LANSING ENTERTAINMENT & PUBLIC FACILITIES AUTHORITY
BOARD OF COMMISSIONERS MEETING
October 3, 2023
MINUTES

At 8:05 a.m. Chairman Kenric Hall called the monthly meeting of the LEPFA Board of Commissioners to order in The View located at Jackson Field Stadium; 505 East Michigan Avenue; Lansing, Michigan 48912.

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

COMMISSIONERS ABSENT: Price Dobernick, Danielle Lenz, and James Stajos

OTHERS PRESENT: Mindy Biladeau, Heidi Brown, Kirby Doidge, Scott Keith, Kasey McFadden, and Tristan Wright - Lansing Entertainment & Public Facilities Authority; Jeremy Garza- City Council; Joe Abood-Lansing City Attorney's Office; Jake Brower- City Of Lansing; and Jack Alexander- Public.

III. ESTABLISHMENT OF THE AGENDA: There was one added item to the agenda that was moved to the VP of Operations, Tristan Wright's Report. This item was the approval for the Christman Proposal for the Jackson Field MLB renovations/updates.

IV. PUBLIC COMMENT: No comment was made.

V. APPROVAL OF THE AUGUST 22, 2023, MINUTES: Motion was made to approve the meeting minutes for the August 22, 2023, meeting as presented. **MOTION**: Commissioner Mickens **SECOND**: Commissioner Saxton. **MOTIONED CARRIED**

VI. REPORTS:

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

1. FY23 Goals for LEPFA Board
2. Financial Committee's Updated Review
3. Acceptance of the Draft Financials through June 2023
4. Updates on Various Projects
5. Personnel Committee Update
6. Strategic Committee Update

Chairman Hall first took this time to take recognition to the Past Chair Commissioner Larry Leatherwood for handling last month's meeting in lieu of Commissioner Hall's absence, but also thanked him for a great Year 2023 as Chair.

Chairman Hall presented the LEPFA Board Goals for FY24 which are as follows:

1. Complete the process of Financial Review and update Financial Procedures.
   a. Include Monthly Financials, Audit, and Budget
2. Oversee the Capital Improvements Project for all LEPFA properties.
3. Renewed Funding Agreement with CVB
4. Additional Funding Options for LEPFA reviewed.

Eric Sudol entered the meeting at 8:08 a.m.

B. FINANCE COMMITTEE: In lieu of the Chair of the Finance Committee, Commissioner Danielle Lenz, the report was deferred to Kirby Doidge, VP of Finance to report on the draft financials through June 2023 as follows:

1. Lansing Center: Kirby noted that many updates have been made since the last board meeting.
   a. **Revenue**: The rental for the Lansing Center for June is lower than the actual rental in the Lansing Center. This change had an impact on the Food and Beverage lines, building rental, and equipment rental. Insurance and benefits have been moved from unearned to hit the proper lines as well, and the items that should be at the other properties have been moved as well. The next item is the box office revenue, which is sitting at -56,239.65 due to moving an event's ticket sales that are passed onto the customer and should not be hitting the revenue. This was corrected, and the year-to-date shows the accurate revenue for the box office. The next major change is signage and promotion, as the finance department has moved the Silver Bells sponsorships from unearned revenue to reflect in the budget to actual revenue, as Silver Bells does bring in revenue
   b. Expenses: Kirby began the expense report for the Lansing Center by reporting on professional services. This is made up of security, portions of Silver Bells, legal, audit, IT/HR, and accounting services. It is showing that this is offset and is shown in the salary, wages, and benefits. Scott explained that in the future, they would like to break down the differences between billable events and non-billable events.

Jake Brower entered the meeting at 8:15 a.m.

Commissioner Sudol questioned what the expenses for professional services were for the accounting items. Kirby explained that the two entities that make up the account professional service are Lehman Wesley and Jennifer McFatridge. Commissioner Sudol also asked for clarification on what is included in the miscellaneous category. Kirby explained that what makes up the miscellaneous category are items such as permits, memberships, board expenses, tax items, bank and credit card fees, and mileage/parking.

Commissioner Collins asked what goes into the process of finalizing the financials; Kirby, along with Scott, explained the process.
Commissioner Hankwitz asked a question regarding policy procedures, such as making a judgment call for security expenses. Kirby explained that the finance department is updating policies and procedures. They are generally asking questions about where specific numbers go rather than sticking them in categories where they were placed a year ago. This is because some categories did not align with certain items. They want to make sure all numbers are hitting the correct lines that they need to be in.

Commissioner Kirkland asked Kirby to address the negatives of unearned revenue subsidy. Kirby stated that this is the subsidy from the city that is being offset for reporting.

2. Groesbeck Golf Course:
    a. **Revenue:** The greens fees are overstated, and the season passes, simulator fees, and league fees are understated. Finance does have reports from the golf course with their breakouts of the fees for budgeting purposes for the next budget cycle. Lastly, the rental is over due to the placement of the fees for outings.

       Commissioner Sudol stated that the concessions were flat and that green fees were in good standing and asked for clarification. Scott explained that there is no definite answer, but golf has now leveled off. Rounds compared to last year are flat, and there is not a significant increase.

       Chairman Hall asked what determines the increase in green fees. Scott explained that the process of increasing green fees is determined by demand, increases, and comparisons from similar golf courses.

Jordan Hankwitz exited the meeting at 8:38 a.m.

    b. **Expenses:** Salaries and wages were overextended. The next item is the maintenance of the facility. Kirby stated that there were a few items that needed to be taken care of from a safety standpoint, which were the steps on the clubhouse as they were beginning to crumble. There was also a focus on investing back into the course this year. Kirby noted that the miscellaneous line is made up of POS system fees and bank fees.

       Commissioner Sudol asked for clarification on the allocation of salaries and wages. Kirby stated that this is something that Rehmann is working on looking into before the audit.

Jordan Hankwitz entered the meeting at 8:39 a.m.

3. Jackson Field: Kirby added that there is no revenue to report as the revenue is passed through the city and does not show on LEPFA's records.

    a. **Utilities:** Kirby noted that this is down as it is split between LEPFA and Jackson Field. This is lower than anticipated for a few things. One factor is depending on the schedule of when the team is home or away, as well as the temperature during the hot months. Also, another contributing factor is the light project that the utility companies believe would reduce the usage of the stadium.

b. **Supplies and Materials:** Jackson Field required a few unanticipated repairs this year, such as HVAC, roofs, and elevators.
c. **Maintenance to Jackson Field:** The overage for maintenance came from needing to install a ladder for service as they were having to climb through apartments for specific maintenance requests. Scott added that the utilities are broken out by address and meter numbers.

Jeremy Garza exited the meeting at 8:59 a.m.

Scott noted that moving forward, the Board will be presented with the monthly financials, as he would like to get back to the normal routine of reporting the financials monthly. Kirby shared that the finance team is growing, and has hired an Accounting Manager, and has filled the Accounts Receivable position. This position has also taken on some responsibility for assisting with payables to reduce the use of Lehman Wesley.

Commissioner Leatherwood asked how this reflects the relationship with Choose Lansing. Scott shared that two weeks ago, Julie Pingston, Mayor Andy Schor, and Scott met to discuss and put together a tentative timeline. With the acceptance of the draft financials, Scott will be sending them over to Choose Lansing to initiate the release of funding that has been withheld. With this, they will start a new strategic agreement between LEPFA and Choose Lansing.
Commissioner Sudol took this time to give kudos to Kirby and his team for their work in getting the financials caught up.

Jeremy Garza entered the meeting at 9:02 a.m.

Motion was made to accept the **financials** as presented for **Jackson Field, Groesbeck Golf Course, and the Lansing Center** for the period ending **June 30, 2023**.
MOTION: Commissioner Leatherwood **SECOND:** Commissioner Saxton **MOTION CARRIED**

C. PERSONNEL COMMITTEE: Committee Chair Paul Collins reported the committee met and discussed the following items:

1. **Goals**: Commissioner Collins went over the 2024 Fiscal Year Goals for the Personnel Committee, which are as follows:

a. Review the employee manual by April 2024.
b. Review the organizational chart structure in January 2024.
c. Review the pay grade scale in February 2024
d. Review employee evaluations in May 2024

Commissioner Sudol brought up the incentive program for the percentages that were approved by the board in a previous board meeting and asked if this would be handled by the personnel committee. Commissioner Collins confirmed that it will be worked on within the personnel committee and will be brought to the Board. Scott added that the main focus was to get the financials caught up so that they could see how this would affect the incentive plan for LEPFA employees. This might be delayed due to a few financial pieces.

D. STRATEGIC PLANNING COMMITTEE: Committee Chair Larry Leatherwood noted the committee met and discussed the following items:

1. **Project Manager for LC:** Commissioner Leatherwood explained that the committee had an extensive discussion regarding the potential use of a Project Manager to assist with Lansing Center improvement.

2. **Improvements for Jackson Field, Groesbeck Golf Course, and Lansing Center:** Commissioner Leatherwood also shared that the committee discussed updating the stadium improvements project list and the Groesbeck Golf Course Master Plan and reviewing the overall strategic plan at next month's meeting.

Commissioner Sudol asked if there would be any bidding process for a project manager. Scott stated that they have not determined if they will go by bids for the project management. Scott and Tristan have had discussions with previous management companies that they have worked with in the past but have not decided on a direction. He knows that hiring a project manager will be beneficial; he just would like to evaluate what type and what kind of contract they would like to go with.

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

1. **Update on Choose Lansing Timeline:** Scott wanted to add to the update of the Choose Lansing/LEPFA Timeline that he addressed earlier. Scott added that there is one element coming into play. Recently, there have been two bills drafted that affect hotel taxes and assessments. Both are coming out of Grand Rapids. The first bill is to change Public Act 269 from 5% to a 10% cap. The second bill is to amend Public Act 269, which would incorporate that a city or township can implement up to 2% of a hotel tax capture on the hotels within that jurisdiction. Both bills apply to Lansing, and Scott will be keeping the Board updated.
2. **Groesbeck Golf Course Master Plan:** Scott shared that the team met with Paul Albanese of Albanese and Lutzke last week to identify the four priorities to start putting together a plan to send to the Strategic Planning Committee and then eventually to the board. The plan will state what the projects are, how to address them, and eventually dig into cost and timeline.
3. **Lunch with Mayor Schor and Executive Committee:** Scott shared that in the next few weeks, there is a lunch scheduled with the Mayor and the LEPFA Executive Committee to discuss vision and planning for LEPFA's future.
4. **Survey Results for LC Improvement:** Lastly, Scott presented the client/customer survey that was sent out to partners in the region, clients, and the Board to get feedback on how LEPFA should prioritize the $5 million grant. There was no surprise that the priority was event space and décor. After this, there was a very close tie between foodservice, technology, building structure, and safety and security. Scott noted that these are all being

looked at. Some words that popped up a lot in these surveys were events, parking, facilities, and needs. Commissioner Hall suggested possibly diving deeper into the details of each category.

F. VICE PRESIDENT/STAFF REPORTS:

1. **Heidi Brown:**
    a. *Staffing:* Heidi started her report by sharing the news that the Lansing Center Sous Chef has put in his retirement, which will become effective on the 1st of the year. There has been a full-time facilities worker who has resigned effective October 6. Heidi and Mindy have concluded their efforts in hiring the Marketing Manager. An offer has been extended, and they are waiting to hear back from the candidate. There is an ongoing process for on-call foodservice positions.
    b. *LEPFA U:* Heidi is preparing for the second session of LEPFA U, which will take place on November 1st. The topic is "Work/Life Sway." This will be in conjunction with the annual flu shot clinic.
    c. **Benefits 2024**: Heidi is also getting ready to start up the Healthcare committee to go over benefits for 2024.
2. **Mindy Biladeau:**
    a. *Sales:* Mindy started her report by announcing that sales for August were great for the summer months, as the summer is typically slower. Now they are transitioning into October, which is the start of the busy season. Next month, Mindy is hopeful to present the pace reports. Mindy shared that sales are at 99% of budget for 2024, which is very good with October and February being the two busiest months for FY24.
    b. *Events:* Mindy gave insight on events that have previously happened at Groesbeck Golf Course, which was the second session of the Greens and Grains on September 15. The weather was great, and 36 golfers played in this event. The Superintendent's Revenge is a four-person scramble at $200 per team for 18 holes, with a cart and lunch provided. They are almost at the maximum capacity for this event.
    c. *Silver Bells:* Mindy stated that even though it is only October, Silver Bells is here, and marketing is ready to go, as she presented the 2023 event poster with the Silver Bells 5K poster. This is the 39th annual event. The electric light parade is set with 75 units, which is the maximum capacity. There are over a dozen new entries this year.

Desiree Kirkland exited the meeting at 9:27 a.m.

They will be announcing the tree harvesting next week. This will be set up on the last Saturday of October. The live broadcast will be from 6 PM to 8 PM on Fox 47. Drones will be released; the launching location will be moved this year, followed by the grand finale fireworks. For the 5K, they are ahead of pace for signups.

   d. *Website*: The website rebuild is going well, and the goal is to launch by late December or early January.

Desiree Kirkland entered the meeting at 9:29 a.m.

3. **Tristan Wright:**
    a. *Christman Proposal Approval:* Tristan presented the proposal for phase two of the MLB Stadium renovation. Christman Construction helped with phase one of the renovation. Phase two is to add a baseball tunnel and a few renovations to the visiting team locker room. They hope to start this renovation in late October or early November and have it completed by the start of the next baseball season in 2024. Scott added that it would be funded from the 1.5-million-dollar funding.

       Commissioner Sudol asked if this would be based on bids. Tristan explained that because this is the second phase, they worked with Christman in the first phase, and they decided to continue Christman's work for this phase.

       Commissioner Saxton asked a question regarding the LEPFA rebrand initiative and when the timeline would be rolled out. Scott explained that he spoke to Melissa with M3 Group to discuss the results from the two focus groups.

Motion was made to accept the **Christman Proposal** as presented for the **Jackson Field MLB renovation for Phase Two.**
MOTION: Commissioner Sudol **SECOND:** Commissioner Collins **MOTION CARRIED**

Eric Sudol exited the meeting at 9:37 a.m.

4. **Paul Ntoko:** In lieu of Paul's absence, Scott explained that Paul was working through an event at the Lansing Center, Spartan Fire. His report is stated in the Administration Report.

5. **Kirby Doidge:** Kirby added to his report that his main focus for this month is to continue to catch up and make improvements on processes and procedures.

VII. **COMMISSIONERS AND STAFF COMMENTS:** No Comments Were Made.

VIII. **OLD BUSINESS:** No Report.

IX. **NEW BUSINESS:** No Report

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

THE NEXT MONTHLY MEETING IS SCHEDULED FOR:
TUESDAY, OCTOBER 24, 2023
8:00 a.m.
LOCATION: Governor's Room- Lansing Center

Respectfully submitted,

Kasey McFadden, Recording Secretary