LANSING ENTERTAINMENT & PUBLIC FACILITIES AUTHORITY
BOARD OF COMMISSIONERS MEETING
October 24, 2023
MINUTES

At 8:08 a.m. Chairman Kenric Hall called the monthly meeting of the LEPFA Board of Commissioners to order in the Governor's Room located at the Lansing Center; 555 East Michigan Avenue; Lansing, Michigan 48933.

COMMISSIONERS PRESENT: Paul Collins, Price Dobernick, Kenric Hall, Jordan Hankwitz (Ex-Officio), Larry Leatherwood, Emily Linden (Ex-Officio), Charles Mickens, and Maureen McNulty-Saxton

COMMISSIONERS ABSENT: Desiree Kirkland (Ex-Officio), Danielle Lenz, James Stajos, and Eric Sudol

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

III. ESTABLISHMENT OF THE AGENDA: There was one added item to the agenda that was added to the Finance Committee report. The item added was the August draft financial presentation with the approval of the August 2023 draft financials.

IV. PUBLIC COMMENT: No comment was made.

V. APPROVAL OF THE October 3, 2023, MINUTES: Motion was made to approve the meeting minutes for the October 3, 2023, meeting as presented. **MOTION**: Commissioner Leatherwood **SECOND**: Commissioner Mickens. **MOTIONED CARRIED**

VI. REPORTS:

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

1. Finance Committee Update: Review and Acceptance of the draft financials for July 2023 and August 2023
2. Approval of the Domestic Waterline Repair Project
3. Updates from the Personnel Committee
4. Updates from the Strategic Committee regarding improvement plans for the Lansing Center and Jackson Field.

B. FINANCE COMMITTEE: With the absence of the Chair of the Finance Committee, Commissioner Danielle Lenz, Chair Hall deferred the finance report to Kirby Doidge, VP of Finance to report on the draft financials for July 2023 and August 2023 as follows:

1. July 2023 Financials
   a. Lansing Center
   Kirby noted that for the Lansing Center, July was a big month due to the National Horseshoe Pitchers Association World Championship. This was the root of driving numbers for July financials.

i. **Revenue**: The rental for the Lansing Center for July was higher than the prior year from $28,011 to $52,716.28, which is due to National Horseshoe Pitchers. Food and beverage were up from the prior year from $58,985.33 to $121,416 which consisted of concessions. Historically, July and August at the Lansing Center are behind on budget but get caught up in October as October is a busy month. Revenue was totaled for the month at $274,829.40 beating the budget by $23,859.40.

ii. **Expenses:** Kirby began the expenses report for the Lansing Center by reporting that salaries and wages are up due to the labor for the National Horseshoe Pitching event that took place in July.

Paul Collins entered the meeting at 8:12 a.m.

b. Groesbeck Golf Course

i. **Revenue:** Kirby reported that the month of July for Groesbeck Golf Course was a high month as Groesbeck was busy. Greg Webber, Groesbeck's Head Pro, stated that for July, Groesbeck had many record-breaking milestones. Rounds were up by 250 compared to the prior year.

ii. **Expenses:** Expenses for the month all came under budget. The one item that will continue to be monitored is supplies and materials, due to the increase in gas prices, which is reflected in the increase in power cart rentals. The operating income for the month of July is $92,148.70, and expenses over revenue are $100,180.61.

Mindy Biladeau entered the meeting at 8:29 a.m.

c. Jackson Field:

i. **Salaries and Wages:** Operating expenses came in at $39,569.46 and with the city contribution for revenue, there was excess revenue over expenses at $11,462.29. Kirby believes this will adjust depending on when items are ordered and what maintenance needs to be done moving forward.

Motion was made to accept the **financials** as presented for **Jackson Field, Groesbeck Golf Course, and the Lansing Center** for the period ending **July 31, 2023**.
MOTION: Commissioner Dobernick **SECOND:** Commissioner Mickens **MOTION CARRIED**

2. August 2023 Financials

a. Lansing Center

Procedures that are being put in place are working, and staff are being properly trained to have these items look better for discrepancies. The team is continuing to meet twice a week to go over items and he is noticing fewer highlights that people are noticing.

i. **Revenue**: For the Lansing Center, the building rental came in at $39,470.00 which is under budget by $5,530.00. Food and beverage jumped back from the prior month and came in at a strong $147, 039.65. The labor services came in at $6, 112.50 which will be reflected in salary and wages decrease. Total operating revenue came in at $240,941.14 for the month of August.

ii. **Expenses:** City operating contribution and marketing reimbursement are booked with excess revenue over expenses under $62,994.02 for the month of August; This is made up in October and other upcoming months.

b. <u>Groesbeck Golf Course</u>

i. **Revenue:** Kirby reported that the month of August revenues for Groesbeck Golf Course were down. Overall, Groesbeck came in at $150,656.05 in total revenue, and year to date, Groesbeck is under $2,029.29 to budget.

ii. **Expenses:** With less play, there were fewer expenses, so all expenses came in under budget by $13,571.09. One item that was fixed after financials were uploaded for the board presentation was professional services; IT and turf consultants were moved to the professional services category with $1,270 showing. Overall, the excess revenue over expenses is hitting $70,491.35 beating the budget for August.

c. <u>Jackson Field:</u>

i. **Salaries and Wages:** Operating expenses are in at $41,263.24. Moving forward it will be shown with the winterization of the stadium so expenses will be reported for this. Excess revenues over expenses are $9,768.51. Utilities are down to reflect the light project that was discussed last board meeting.

Motion was made to accept the **financials** as presented for **Jackson Field, Groesbeck Golf Course, and the Lansing Center** for the period ending **August 31, 2023**.
MOTION: Commissioner Mickens **SECOND:** Commissioner Saxton **MOTION CARRIED**

d. <u>Audit:</u>

Kirby shared that the audit process started yesterday. Currently, he is assisting auditors with all requests. Finance will be continuing to answer questions and complete any requests from the auditors.

Jordan Hankwitz exited the meeting at 8:33 a.m.

Kirby will be updating the board should any pressing information come forth. Commissioner Hall asked how long the process should take. Kirby answered that the auditors are on site for a week, it will all depend on if there is anything that the auditors find that will need answers. Scott explained that when the auditors are completed, they will present to the board as it will need to be accepted by the board by December 31st so that it is included in the City's audit. Once the accepted audit is submitted to the City, the auditor will then come to either present to the Executive Committee or to the full Board at the discretion of the Board Chair. The auditor will then present, and the audit will be fully approved by the Board.

e. <u>Budget:</u>
Kirby noted that the Finance department has been busy with financial items but is also looking to get the budget process started. This process will start next week when the auditors are out.

Jordan Hankwitz entered the meeting at 8:36 a.m.

Scott added that LEPFA starts the budget process and finds out the numbers not only within the budget but also the revenue coming in (Public Act 25, etc.) They will then meet and discuss with the City's Finance department where LEPFA's numbers need to fall based on their budget projections. Then, come January, they will have a draft presented to the Board on budget, and then at the end of January/early February the Board will accept the budget in draft form and LEPFA will submit the draft budget to the City. Following the submission, there is another process from February to May with the City Council and City Administration where they might need to make some adjustments to the budget based on their discussions. When the city completes the final budget and adopts it through the council, then the board will accept the budget no longer in draft form.

Commissioner Leatherwood noted that based on the financial presentation at today's meeting, the finances have come a long way in terms of CVB/LEPFA standings. Commissioner Leatherwood then asked how this reflects the relationship between the CVB and LEPFA. Chair Hall shared that LEPFA has received their first payment from the CVB, so they are up to date in terms of payments from the CVB. As soon as they submit the financials, LEPFA will receive the second and final payment. Scott and Julie have met several times in the past couple of weeks to discuss the next steps in the process in terms of talking about a new contract and negotiating a new agreement that is similar to one of the past. They continue to make progress with the CVB and feel confident about the process in the future in terms of the CVB/LEPFA relationship. Chair Hall also agreed with Commissioner Leatherwood and gave kudos to Kirby and the finance team for all their efforts these past months to get financials caught up while tackling other financial tasks in the process.

f. Lansing Center Domestic Waterline Repair Project Approval:

Tristan Wright presented to the Board the Domestic Waterline Repair Project for the Lansing Center by explaining that the domestic water pipe is 30 years old, which is a galvanized pipe that started experiencing leaks in 2019. If this continues, the system will fail. Mike Horning, Lansing Center building engineer, submitted three proposals, and received two proposals back. After researching the two company's proposals, they believe that the best proposal was from Myers Plumbing. Tristan asked for the Board's approval to move forward with Myers Plumbing for the proposed amount of $109,670. This project has to be completed on a dark day because the main water needs to be shut off. Myers will be working around the Lansing Center's schedule so that nothing interferes with any business in the building. Chair Hall asked for clarification that Myers will be working with the Lansing Center's schedule so that it does not interfere with business but asked if this will push away potential business. Tristan stated that this is why they scheduled this during the Thanksgiving Holiday so that it does not interfere with upcoming events. Currently, this time period is on hold for the Lansing Center schedule so the project can be completed. The overall goal is to not interrupt any clients whatsoever. Commissioner Saxton asked if it was guaranteed that this would be completed in the necessary period. Tristan confirmed that Myers will have the project completed in the week period. Commissioner Collin asked for clarification that the $109,670 amount is for both phases, Tristan confirmed it is for both phases.

Motion was made to approve the **Domestic Waterline Repair Project** as presented for the **Lansing Center**.
MOTION: Commissioner Saxton **SECOND:** Commissioner Dobernick **MOTION CARRIED**

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

1. Review of the Organizational Chart for LEPFA
2. Discussed the Incentive Plan for Employees FY23
3. Updates on the Service Culture Training Program

D. STRATEGIC PLANNING COMMITTEE: Committee Chair Larry Leatherwood noted the committee met and discussed the following items and deferred to Tristan Wright for explanation:

1. **Stadium Improvement Project:** Tristan explained that the stadium received 1.5 million dollars to take care of various items required by the MLB now that the Lugnuts have changed affiliations. The challenge is that this funding is not available until January 2024.

This proposes some challenges for Jackson Field as they were anticipating the renovation to start on November 6th. The items needed for the renovation are the additional batting tunnel, renovation to the locker rooms for the home team, and some minor miscellaneous items such as netting and padding for Jackson Field. The goal is to still have the renovations start on November 6th for this renovation, as they could receive fines from the MLB and lose the team if they miss the deadline.

2. **Lansing Center Upgrades:** Tristan also gave an update on the Lansing Center Upgrades. The Lansing Center received $5 million to go towards the Lansing Center. Tristan reported that they have started the IT infrastructure project by beginning the cabling to improve the infrastructure upgrades. The goal is to present a better product for the Lansing Center's internet services for our clients/customers. This project has started with the cabling, will move in a few phases, and should be completed by the end of the year.

3. **Strategic Committee Goals 2024**: Commissioner Leatherwood presented to the Board the Strategic Committee goals for the FY24.
   a. Update the Mission Statement based on the Strategic Planning Session back in August 2022
   b. Review the Strategic Plan and complete the next steps.
   c. Review and approve the Lansing Center Improvement Plan
   d. Review and approve the Jackson Field Improvement Plan
   e. Review Groesbeck Golf Course Master Plan

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

1. **Upcoming Events:**
   a. *Silver Bells In The City- November 17:* Scott shared the 39th Annual Silver Bells in the City program for the upcoming date of Friday, November 17 with the board. Scott added that for the event, there will be a small reception hosted in the Governor's room at the Lansing Center for the Board and staff to bring their families with refreshments and a view of the event. There will be some more information to come of this reception.
   b. *Uplift Our Youth Foundation Annual Fundraising Dinner:* Scott shared that Commissioner Leatherwood's foundation has a fundraising dinner and as a thank you to Commissioner Leatherwood for his time as LEPFA's chair, LEPFA donated to his foundation. Scott shared the program with the Board.
   c. *Council Member Carol Wood:* Scott lastly shared an invite inviting the Board to a reception in honor of Council Member Wood who is leaving her role with the City. The reception will be held at the Plumber and Pipefitters Hall.

2. **Board Photo:** Scott expressed that one goal this year is to get a full board photo. Scott stated that they will be working to get a time coordinated for a board meeting or function to have all attend.

3. **Rebranding Update:** Scott gave a brief update on the LEPFA rebrand initiative as he has discussed with the Executive Committee. Scott met with M3 Group after the focus groups were held. Lots of communication came out of these groups and Scott has asked M3 Group to put together some recommendations as it sounds like LEPFA will not be doing a full rebrand. Instead, LEPFA will have a brand refresh. There will be an M3 recommendation study coming through the Executive Committee.

4. **Choose Lansing/LEPFA Updates:** Scott reported on the standings of the CVB/LEPFA agreement. He explained that they had completed the first step of getting caught up with the financials. At the next board meeting, all financials will be caught up and will be back in the routine process of reviewing monthly financials. There have been two bills (Public Act 269) that have been submitted that are causing a hold-up in the process. Scott will also be meeting with the City to discuss funding for the Stadium renovations and how they can work through the challenge with the funding and deadline.

5. **Executive Committee/Mayor Schor Meeting:** Scott shared with the Board a brief summary of a meeting that the Executive Committee had with the Mayor, Shelbi Frayer, and Mark Lawrence. In the meeting, they discussed how LEPFA is moving forward and where LEPFA stands. They also discussed LEPFA's goals for FY24. Chair Hall added that their goal was to meet with the Mayor and update him on what LEPFA was doing and where LEPFA stands in terms of strategic initiatives and priorities for this upcoming FY24. Chair Hall stated that all parties were very engaged in conversation, and he appreciated the opportunity to sit with them as they were with the Executive Committee; he added that this was a good start to the fiscal year.

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

1. **Paul Ntoko:** Paul first thanked the Board for their flexibility as he was unable to make the last meeting due to the Spartan Fire event at the Lansing Center.
    a. *Groesbeck Golf Course:* Paul shared that as everyone could see, Fall has made its appearance and due to the weather, Groesbeck is winding down and getting ready for the Winter season.

    b. *Lansing Center*: Paul reported that the Lansing Center is looking strong, and the momentum continues to grow. October is a strong month for the Lansing Center and Paul stated he is very thankful to the staff for all that they have been able to accomplish during the busiest month. For many years, the Lansing Center has worked with Food Movers to get reusable food to the Greater Lansing Foodbank but recently they have not been able to get any contact from them. So, they have begun working with New Hope Community and Cresto Rey, which has worked out well so far. Currently, Foodservice has contributed 6,300 pounds of reusable food to the community.

Chair Hall asked for an update on how staffing is going for Foodservice. Paul shared that there have been some hires, but there have also been some losses; this has been a "moving needle" in terms of staffing. For a while, they were struggling for staffing in the kitchen and were good server-wise, but now that has flipped. There are about the same number of servers as to where they were last year with 6 servers when they will need about 20-24 servers. Paul added that they are continuing to work closely with temp agencies and are starting to work with Stunio. Last week was the first time they worked with Stunio, and all went well. Paul, along with Scott explained what Stunio is, and what services they help provide LEPFA. Chair Hall asked if Foodservice has increased their capacity for plated meals, Paul confirmed that depending on resources, they can make accommodations for 160 plated meals to 200 plated meals served.

2. **Heidi Brown:**
   a. *Staffing:* Heidi piggybacked off of Paul's report in terms of staffing that for Foodservice, full-time staff is fully staffed. They did receive a resignation from the Sous Chef as he will be retiring. They currently have received 59 applications for the Sous Chef position and Chef Dan Ray will be reviewing these applications. The part-time positions, there have been two second cook positions, three on-call facilities workers, and two box office positions; these are constantly being filled. HR is continuing to fill part-time positions as they become open. Full-time vacant positions are currently the Sous Chef position and the HR Payroll Coordinator positions; these have been posted. The Payables Accountant position is on hold and there is a full-time facilities worker position on hold; these are both pending review in terms of duty within these departments.

   b. *Benefits:* Heidi shared that as of Friday LEPFA received quote information from PHP regarding healthcare insurance. Heidi will be coordinating a time to meet and discuss the proposal. Heidi also mentioned that they currently did their Medicare annual distribution notice of prescriptions that they are equal to PHP which was overseen last Friday.

   c. *Trainings:*
      i. Part Two- Communications Training with Lisa Fisher: Heidi mentioned that she is working with Lisa Fisher to follow up on part two of the communications training for internal staff which will focus on enhancing communications skills for staff. The last session was with two large groups, where this session is 6 small sessions and will take place in November and December.

ii. LEPFA U: On November 1st, staff will be attending the second session of our annual LEPFA U. This is an internal professional development day for all staff. The topic of this session is Work. Life. Sway. There will be a variety of topics that relate to work/life. There will be a vendor's area where staff can learn about different local services throughout the area such as a Chiropractic Company, PNC, Sparrow Pharmacy for a flu shot clinic, and Lansing Moms (for Parent/Children resources).

d. *Thanksgiving Turkey*: Heidi highlighted that during the Thanksgiving holiday, LEPFA has a turkey posted outside of the Administration Office which is currently featherless. Throughout the month of November staff and clients are able to contribute to Turkey to add feathers and all proceeds go to the Greater Lansing Food Bank. This is an annual fundraiser that LEPFA does, and last year LEPFA raised $222 and is hoping to surpass that this year.

3. **Mindy Biladeau:**
   a. *Monthly Sales Report summary:* Mindy reported the Monthly Sales Report Summary for the month of July as Sales exceeded the budget by $52,382 and for August, they were under budget by $39,470. Even though August was low for budget, October has helped keep sales ahead of budget.
   b. PACE Report: Mindy explained the PACE Report, which compares the current budget to the previous year. As of OCT 16, sales are ahead of budget by $55,680. The budget for the year is $813,925 and with definite and tentative events they are at $944,094. Mindy also explained the variance pace report, which gives a snapshot of other fiscal years pre-pandemic to where sales are. The highest rental for the Lansing Center came in 2018/2019 which was a year-end of $944,307, so sales are on pace to exceed this number for this current fiscal year. Sales are ahead of pace by $130,169 for the rental of the Lansing Center

Nicholas Montry exited the meeting at 9:15 a.m.

   c. *Silver Bells:* Mindy gave the details of.

4. **Tristan Wright:**
   a. *Jackson Field:* Tristan reported the highs and lows for Jackson Field for the 2023 season. The 4th of July was Jackson Field's largest attended games since 2013 with 11,500 fans in attendance. There were some increases in events for the stadium with the Olive Burger event having a 58% increase in attendance. Jackson Field saw an increase in revenue for merchandise by 88% and food and beverage sales increased by 79%. On the downside, they did struggle in terms of

staffing/employment which increased wait times for concessions lines. However, they were able to work through these struggles and come out strong. With some colder games, there were some issues with the aging of HVAC units which gave the team a challenge. With the recent incident at MSU, Jackson Field staff focused on revamping the bag policy and their AVI awareness training at the stadium. Overall, Jackson Field welcomed 303,659 fans through the gates for the games and their total attendance between games and events was 332,971.

Nicholas Montry entered the meeting at 9:19 a.m.

5. **Kirby Doidge:**
   - **a.** *Change of Box Office Fee Structure*: Kirby announced to the board that the fee structure for the box office will be changing. In previous meetings, there has been negative reporting in revenue. This is due to the fees which will now be passed on to the customer. The Lansing Center will no longer be occurring these fees and have met to make sure it is covering the Lansing Center fees but does not add a burden to patrons coming into events. Depending on the size of the event, they might still have a fee associated with hosting the box office. This will cover these fees, but over a certain number, the fees will cover everything and will not be passed on to the event itself. Chair Hall asked if there was an estimate on what kind of financial improvement this would make on an annual basis. Kirby stated that currently, LEPFA was losing out on about $5,000 per large event. Annually there were 6 large events a swing of $30,000. Scott added this will potentially cover the expenses to help with funding for the upkeep of the building.

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

1. Jordan Hankwitz: Commissioner Hankwitz took this time to inform the Board that he is resigning from his position with the City Of Lansing to pursue a new opportunity with Stunio. He will be their Senior Advisor for corporate relations to help them gain some traction from the Lansing Area and beyond. Jordan will still be working alongside LEPFA just from another realm. Commissioner Hankwitz thanked the Board for allowing him to join the Board and thanked Scott, Kasey, and the team for all their efforts. Jordan then introduced Nicholas Montry who is the Deputy for Economic Development and Planning for the City of Lansing who will be taking on Jordan's role on an interim basis, so he brought him to the meeting today to help ease the transition.

   Commissioner Hall wished Jordan the best of luck in his new role as it was a pleasure having him on the LEPFA Board.

2. Nicholas Montry: Nicholas Montry introduced himself to the board and stated that he is looking forward to working with the Board and getting to know the process of the Board.

3. Price Dobernick: Commissioner Dobernick took this time to apologize to the Board for his attendance for the year as he has been out of town for work needs. He stated that he has been in touch with Scott to stay caught up on Board items and will be working to stay consistent with the Board meetings moving forward.

4. Paul Collins: Paul wanted to share his appreciation for the efforts of the LEPFA staff and the Finance Department to get through the challenges as this time last year was when the Board started learning about these challenges. There has been a tremendous amount of effort to get us back to where we need to be. Another pleasing piece was knowing how well managed the rest of the staff have come together to fix these issues. The staff has done a good job keeping the organization going.

5. Kenric Hall: Chair Hall shared that Kirby has been sharing monthly updates on where the Finance Department is at. These include some of the variances both positive and negative to help explain items to the finance committee. Chair Hall added that moving forward, Kirby will be including these in the board packets. This will be able to help explain items to the Board in advance to see some bullet point information with each report.

6. Maureen McNulty-Saxton: Commissioner Saxton also gave kudos to the staff at LEPFA for their hard work from the physical, mental, and long hours it is all appreciated.
7. Tristan Wright: Tristan brought up the Board Holiday Party which will take place on Tuesday, December 19. This is an intimate gathering with the LEPFA Board, Staff, and LEPFA partners and sponsors, along with some City members. A save-the-date will be sent out to the Board.

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

IX. **NEW BUSINESS:** No Report

X. **AJOURNMENT:** At 9:30 a.m. the regular monthly meeting was adjourned.

THE NEXT MONTHLY MEETING IS SCHEDULED FOR:
TUESDAY, NOVEMBER 28, 2023
8:00 a.m.
LOCATION: Governor's Room- Lansing Center

Respectfully submitted,

Kasey McFadden, Recording Secretary