

Ingham County Board of Commissioners
Democratic Caucus Agenda
6:00 pm, May 13, 2025
Board Room, Third Floor
Ingham County Courthouse, 366 S. Jefferson, Mason and
virtually at <https://ingham.zoom.us/j/86246962326>

1. Call to Order
2. Approval of the Minutes
3. Public Comment
4. Appointments

<i>Board / Commission</i>	<i>Appointee</i>	<i>Expire</i>	<i>Applicants</i>	<i>Appointed by</i>
Fair Board	1 vacancy		Ted O'Dell i Joy Gleason i	BOC/HS
Housing Commission	2 vacancies		Cynthia Galeano	BOC/HS
Equal Opportunity Committee	7 vacancies		Theresa Braden- Horstman ic Dominika Tipton ic	BOC/CS resolution
Community Health Center Board	7 vacancies		Ceirra Hoch	BOC/HS

i – interviewed

*c- committee
recommended*

*r - requests
reappointment*

*n – not interested in
reappointment*

nr – no response

5. Liaison Committee Report
6. Commissioner Concerns
7. Caucus Treasurer Report/Ads and Sponsorships (Comm. Johnson)
 - a. Ad for the Lansing Juneteenth Celebration
8. Other Issues
9. Items/Amendments for Tonight's Board Meeting
10. Adjournment

Ingham County Board of Commissioners
Democratic Caucus Meeting
April 29, 2025
Draft Minutes

Members Present: Sebolt, Cahill, Grebner, Johnson (Arrived at 6:07 p.m.), Lawrence, Morgan, Peña, Polsdofer, Tennis, and Willis.

Members Absent: Pratt, and Trubac.

Others Present: Leo Brown, Dr. Adenike Shoyinka, Commissioner Maiville, Commissioner Schafer, Commissioner Ruest, Becky Bennett, Gregg Todd, Jared Cypher, Gordon Love, Anika Ried and others.

1. Call to Order

The meeting was called to order by Chairperson Lawrence at 6:00 p.m. in the Board of Commissioners Room of the Courthouse, 341 South Jefferson, Mason, MI. Virtual public participation was offered via Zoom at <https://ingham.zoom.us/j/86246962326>.

2. Approval of the Minutes

MOVED BY COMM. SEBOLT, SUPPORTED BY COMM. WILLIS, TO APPROVE THE MINUTES OF THE APRIL 29, 2025 DEMOCRATIC CAUCUS MEETING.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Johnson, Pratt, and Trubac.

4. Appointments

None.

5. Liaison Committee Report

6. Commissioner Concerns

7. Caucus Treasurer Report/Ads and Sponsorships

Chairperson Lawrence recessed the meeting at 6:03 p.m.

Commissioner Johnson arrived at 6:06 p.m.

Chairperson Lawrence declared the meeting back in session at 6:07 p.m.

Commissioner Johnson provided the Democratic Caucus Treasurer Report which was included in the minutes as Attachment A.

MOVED BY COMM. GREBNER, SUPPORTED BY COMM. SEBOLT, TO ACCEPT THE TREASURER'S REPORT.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Pratt and Trubac.

3. Limited Public Comment

Leo Brown, LE&O Mansion Chief Executive Officer, stated they were looking for support for a project they hoped to do with the Enhancement Grant from the Michigan State Housing Development Authority (MSHDA), as there were three properties on Cedar Street that were vacant and they wanted to renovate those properties. Brown further stated they were also the founder of Black Wall Street of Lansing which was a nonprofit that aimed to help local entrepreneurs and bring economics to Lansing.

9. Items/Amendments for Tonight's Board Meeting

10. Adjournment

The meeting was adjourned at 6:19 p.m.

TREASURER'S REPORT

Ingham County Board of Commissioners
Democratic Caucus

Report Period: 4/15/25 - 4/29/25

Beginning Balance	\$1547.35	\$1547.35
Total Income		
Subtotal		\$1547.35
Dues		
Total Expenditures		
Subtotal	\$1,547.35	\$1,547.35
Ending Balance	\$1,547.35	\$1,547.35



LE&O MANSION

6810 South Cedar Street, Lansing, MI

LEO BROWN

734-972-6160

leocollections@gmail.com

"Exquisite Food and Entertainment for the People"

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Executive Summary

Mission Statement:

LE&O Mansion is about enlightening people through food and unique entertainment. Each person will experience a new level of ambience as they enter a Miami style mansion design lounge for upscale dining and nightlife.

LE&O Mansion isn't just about upscale dining and nightlife—it's about reimagining community. With our exciting expansion to 5920 South Cedar Street, we're creating a unique, integrated live-work model. This housing component will offer stable, quality living for residents who also have opportunities to work and grow within the LE&O ecosystem—making our impact not just cultural and economic, but deeply personal and transformational.

Company Overview

The vision is for our guest to have an upscale, luxurious experience that is very thought provoking.

Our locations will provide a culmination of various experiences by providing a variety of services, including:

- Diverse musical genre entertainment.
- Exquisite Soul food & Seafood dining from culinary chefs.
- Showcasing talent, art, comedy & music through exhibits.
- Private meetings & Events
- Charitable events

In addition to providing a high-end entertainment and dining destination, LE&O is expanding into community development. The acquisition of 5920 South Cedar Street allows us to create a stable housing environment directly linked to employment opportunities. This will be the first lifestyle model in Lansing that fully integrates work, culture, and living in a self-sustaining and empowering environment.

Our service style and environment at a minimum, is upscale, urban, professional, and very secured.

Sample Menu

Breakfast...

Red velvet chicken and waffles.

Chicken and waffles.

Deep fried grits with shrimp etouffee.

Made to order omelets.

Breakfast quesadillas.

Hash browns topped with sausage gravy, scrambled eggs, cheese, bacon, and scallions.

Smoked beef brisket breakfast burritos.

Lunch/Dinner

Variety of unique salads.

Salmon with Asian sauce.

Tuna tacos in a deep-fried wonton shell.

Made to order quesadillas.

Steak and lobster.

Smoked turkey legs in a jerk sauce.

Shrimp and crawfish etouffee. Smothered chicken and rice.

Seasoned tofu tacos

Seafood gumbo

Chicken, shrimp, and andouille sausage jambalaya.

Deep fried green tomatoes BLT sandwiches.

Rosemary garlic Cornish hens with fresh lemon zest.

Sides...

Red beans and rice

Seasoned green beans with dice potatoes.

Baked sweet potatoes topped with a glazed pecan sauce.

Roasted garlic mashed potatoes.

Sauteed corn with onions and bacon.

Fried okra.

Wild rice.

High end desserts such as...

Peach cobbler egg rolls with sea salt caramel topping.

Strawberry mouse.

Luscious Lemon Cake
Mini cheesecakes with assorted sauces.
Chocolate southern pecan pies.
Lemon and blueberry bars.

Also plan to have daily specials.
Sunday soul food brunch.
Some things will change according to what is in season.

Housing & Workforce Innovation at 5920 S. Cedar Street

A One-of-a-Kind Opportunity

This property allows us to create a true live-work ecosystem that addresses housing insecurity while offering training and employment in hospitality, culinary arts, and events. No other venue in Lansing offers this fusion of lifestyle, luxury, and impact.

Our Vision

- Stable housing designed with care, style, and security
- Job creation through a prioritized hiring pipeline for residents
- Workforce development programs for skills training and advancement
- A cultural hub that merges art, fashion, food, and opportunity
- Community pride through thoughtful placemaking and activation

Social & Economic Impact

- Creates career pathways in culinary, events, service, and hospitality
- Reduces housing instability for underserved communities
- Provides a template for scalable urban renewal
- Aligns with LE&O's brand: culture, luxury, connection, and purpose

Strategic Synergy

Located just minutes from our flagship at **6810 S. Cedar**, the housing site connects seamlessly into a walkable corridor of activity—what we call the **LE&O Lifestyle District**.

Residents at 5920 S. Cedar will be prioritized for staff positions at LE&O Mansion. They will receive access to mentorship, training, and internal advancement. This creates a steady workforce while nurturing community leadership from within.

Design / Layout

LE&O Mansion: The exterior/ interior design of this location will be luxury contemporary, with an all-white dramatic and bold design. This will contrast the landscaping and ascent lighting with the restaurant logo. This location has 15,000 sq ft with a compacity of 640 people, and an outside custom one-level roof top deck for outdoor dining, including an elevator. The interior will have a futuristic luxurious oasis vision similar to the Versace Mansion design. This architectural design will be a collaboration done by Leo Brown, Studio Intrigue, and Laux Construction. The Kitchen/Bar will be designed by Paul Swanson. All dining furniture and plate ware will have a unique, contemporary, futuristic, brand signature LE&O custom logo design.

Management Team

Our management team will consist of very talented and experience individuals in the restaurant industry:

Leo Brown, Owner Promoter/Humanitarian/ Influencer 25 years of entertainment/ Creative design experience.	Percy Gray Executive Chef 15 years of restaurant experience.	Jamie Donth Manager/Waitress 20 years of restaurant experience.
Kimberly Benda Manager/Waitress 20 years of restaurant experience	Jeremiah Hephzibah Chef/Manager Culinary Arts Director 25 years of experience	Ahsahki Guy Administrative Assistant 6 years of experience

LEO BROWN

OWNER, GENERAL MANAGER

General Purpose

Leo Brown will be the owner and overseeing the operation of the restaurant. Mr. Brown is a visionary, influencer, creative designer, and humanitarian. He currently has his own entertainment company, "The People's Entertainment, LLC". He is also the founder of a new non-profit organization entitled the "Black Wall Street of Lansing". Our research indicates that

there's a demand for diverse entertainment in the city of Lansing, coupled with fine dining. With Leo's vision, he's able to bring this aspect to Lansing because of his connections to the entertainment industry. In addition, his ability to create a new vision for the Capitol City will be contagious and will inspire community support. His vision would be to reestablish Lansing as the new entertainment Mecca of Michigan.

He will have a variety of responsibilities, in regard to managing the restaurant, including planning and directing all restaurant operations. Additional responsibilities will be maintaining high standards of food, service, health, and safety, to ensure the efficient and profitable business performance of the restaurant, and the optimal utilization of staff and resources.

Marketing will also showcase our commitment to social impact through the housing initiative. Campaigns will highlight how LE&O is transforming lives through cultural empowerment and employment—making us not just a place to visit, but a movement to support.

Staffing Levels

The following staffing personnel will be hired when the locations are fully operational. We've included the specific positions, as well some selected qualifications we will be looking for when we filled these positions:

Kitchen manager:

Responsible for the overall operations for the back of house and kitchen area of a restaurant. Kitchen managers hire staff, purchase food and stock, and make sure everyone is trained on proper food preparation and kitchen safety techniques.

In addition, kitchen managers ensure that the companies standards are upheld: the food looks good and is cooked properly, the proportions are correct, and it is cooked and served quickly.

Bartender

We are looking for a professional, high-energy Bartender with excellent communication skills serve classical cocktails and exciting new beverages to our customers. The Bartender will greet customers, learn about their preferences, answer questions, recommend menu items, and prepare and serve beverages and food. You will also upsell items, create recipes, utilize proper equipment and ingredients, and handle basic cleaning duties.

Restaurant Cook

Our Restaurant is looking to hire a new Cook who will be responsible for preparing awesome dishes for our guests. Duties will include prepping meals by weighing, measuring, and mixing ingredients, cooking meals, checking ingredients for freshness, and arranging and garnishing the dishes. You will also be in charge of ensuring that the kitchen and equipment are properly cleaned and maintained.

To be successful in this job, you will need a thorough experience with hot and cold food preparation. Culinary school education is preferred, and prior experience in a related position is an advantage.

Restaurant Cook Responsibilities:

Some additional responsibilities for the cook include:

- Weigh, measure, mix and prep ingredients according to recipes.
- Steam, grill, boil, bake or fry meats, fish, vegetables, and other ingredients.
- Check food and ingredients for freshness.
- Arrange and garnish dishes.
- Work well under pressure and within the time limit.
- Ensure that kitchen area, equipment and utensils are cleaned.
- Help lead and inspire our kitchen staff with the restaurant manager.
- Wow our guests with amazing dishes.

DISWASHER

We will be looking for a dedicated, organized dishwasher who enjoys working as part of a team in a fast-paced culinary environment. The Dishwasher's duties include removing soiled plates and flatware from tables, washing them thoroughly, and resetting tables in preparation for the next party. They may also restock items, unload delivery trucks, help prepare cook stations, clean appliances and machines, empty and clean trash receptacles, and other duties, as needed.

To be successful as a Dishwasher, you should be a committed, communicative team player with excellent time management skills. You should be able to prioritize tasks in a busy setting and adhere to all food safety regulations and procedures.

WAITRESS/WAITER

We are looking for a friendly Waitress/Waiter to assist customers by providing menus and information about specials, taking food orders and ensuring that orders are received by kitchen staff and prepared according to the customer's specifications. Waitresses/Waiters also check in with customers to find out if they are happy with their service and meals.

To be successful as a Waitress/Waiter you must be friendly and patient with all customers. A good Waitress/Waiter enquires about the customer's needs and ensures that they have a satisfactory dining experience.

HOSTESS

We anticipate being a busy restaurant and have an open role for Hostess. You will greet guests as they enter and show them to their table or waiting area. You will also engage with guests to ensure their meal is as good as it should be. To do well in this role you should be comfortable standing for long periods and managing a very busy shift.

SECURITY GUARD

Responsible for patrolling and protecting assigned property, promote and enforce safety and security and act as a visible deterrent against irregular activity.

Some of the main job tasks, duties and responsibilities will include:

- patrol designated property to monitor and prevent intrusion, damage, hazards and breaches of security
- protect property and tenants from theft, damage, trespassing or accidents
- provide a visible presence that enforces safety and security
- identify and investigate suspicious behavior, threats and irregular activity
- respond to alarms and requests for help
- monitor and control entrance and departure of employees and visitors according to prescribed protocol
- knowledge of state laws and regulations
- working knowledge of security operations and safety practices
- working knowledge of enforcement policies and procedures
- working knowledge of safety equipment

- no disqualifying criminal history
- be at least 18 years of age and 21 years of age for certain positions

Market / Industry Analysis

Restaurants:

Full-Service Restaurants

Overview

The 217,000 full-service restaurants in the US provide food services to patrons who order and are served by waitstaff while seated and pay after eating, a practice known as “table service.” Firms may also offer catering services, food and beverage for off-premises consumption, and non-theatrical entertainment. The full-service restaurant industry includes chains, franchises, and independent operators.

Industry Structure

The full-service restaurant industry employs between 5 million and 6 million workers and generate about \$300 billion annually. The average full-service restaurant operates out of a single location, employs about 25 workers, and generates just over \$1 million annually. The industry is highly fragmented; the top 50 companies account for just over 15% of industry revenue. Sales for the US industry are forecast to grow at a 3.79% compounded annual rate from 2019 to 2025, comparable to the growth of the overall economy.

The full-service restaurant industry includes chains, franchises, and independent operators. The largest chains include Olive Garden, Buffalo Wild Wings, and Chili’s. The largest franchises include Denny’s, IHOP, and Applebee’s.

How Firms Operate

Meals, snacks, other food items, and nonalcoholic beverages account for over 80% of revenue; alcoholic beverages account for 17%. Full-service restaurants may offer a broad range of menu options or specialize in a particular type of food (seafood, steak, burgers) or ethnic fare (Italian, Chinese, Mexican). Fine dining restaurants deliver an upscale experience that typically includes multiple courses and high-end alcoholic beverages. Casual dining restaurants are informal and serve alcoholic beverages in a relaxed atmosphere. Family dining follows the casual dining model although most do not serve liquor, and many offers breakfast in addition to lunch and dinner. Spending on alcoholic beverages accounts for a larger percentage of the total check in fine dining establishments compared to other types of full-service restaurants.

A full-service restaurant may serve all three meals or limit operations to certain meals. Menus may vary with the time of day (breakfast, lunch, dinner). Children’s menus typically offer smaller portions and lower prices. Establishments may offer take-out or delivery, services that have become vital during the COVID pandemic.

The “front of the house” (FOH) is any area open to customers and includes the lobby, dining room, bar, patio, and restrooms. The “back of the house” (BOH) is where food is stored, prepared, cooked, and

plated and includes the kitchen, employee area, and administrative offices. The industry relies heavily on part-time workers.

Full-service restaurants rely on food and beverage distributors for ingredients and may receive regular deliveries from suppliers. Smaller operators may use distributors or purchase directly from warehouse clubs. Some restaurants have developed relationships with local farms or producers, an initiative that has inspired the "farm-to-table" movement. Because many ingredients are perishable, inventory management is critical to minimizing waste.

Profit Drivers

Maintaining Customer Traffic to Fill Capacity

Full-service restaurants have a limited capacity for table service and seek to fill available seats during prime dining hours. They may use advertising and direct mail to attract new customers and may use promotions, such as "early bird discounts" to increase traffic during slower time periods. They also use efficient service and timely food delivery to increase table turns.

Increasing Average Check Size

The other way restaurants can generate more sales is to increase the average check size. Adjustments to menu prices and promotion of daily specials can help increase the average check size. Wait staff can also be trained to suggest upgrades or add-ons when taking orders, as well as providing prompt service for additional drink orders or dessert orders. Alcoholic beverages are a high-margin way to increase the average check size, particularly at fine dining restaurants with extensive wine lists and premium liquors.

Managing Prime Cost

To be profitable, most full-service restaurants must maintain their prime cost (the cost of food and beverages plus labor costs) at 65% of sales or lower. Food and beverage cost percentages can be improved through more effective purchasing, product handling, and menu pricing. Hiring practices, training and staff scheduling drive labor cost percentages.

Industry Trends

Sales Growth Slows, then Drops.

Sales for the full-service restaurant industry are moderately variable and had started to slow even before the COVID pandemic. Revenue for US full-service restaurants grew just 1.2% in 2019, after rising 5.6% in 2018, 4.1% in 2017, and 3.7% in 2016, while the limited-service sector enjoyed stronger growth. Dining room closures and stay-at-home orders in 2020 hit the full-service sector hard; from the end of March through mid-April, transactions at full-service restaurants plunged 79%, and transactions remained down 42% at the end of May, according to NPD. The repeated opening/closing of dining rooms is especially difficult because full-service restaurants are dependent on on-premises sales and menu items may not be suited for the take-out/delivery model.

Off-Premises Consumption Rises

The COVID pandemic has fundamentally changed the operating model for many full-service restaurants. Mandated dine-in closures abruptly shifted business for operators to off-premises consumption, either

through take-out or delivery from third parties, such as Grubhub, Uber Eats, Door Dash. The percentage of traffic for off-premises consumption in full-service restaurants rose from 19% in February 2020 (just before pandemic shutdowns) to 55% in June 2020, when dining rooms started to reopen, according to NPD.

Pandemic Initiates Closures

COVID-related restaurant closures hit independent operators harder than the large chains. An analysis by Kalinowski Equity Research and BTIG (as reported by Nation's Restaurant News) estimated that large chains, which represent 37% of US industry sales, would close approximately 2.8% of units permanently in 2020; independent operators, which generated 43% of industry sales, would close 7.5% of their units permanently. Technomic, a consulting firm for the restaurant industry, estimates that 20% to 25% of independently owned restaurants will never reopen. Smaller operators may lack the financial and technical resources needed to invest in the digital technology that has been critical to facilitating online ordering and delivery.

Slow Employment Growth Falls Off the Cliff

Employment growth in the full-service restaurant industry had slowed to low rates several years before the start of COVID. Total employment for the sector increased 0.6% in 2019, 1.0% in 2018, 1.6% in 2017, after a period of more robust annual growth (2.6% to 3.4%) between 2011 and 2016. Employment dropped abruptly at the start of the pandemic, falling 63.5% in April 2020 versus year-ago, and has since climbed but remains 18.7% below pre-pandemic levels. Ongoing restrictions to indoor dining will continue to affect employment for full-service restaurants.

Some Commodity Prices Fall

Commodity prices for key food items have fallen, although pricing continues to vary considerably from year to year (and month to month). The commodity price for beef fell 4.9% in 2020, 0.7% in 2019, 3.6% in 2018, and 1.7% in 2016. Poultry prices decreased 14.5% in 2020 and 7.5% in 2019, after rising 1.8% in 2018 and 6.4% in 2017. The commodity price for milk declined 4.4% in 2020, after rising 15% in 2019, declining 8.2% in 2018, and rising 8.5% in 2017. Variability in commodity prices for food items ripples through the supply chain, eventually affecting the cost of food for full-service restaurants.

Risks

High Labor Turnover

Full-service restaurant operations are labor-intensive, and the quality of service is highly dependent on staff. While labor accounts for about 25% of sales for the total restaurant industry, payroll can account for 35% of sales or more in a full-service establishment, according to Restaurant Owner. The labor-intensive nature of restaurant operations leaves operators especially vulnerable to changes to the minimum wage and the cost of health care. Because many positions are low-paying entry-level jobs, turnover is high. In a 2019 FSR survey, 7 out of 10 full-service restaurant owners reported they experienced labor shortages at some point.

Uneven Demand

Full-service restaurants are characterized by demand that can vary by day of the week and time of day. Daily business peaks during mealtimes, while weekly business typically peaks on the weekends. While operators can staff shifts accordingly, fixed costs remain, even when business slows. As a result, some operators are only open during certain mealtimes. Annual business can vary by location. For example, restaurants in tourist destinations must deal with surges in demand during peak vacation months, followed by dead periods in between.

Variable Ingredient Costs

The cost of food can vary and is driven by market conditions. While the average cost of sales for all restaurants is about 37% of sales, food alone can account for more than 40% of sales in a fine dining establishment, particularly those that rely on expensive ingredients like steak or seafood. Sudden fluctuations in the cost of ingredients, such as meat, seafood, cheese, butter, and produce, leave operators little time to react. Tariffs can affect the cost of imported food products. The cost of alcohol is less variable and easier to control as long as bartenders pour accurately, and theft is not a problem.

Sensitivity to Economic Conditions

Demand for full-service dining is sensitive to changes in economic conditions and typically drops during periods of financial uncertainty. During the 2008/2009 recession, industry revenue growth slowed and then decreased, as customers pulled back on discretionary spending. When consumers have less disposable income, they may eat out less often, spend less on each dining occasion, or trade down to limited-service restaurants.

Competition from Alternative Meal Providers

The US restaurant industry is intensely competitive and filled with well-established players. The full-service sector competes with limited-service operators, which offer lower prices and faster service. The limited-service sector continues to evolve and improve, making inroads into the casual dining category. Grocery stores have emerged as competitors by introducing meal preparation kits and prepared foods. Consumers may also opt to cook at home or use mail-order meal kits like Hello Fresh or Blue Apron, which offer high-quality ingredients and the convenience of dining at home.

Government Regulation

Full-service restaurants are regulated by federal, state, and local agencies that govern development and operations. Zoning regulations can affect an operator's ability to open in a desired location or secure a liquor license. Firms are also subject to extensive regulations for health, safety, sanitation, employment, and working conditions. The sale of alcohol, which can account for a significant percentage of sales, is strictly regulated. Most operators are subject to regular inspections to ensure compliance with health and safety codes. Violations are published and can result in fines or temporary or permanent closure.

Promoters:

Since our restaurants will also provide fine entertainment (concerts and other events), we wanted to provide an outlook of the promotion industry. Operators in the Concert and Event Promotion industry assemble and market a variety of events including music concerts (which bring in more than half of industry revenue), theatrical performances (e.g. musicals and plays)

and specific sporting events (including live entertainment, comedy shows, private events, live podcast and television broadcasting, charity and Pay-per view sports events.

The success of promoters depends on consumers' willingness to pay for and attend events. Through economic booms and busts, Americans have long valued live entertainment. This has helped drive industry revenue growth at an estimated annualized rate of 1.4% to \$24.9 billion over the five years to 2014. Although many industry operators struggled during 2010 due to sluggish economic recovery, industry performance remained positive over the five-year period. Consequently, the industry is expected to benefit from continuing economic recovery and revenue is expected to grow 4.1% in 2014.

Despite the economic downturn, promising industry performance over the past decade led to thousands of new promoters entering the industry in pursuit of a share of its growth. The number of businesses in this industry is estimated to increase at an annual rate of 1.6% to 49,972 during the five years to 2014. Low barriers to entry have supported this growth, particularly for operators that rent facilities rather than own them. The vast majority of promoters already fall into this category, and a disproportionate number of new renters have tipped the balance even further; however, venue ownership continues to provide a substantial boost to profit margins.

Over the five years to 2019, industry revenue is forecast to climb an annualized 2.9% to \$28.7 billion. A broader economic recovery within the United States, marked by a rise in discretionary spending and corporate profit, is expected to drive industry growth over the period. Higher ticket price options are also expected to drive event attendance and, consequently, increase ancillary spending on parking, merchandise, and value-added extras such as VIP packages and event recordings. While industry operators will contend with falling federal funding for the creative arts, the private sector is expected to play a bigger role in arts funding over the next five years, thereby bridging this gap.

Target Market

The target market for both locations are:

- | | |
|-----------------------------|-----------------------------------|
| - Health Care Providers | - Take out customers |
| - State Officials | - Industrial/Construction Workers |
| - Business Professionals | - College Students |
| - Families | - Upper/Middle Class |
| - Local Office workers | - Church Members |
| - Young Millennials | - Event/ Concert Attendees |
| - Professional Athletes | - Tourists |
| - Celebrities/ Entertainers | -Local Residents |

Location Analysis

Leoses Bar & Bistro: Will be located on one of the busiest streets in the greater Lansing Area. Is located in downtown near the State Capitol Building, Lansing Cooley Stadium, Luxury Apartments, Lofts, local Bars.

LE&O Mansion II: Is a prime location on Lansing' Southside/Holt Community on Cedar St. The one thing that this area has lacked is a dining & entertainment venue. This location is in the business district with excellent customer parking. This venue is located right off the I96 highway for easy access for customers traveling from different cities. A venue in the shopping and residential district would be a very lucrative business due to the high volume of traffic in this area.

Competitive Analysis:

Within a two-mile radius of the 6810 S. Cedar building location, the location we plan to open first, there are only three operating restaurants that would be considered competition for LE&O Mansion II,: Applebee's, Texas Roadhouse, and Capital City Soul Food. LE&O Mansion II location is the site of the former Fahrenheit Ultra Lounge Grill, and the property has quick access to Interstate 96 via the interchange at the Cedar Street ramp less than a minute away. The building is surrounded by other nearby retailers drawing traffic to the area, daily traffic count exceeds 35,000 cars per day on Cedar Street. While the competition expands at the 3+ mile radius, lunchtime customers in a hurry will take advantage of the restaurant closest to work, while those that enjoy the evening and nightlife will welcome the exquisite dining and entertainment.

We have rated our nearby competitors against our operation in the following chart:

Company	Price	Convenience	Concept	Customer Service	Strengths/Weakness
Applebee's	\$	easy to find, convenient parking, 1/8-mile access of off I-496	Full-service restaurant, Lunch and evening dining	Good customer service	Strengths – National brand/advertising; consistency Weaknesses – stable market with minimum growth; no entertainment offered;

Texas Roadhouse	\$\$	Easily accessible off of Interstate I-496;	Full-service restaurant, Lunch and evening dining	Friendly wait staff	Strengths- Loyal following; National Brand / Franchise Weaknesses – Limited menu options, less diverse and ethnic targeting;
Capital City Soul food, LLC	\$\$\$	Limited accessibility because of the location	Full service restaurant;	Poor customer service	Ethnic food choices on the menu; Weaknesses – Not a good location for this type of restaurant
LE&O Mansion II	\$\$	Easy to find, convenient parking, easily accessible of Interstate 96	Full service restaurant and entertainment	Good customer service	Strengths- Quality fresh prepared food; Exquisite and elegant menu choices at affordable prices; Fine entertainment Weakness – Lack of brand recognition.

Competitive Advantage

LE&O Mansion II has a several advantages over competitors:

Our food starts with simply paying attention to how people eat today and things about food that matter to them. Fresh, quality, clean, and fast – these are key attributes in people's food choices. Our research also indicates the restaurant décor and atmosphere is significant factor in choosing where to dine. These factors will give LE&O Mansion II a major advantage over its competitors.

We plan to open a family, urban, and chic oriented establishment with enthusiastic staff that reflects the company's youthful and energetic culture, and serves as an anchor to the nearby business and residential communities.

Target Market/Local Analysis

Lunchtime and dinnertime traffic will comprise the majority of LE&O Mansion II business Monday through Friday, and we will also focus on targeting individuals and groups working at nearby businesses. According to Business Decisions' Business Summary, there are 3400 businesses in a 5-mile radius of the LE&O Mansion II Restaurant location, employing 55,026 workers. With little competition in that immediate area, there is significant opportunity to become the lunchtime and dining restaurant of choice. The surrounding area is also void of any establishment that provides nightlife entertainment. This

will give LE&O Mansion II a significant advantage over others, making it the choice for those that prefer the cultured lifestyle.

Using US Census data from Gale-Cengage, we looked at household spending in the areas surrounding the restaurant location, using a 1-mile, 3-mile, and 5-mile radius for the analysis. See table below for average annual restaurant spending, as well as key demographic indicators.

Marketing

We will use three different marketing approaches to increase customer awareness of LE&O Mansion II Restaurant. Our first is to create online visibility – through website and social media engagement. We will promote our food of the day, create online social media campaigns, and conduct photo contests to interact with our customers online and develop a stronger following. We will also develop targeted, paid advertising campaigns on Facebook and Instagram to grow our reach and increase awareness of the restaurant.

Market Size Estimate	Distance from 6810 S. Cedar Street			Data Source
	1-mile radius	3-mile radius	5-mile radius	
Annual Average Consumer Expenditures				
Breakfast & Brunch	\$257.21	\$247.00	\$244.00	Gale Cengage Consumer Expenditure Restaurant Detail
Catered Affairs	\$97.67	\$93.84	\$90.90	Gale Cengage Consumer Expenditure Restaurant Detail
Lunch	655.48	683.05	668.84	Gale Cengage Consumer Expenditure Restaurant Detail
Dinner	\$1049.97	\$1128.75	\$1097.48	Gale Cengage Consumer Expenditure Restaurant Detail
Alcoholic Beverages Purchased	69.84	73.50	71.47	Gale Cengage Consumer Expenditure Restaurant Detail
Snacks and Non-Alcoholic	180.53	174.87	180.53	
Demographic Indicators				
Total Households	33,794	25,179	47,644	Gale Cengage Demographic Comparison
Total Population	6,747	14,825	28,428	
White Collar	59.9%	62.9%	67.1%	
Blue Collar	40.1%	37.1%	32.9%	
Median Age Residents	39.3	42.4	43.0	
Median HH Income	\$46,026	\$47,716	\$45,127	

The second approach will be targeting nearby business with a guerilla marketing strategy. These will be low-budget tactics that literally get our foods out of our restaurant and into the hands of potential consumers. We will take samples of food to local businesses to hand out. Each person receives a buy one-get one coupon as an incentive to make their first visit to our restaurant.

The third approach will connect with customers once we have brought them through the door, by establishing a customer loyalty rewards program that will encourage repeat business.

Community / Charity Involvement

Philanthropy definitely will be an integral part of your restaurant marketing plan, especially since we're opening a new restaurant and starting a new brand. According to a recent Pew Research poll, 67% of consumers would recommend a business that contributes to charity over one that doesn't.

We are partnering with several local and national organizations, to promote both restaurants, including our social involvement mission. We're involved in a number of local organizations, including one that was established by the owner called Black Wallstreet. We'll use our involvement and interactions with the various organizations to not only promote our mission, but also to expand our outreach to underserved areas.

Marketing will also showcase our commitment to social impact through the housing initiative. Campaigns will highlight how LE&O is transforming lives through cultural empowerment and employment, making us not just a place to visit, but a movement to support.

Financial Analysis

Sales Forecast:

We have adopted a conservative sales forecast for the business plan, focusing on the sales generated from LE&O Mansion II only. These conservative estimates will help ensure that the restaurant does not face any cash flow shortages within the first couple of years.

The addition of the housing component supports long-term financial sustainability by lowering turnover, creating consistent labor pipelines, and opening potential for public-private funding, grants, and community investment opportunities.

We have based our first year's revenue using the following sales forecast. The table below is an example of our projected daily customers for lunch:

	Seating capacity / Daily customers - Lunch	Average Meal Ticket -Lunch	Weekly Sales/day - Lunch	Sales/month - Lunch
Low Daily Sales – other than Sunday	45	x 11.25 = \$506.25	X7= \$3543.75	X4=\$14,172
Average Daily Sales	62	x \$11.25 =\$697.50	X7= \$4882.5	X4=\$31,500

High Daily Sales	70	x \$11.25=\$787.50	X7= \$5512.5	X4=\$22,050
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Projected Sales:

Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Total
105,280	117,919	130,557	130,557	92,461	101,109	80,003	88,470	101,362	105,322	105,322	105,322	1,263,86

Projected Profit & Loss Statement

Projected Balance Sheet

Projected Cash Flow Statement

Closing Summary:

At its core, this project is bigger than business—it's a movement to redefine what it means to live, work, and thrive in Lansing.

We are launching a transformative model that starts with housing—a stable foundation for residents—and builds upward into a powerhouse of economic opportunity, cultural enrichment, and sustainable development.

By acquiring and developing the property at 5920 South Cedar Street, LE&O Mansion is not only creating safe, beautiful housing—but also plugging residents directly into employment pipelines, workforce training, and a thriving hospitality ecosystem. This is a one-of-a-kind model: live here, work here, grow here.

Residents will gain access to:

- Secure, high-quality housing
- Jobs and career advancement in culinary arts, events, and operations
- A culturally rich lifestyle anchored in creativity, luxury, and purpose

This model doesn't just help people—it stabilizes neighborhoods, reduces the root causes of homelessness, and builds lasting value for the city of Lansing.

For investors, this is a rare opportunity to be part of a socially impactful project with built-in demand and long-term stability:

- Sustainable income from multiple streams: housing, hospitality, events
- Low turnover through built-in workforce housing
- Government and grant alignment through community-focused outcomes
- A high-profile cultural brand with licensing and expansion potential

This initiative is designed to deliver real results for the next 15 to 20 years—economically, socially, and reputationally. It's a new blueprint for how urban revival can happen when culture, housing, and opportunity come together.



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Herrliberg (5)



Versace Wallpaper Black | Versace



Hagstrom Builder







LE&O MANSION – COMMUNITY STABILITY FORECAST SHEET

Location: 5920 S. Cedar Street, Lansing, MI

Purpose: Forecast Summary for Ingham County Grant Consideration

Project Overview

LE&O Mansion is expanding into a bold new chapter—creating an innovative live-work community at 5920 S. Cedar Street. This development will provide affordable, workforce-based housing designed to meet the needs of low-to-moderate income (LMI) individuals while offering direct access to employment at our flagship cultural venue. Our goal is to create long-term housing and job stability through a model that supports dignity, upward mobility, and financial independence.

Affordable Housing Model Based on Area Income

This development will serve individuals earning between 60% and 80% of the Area Median Income (AMI) in Lansing, Michigan.

- **Median household income in the 3-mile radius of the property is approximately \$47,700, based on local census and demographic reports.**
- **Based on that, our targeted resident income range will be between \$28,600 and \$38,200 annually.**
- **Rental rates will be designed to not exceed 30% of income, aligning with federal and county affordability guidelines.**

This translates to affordable monthly rents in the range of \$715 to \$955 per unit, depending on income verification and unit size. All units will meet HUD and Ingham County guidelines for safe, clean, and well-maintained housing.

This model ensures that housing remains accessible to essential workers, creatives, youth, and re-entry individuals, all while contributing to Lansing's strategic housing goals.

Employment Integration

A defining strength of our model is the live-work pipeline. Residents of 5920 S. Cedar will receive first access to job opportunities at LE&O Mansion, located just blocks away. Roles include:

- Culinary staff (kitchen, line cook, prep)
- Front-of-house (servers, hosts, bartenders)
- Security and facilities
- Event staffing and support

Starting wages will range from \$13 to \$14 per hour, with many roles eligible for tips and bonuses. With average part-time hours ranging from 25 to 35 hours per week, annual incomes from employment will typically fall between \$18,000 and \$25,000, providing both rent support and savings opportunity.

On-site mentorship, skills training, and personal development will also be provided, creating a full-circle ecosystem of support and empowerment.

Community & Economic Impact

This project is designed to be a blueprint for reducing housing instability and improving workforce readiness in South Lansing. By rooting affordable housing in income-based models and connecting it to direct employment, we provide:

- A pathway out of homelessness or unstable housing
 - A reliable stream of jobs in a growing local business
 - Community engagement through art, food, culture, and events
 - Scalable impact for future sites across Ingham County
-

Long-Term Stability

With income-based housing, job access, and cultural belonging built into one model, LE&O Mansion is positioned to deliver meaningful change for the next 15 to 20 years. This initiative will decrease reliance on emergency housing resources, boost local employment, and help residents build equity and self-reliance.

**We're not just creating homes, we're creating possibility.
And we're ready to lead this movement in Lansing.**

Long-Term Vision –20-25 Years)

This model offers predictable revenue streams and built-in workforce sustainability. It reduces turnover, increases tenant retention, and fosters community engagement. As a scalable model, it can be replicated across other neighborhoods in need of stabilization and opportunity.

We are not just offering a place to live—we are creating the conditions for people to thrive.









