES AUTHORITY
BOARD OF COMMISSIONERS MEETING
April 25, 2023
MINUTES

At 8:09 a.m. Chairman Larry Leatherwood called the monthly meeting of LEPFA Board of Commissioners to order in *The View* located at Jackson Field; 505 East Michigan Avenue; Lansing, Michigan 48912.

COMMISSIONERS PRESENT: Paul Collins, Kenric Hall, Jordan Hankwitz (Ex-Officio), Desiree Kirkland (Ex-Officio), Larry Leatherwood, Danielle Lenz, Emily Linden (Ex-Officio), Charles Mickens, Maureen McNulty-Saxton, and James Stajos.

COMMISSIONERS ABSENT: Price Dobernick and Eric Sudol.

OTHERS PRESENT: Mindy Biladeau, Heidi Brown, Kirby Doidge, Scott Keith, Kasey McFadden, and Tristan Wright - Lansing Entertainment & Public Facilities Authority; Joe Abood-Lansing City Attorney's Office; Tiffany Dowling and Melissa DeMott - The M3 Group; and Jack Alexander.

III. ESTABLISHMENT OF THE AGENDA There were no changes to the agenda. Motion was made to accept the agenda for the meeting as presented. **MOTION:** Commissioner Hall **SECOND:** Commissioner Stajos. **MOTIONED CARRIED**

IV. PUBLIC COMMENT There was no public comment.

V. APPROVAL OF THE MARCH 7, 2023, MINUTES Motion was made to accept the meeting minutes for the March 7, 2023, meeting as presented. **MOTION:** Commissioner Lenz **SECOND:** Commissioner Hall. **MOTIONED CARRIED**

VI. REPORTS:

A. CHAIRMAN'S REPORT Chairman Leatherwood noted items for today's meeting includes:
1. Draft Financial Review
2. Pension Plan Resolutions for Changes to Officers
3. DEI Statement
4. Brand Update Presentation from Tiffany Dowling from The M3 Group
5. Draft Video on Safety Security of The Lansing Center

B. FINANCE COMMITTEE Commissioner Maureen Saxton reported the committee met and discussed the following items:
1. Introductions Before presenting the financials, Scott introduced LEPFA's new Vice President of Finance, Kirby Doidge, and the new Ex-Officio board member Jordan Hankwitz, who is the new director of Economic Development and Planning for the City of Lansing. At this time, Scott explained what has transpired in the finance department since Kirby Doidge joined the team.
2. Draft Financials Commissioner Saxton reported on the draft financials as they were handed out for discussion. Scott reviewed financials and emphasized that the financials are in draft form. Commissioner Saxton mentioned that the budget will not be reviewed at today's meeting, but Scott may call a special meeting to present the budget, discuss the budget for Fiscal Year 24, and discuss any or all changes for the three properties.

Scott shared that the finance committee met with Jennifer McFatridge (LEPFA's former VP of Finance).

a. Lansing Center- In reviewing the Income Statement Comparative, from prior year to current, year to date revenues is at $3,047,000 which is higher than last year's $2,871,000. Included in last year's number was $800,000 which were from grant funding from the State's one time Convention Center Grant and the PPP Grant. With that, the trend is up from the prior year. Scott addressed the challenges that are shown in Scott shared that the Lansing Center has items that have not been allocated out to the other properties, these items include salaries and wages, professional services, and insurances; With this swing, the Lansing Center will be in a positive standing for the current year.
   Lastly, for Sales and Marketing from the CVB there is no data there as the CVB has decided to hold their money until the financials are up to date.

   Commissioner Saxton asked where the data under liabilities is from; Scott explained that the number comes from the subsidy (operating contributions) from the City; this is what LEPFA received this year.

   Commissioner Lenz asked if the budget for the Lansing Center lists projects that are discussed in the Strategic Committee, she asked if these will be included in the budget. Scott confirmed and listed some projects included in the budget such as improving the concessions in Hall A, a website redesign, rebranding, and upgrades to the POS systems for foodservice. There are also operational projects like the water tower for the air conditioning units. For the balcony, Scott shared that LEPFA did receive a grant to fund the balcony project, they are looking to find matching dollars and are working with the City on finding where this match can come from.

b. Groesbeck Golf Course- In the income statement comparative, for the year to date, Groesbeck is higher than last year's revenue. Expenses are missing numbers from items which are from the Lansing Center not being allocated currently. For Maintenance and Facilities/Supplies and Materials, there are high numbers shown in the financials as they pre-purchased turf supplies, due to timing with shipment of products. Scott also explained that last year Groesbeck did not have a Superintendent, so they were outsourcing for fertilization and pest control. Now this will be balanced out with the Superintendent position filled. For the month of February there is a negative number as the course was in its winter months; but there is still a positive year to date standing. Compared to the previous year, Groesbeck is a little behind as last year.

Commissioner Lenz asked where the money made from outing events such as the LBC Greens and Grains event goes. Scott stated that those would be located in the Sponsorship and Miscellaneous category.

For budget versus actual, it was a loss as anticipated due to the winter months. For the year to date, Groesbeck is $20k ahead of budget for the year.

Chair Leatherwood asked for an update on the Master Plan at Groesbeck. Scott and golf leadership are meeting with the consultants to go over their initial draft ideas on the master plan.

c. Jackson Field- For the income statement, Scott explained that the number one item that needs to be corrected, is someone placed the lease payment to the City into the Revenue category. This is an item that is being corrected. Additionally, in the expenses, items from the Lansing Center have not been allocated over. This is a $40,000 swing which will bring Jackson Field above budget by $100,000 with added items. The stadium around this time is in the process of opening for the season, there are a lot of expenses, these include, HVAC units (2) repaired, and the elevator repaired (which has been completed).

For the balance sheet, there is about a $200,000 swing, which would bring Jackson Field ahead of budget before the season opens.

Commissioner Collins asked about the timeline that will be given to the Board. Scott explained he will be giving the Board a document going over in detail as to why the financials are where they are currently and where the Finance team would like to be and by when. The financials will need to be completed and done before the audit, which is at the end of September, and he would like to have everything completed and ready for the Board's approval by the end of June.

Lastly Scott announced that next week will be the presentation of the LEPFA budget to City Council; it is simplified this year to give a general overview of the budget. This year's budget has been reduced from last year's budget.

3. Pension Plan Resolution- Scott explained the Pension Plan Resolution to the Board. The pension plan is for LEPFA's 457 and 401 plans which the attorney reviewed last year. It has been determined that there needs to be an approval by the Board of the second amendment of the Savings Plan, Thrift Plan, and the signers for the Authority being the Vice President of Finance and the Executive Vice President.

Motion was made to approve the second amendment to the Pension Plan as presented. **MOTION:** Commissioner Mickens **SECOND:** Commissioner Lenz. **MOTIONED CARRIED**

C. **PERSONNEL COMMITTEE** Committee Chair Kenric Hall reported that the committee met and reviewed the following items:

1. Service Culture Training for LEPFA Staff- Commissioner Hall explained that the Service Culture 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 committee recommended and Committee Chairman Hall made a motion that the Board support the Service Culture Training for LEPFA staff to improve and develop service culture initiatives.

Motion was made to accept the Service Culture Training for LEPFA staff as presented. **MOTION**: Commissioner Hall **SECOND**: Commissioner Saxton. **MOTIONED CARRIED**

2. Incentive Plan for LEPFA Employees- Commissioner Hall shared that the Personnel Committee will be discussing improvements to the incentive plan for employees, as well as recommended increases to staff wages for fiscal year 2024. Commissioner Hall added that Scott has additional research and development to further the recommendation based on changes being made to staff. This will be reviewed by the Personnel Committee and will be presented to the Board next month for approval.

D. **STRATEGIC COMMITTEE** Committee Chair Danielle Lenz noted the committee met and discussed the following:

1. DEI Statement: Commissioner Lenz reported that the Committee, along with Tristan Wright reviewed the draft LEPFA DEI statement which was provided to the Board for review. Based upon review of the Strategic Committee, the Committee recommended and made a motion to the Board for the approval of LEPFA DEI statement.

Motion was made to accept the DEI statement as presented. **MOTION**: Commissioner Collins **SECOND**: Commissioner Mickens. **MOTIONED CARRIED**

Commissioner Lenz stated that the Committee also reviewed and assigned goal statements into short-term and long-term assignments with the appropriate staff/board assigned, and actionable steps to accomplish these goal statements.

2. LEPFA Rebrand Project: Commissioner Lenz reported that the committee discussed the LEPFA Rebrand Project. At this time, Commissioner Lenz introduced Tiffany Dowling, CEO and President of the M3 Group to present the LEPFA Rebranding project to the Board.

Desiree Kirkland exited the meeting at 8:55 a.m.

Scott Keith added that the rebranding of LEPFA project process was started before the pandemic. It was presented to the Board and ready to be approved; then the pandemic happened, and they decided to hold off. Scott felt that it was time, with the recommendation of the Board, and that Tiffany come back, and present all that was done, what else needs to be done, and answer any questions.

Emily Linden exited the meeting at 8:57 a.m.

Tiffany introduced herself and Melissa DeMott who is the Client Strategist for the LEPFA rebrand. Tiffany presented that for research they had two digital surveys, a leadership survey, general public survey, focus groups, and a SWAT analysis to get the base of the data that they needed to create the idea and concept of the new brand. Tiffany then presented the rebranded name.

With a rollout such as this rebrand, Tiffany addressed that there are factors that need to be addressed and changed. At the time that they started the rebrand process, the team at M3 group put together a strategy around what needed to be updated first, the cost associated with these items, and prioritizing. Due to the amount of time since this was done (almost 3 years), this would have to be redone.

Heidi Brown exited the meeting at 9:06 a.m.

Lastly, Tiffany presented M3 Groups recommendations to the Board. The recommendations stated that there are a few decisions that the board will need to make such as pre-launch of any name change will need to be decided to look back at the research and at least do some Focus Groups to make sure the name, along with the visuals will resonate today. Looking back at the research, Tiffany believes that the organization is still in a good standing to move forward. The Board will also need to think of a direction they would like to go with the rebrand, figure out if it is good timing to rebrand, figure out a timeline schedule, and figure out the cost analyst for everything that will need to be updated. During this, the rebranding will also need to be addressed not only as an external launch, but internal launch as well.

Commissioner Stajos shared that he was on the team that started the rebranding process along with Commissioner Mickens and Chairman Leatherwood and at the time they were ready to move forward and get the process started for rebranding. Now the Board has new Board members, and he was unsure of where their heads were at, but he was on board to move forward with the approval of the rebrand name and logo design. Scott added that LEPFA would still be the legal name, this rebrand would be a DBA. Commissioner Mickens and Chair Leatherwood agreed as well that they are also ready to move forward. Commissioner Lenz emphasized that rebranding will be a great idea, however, she agrees with Tiffany's recommendation of reviewing the research first. Because of the pandemic, Commissioner Lenz agreed that reviewing the research would be a smart thing to do as there are new Board members, as well as new staff that would help bring new data to the research. Commissioner Saxton indicated that she would like to see messaging both internal and external. Tiffany shared that her team has started to prep for the messaging as they have information from the previous research which they presented to Scott prior to the pandemic but it was not approved, nor finalized due to the pandemic; this information can be resurrected. Commissioner Saxton also asked if there is a benefit from a marketing perspective to launch a rebrand when another local partners rebrand is launching. Tiffany stated that it can be good and bad, her recommendation would be for the organization to launch their rebrand separately. However, doing the rebrand within the same year does show a progression on what Lansing is doing. Tiffany recommends doing the rebranding for LEPFA in stages. Commissioner Saxton agreed as it signifies energy.

Heidi Brown entered the meeting at 9:12 a.m.

Scott addressed that these were the determining factors as to why the concept of rebranding was needed. In conversation with Tiffany, Scott explained that no one really knows what LEPFA is, they only know our entities (Lansing Center, Jackson Field, Groesbeck, Silver Bells, etc.) The acronym LEPFA does not describe what we are and what we do.

Commissioner Lenz recommended sending out a survey on what the brand would look like to the Board and new staff would be beneficial. Commissioner Leatherwood asked if Commissioner Lenz could follow up on the next steps with the Strategic committee in order to expose it to a broader group for feedback. Then, provide a timeframe that will be pursued and how to include others in the process, and get back with the Board on her intent; Commissioner Lenz agreed. Commissioner Hall asked Tiffany if she could provide a copy of her presentation to new Board members who have not seen the presentation; Tiffany agreed.

3. Lansing Center Upgrade Funding Video: Scott reported that lastly, the Strategic Committee, along with the Executive Committee, have been addressing some items that need to be updated in terms of safety and security for the Lansing Center. Scott added that Tristan Wright was given the task of working on getting a video put together that describes the challenges to the safety and security of the Lansing Center. Tristan presented to the Board a Life Safety Funding Video for the Lansing Center.

Jordan Hankwitz, Tiffany Dowling & Melissa DeMott exited the meeting at 9:21 a.m.
Jordan Hankwitz entered the meeting at 9:22 a.m.

Chair Leatherwood asked in regard to who the intended audience would be for the video. Scott Keith explained that initially it would be internal (City, City Council, Capital Caucus, anyone who makes decisions on funding for the Lansing Center). Scott emphasized that this would not be a public video. Chair Leatherwood complimented the video and recommended that those who are viewing this video be provided with an information sheet stating specifically the items needing funding and what the cost would be. Commissioner Saxton agreed with the recommendation. Commissioner Stajos complemented the video, as it shows a great representation in a video format.

Joe Abood exited the meeting at 9:30 a.m.

Commissioner Mickens explained, when asked about what exactly will need to be replaced, that the current systems are 30 years old and stated the funding would go toward all new systems.

James Stajos exited the meeting at 9:32 a.m.

Commissioner Lenz added addressing on the back of the sheet presented a list of the benefits of the items that need funding. Commissioner Lenz then asked how the video is being presented or sent to the intended audience. Scott explained that their intention it to meet individually.

Joe Abood entered the meeting at 9:33 a.m.

Commissioner Saxton asked the timeframe as to when these will be presented; Scott stated hopefully by summer. Commissioner Hall asked if the costs have been established in terms of any bids on any of the pieces, Scott stated there are no bids, but there was a "what to expect" provided by Honeywell.

Joe Abood exited the meeting at 9:34 a.m.

E. PRESIDENT & CEO REPORT Scott Keith reported on the following:

1. Board Appointees- Scott shared that the process has been started for Board members who are up for renewal (Commissioners Leatherwood, Lenz, and Saxton) and these are in process and will be completed by June.

Danielle Lenz exited the meeting at 9:35 a.m.

2. Succession Plan- Prior to recent events, Scott addressed that he was in the process of updating a Succession Plan. Scott has just started the plan and is in the process of getting that completed. It was recommended to develop a Crisis Plan additionally, and that will be added as well. Scott would like to separate the Emergency Plan from the Crisis Plan, as all emergencies are not crisis and vice versa.
3. Thank You- Scott thanked the Board for reaching out to him during his recent medical issue. He is on the mend.
4. Lugnuts Suite- Scott reminded the Board that if there is a date that they would like to use the LEPFA suite to reach out to Kasey.

F. VICE PRESIDENT/STAFF REPORTS

1. Tristan Wright- The only item added was Tristan presented the board with a thank you card from Scott and presented the card at this time.

VII. **COMMISSIONERS AND STAFF COMMENTS:** No report.

VIII. **OLD BUSINESS:**

A. Approval of January 24, 2023, Board Meeting Minutes
Motion was made to accept the meeting minutes for the January 24, 2023, meeting as presented.
MOTION: Commissioner Hall **SECOND:** Commissioner Mickens. **MOTIONED CARRIED**

IX. **NEW BUSINESS:** None

X. **ADJOURNMENT:** Motion was made to adjourn the April 25, 2023, meeting.
MOTION: Commissioner Hall **SECOND:** Commissioner Collins. **MOTIONED CARRIED**

At 9:38 a.m. the regular monthly meeting was adjourned.

THE NEXT MONTHLY MEETING IS SCHEDULED FOR:
TUESDAY, May 23, 2023
8:00 a.m.
LOCATION: Governor's Room- Lansing Center

Respectfully submitted,

Kasey McFadden

Kasey McFadden, Recording Secretary