



**LANSING BOARD OF WATER & LIGHT BOARD OF COMMISSIONERS
HUMAN RESOURCES COMMITTEE MEETING
Tuesday, March 17, 2026 ♦ 5:30 P.M.
Board of Water & Light Headquarters – REO Town Depot
1201 S. Washington Ave., Lansing, MI 48910**

Human Resources Committee: Tony Mullen, Committee Chairperson; Semone James, DeShon Leek, Sandra Zerkle; Alternates: David Price, Chris Harkins

BWL full meeting packets and public notices/agendas are located on the official website at <https://www.lbwl.com/about-bwl/governance>.

AGENDA

Call to Order

Roll Call

Public Comments on Agenda Items

- 1. Human Resources Committee Meeting Minutes of January 20, 2026.....**TAB 1**
- 2. General Manager’s Delegation of Cafeteria Plan
 - a. Resolution.....**TAB 2**
- 3. Board Self Survey Evaluation.....**TAB 3**
- 4. Appointee Position Description Reviews.....**TAB 4**
- 5. Appointee Evaluation Process.....**INFORMATION ONLY**

Other

Adjourn

HUMAN RESOURCES COMMITTEE
Meeting Minutes
January 20, 2026

Human Resources (HR) Committee: Commissioner Tony Mullen, Committee Chairperson; Commissioners Semone James, DeShon Leek and Sandra Zerkle; Alternates: David Price, Chris Harkins.

The HR Committee of the Lansing Board of Water and Light (BWL) met at the BWL Headquarters-REO Town Depot located at 1201 S. Washington Ave., Lansing, MI, on Tuesday, January 20, 2026.

HR Committee Chairperson Tony Mullen called the meeting to order at 5:31 p.m. and asked the Corporate Secretary to call the roll. The following members were present: Commissioners Tony Mullen, Semone James, DeShon Leek, and Sandra Zerkle; also present, Alternate: Commissioner David Price; and Commissioner Beth Graham.
Absent: None.

The Corporate Secretary declared a quorum.

Public Comments

Joseph Davis, former IBEW representative, spoke about his more than one decade experience in the planning and processing of the Family Medical Care Plan (FMCP). Shared his support for the Plan, and extended an opportunity to individuals or groups to discuss any questions regarding the Plan with him. Stated he thinks the Plan will be good for the BWL, the employees and City of Lansing.

Dave Bradbury, Union Safety Director, spoke about the lengthy ratification process resulting in a union vote, the current lack of trust in management by union membership and recognition the union deserves due to the contract being settled.

Bob Kingsbury, BWL retiree, spoke about the concerns of the proposed health care package costs, the union leadership's search of a better alternative, and the negotiations resulting in an offer to the union bargaining unit being accepted. Encouraged approval of the contract agreed to by both sides.

Approval of Minutes

Motion by Commissioner DeShon Leek, **Seconded** by Commissioner Semone James, to approve the HR Committee meeting minutes of September 9, 2025.

Action: Motion Carried.

Collective Bargaining Agreement between the BWL & IBEW, AFL-CIO, Local 352

General Manager Peffley introduced Chief Human Resources Officer, Michael Flowers, who presented the Collective Bargaining Agreement (CBA) between BWL & IBEW, AFLO-CIO, Local 352. Prior to Mr. Flowers' presentation, GM Peffley shared his support of approving and moving the tentative CBA to full Board.

Commissioner Zerkle commented she appreciates GM Peffley for emailing all BWL employees to share his of the CBA.

Chief Human Resources Officer, Michael Flowers, thanked the Commissioners for allowing management to speak at the meeting regarding the Collective Bargaining Agreement (CBA) between BWL & IBEW, AFLO-CIO, Local 352, referenced the accompanying bullet-pointed document highlighting the non-economic and economic changes set forth in the CBA, and recommended the resolution be approved by the HR Committee to be moved to the full Board.

Commissioner Leek congratulated the union leadership and BWL management on the tentative agreement ratified by the membership with over 80% support, and stated he will support the CBA 100%.

Commissioner Mullen commented one of Commissioners' jobs is to make sure employees are satisfied with their positions and stated he will support the CBA.

Commissioner James congratulated the union leadership and BWL management for a job well done in ratifying the agreement.

Commissioner Price commented that he is not on this committee, so he does not have a vote, but he is chairperson of the Board, and is looking forward to the CBA being brought to the full Board next week where he will be voting in favor of it. Commissioner Price thanked everyone for their work and diligence.

Motion by Commissioner Sandra Zerkle, **Seconded** by Commissioner DeShon Leek to forward the Collective Bargaining Agreement between BWL & IBEW, AFLO-CIO, Local 352 resolution to the full Board for approval.

Action: Motion Carried.

Conduct Personnel Evaluation of An Appointee

Commissioner Tony Mullen opened the floor to Conduct Personnel Evaluation of an Appointee.

Director of Internal Audit, Elisha Franco

Director of Internal Audit (DIA), Elisha Franco requested a closed session for the purpose of conducting personnel evaluation of an appointee.

Motion by Commissioner Sandra Zerkle, seconded by Commissioner DeShon Leek to enter into closed session.

Yeas: Commissioners Tony Mullen, Semone James, DeShon Leek and Sandra Zerkle.

Nays: None

Action: Motion carried.

All Commissioners present, Chief Human Resources Officer, Michael Flowers, and General Counsel, Mark Matus, were also requested to go into closed session.

The Human Resources Committee entered into closed session at 5:44 p.m.

Motion by Commissioner Tony Mullen, seconded by Commissioner Sandra Zerkle to reconvene to open session.

Roll Call Vote

Yeas: Commissioners Tony Mullen, Semone James, DeShon Leek and Sandra Zerkle

Nays: None

Action: Motion carried.

The Human Resources Committee reconvened to open session at 6:17 p.m.

Upon conclusion of the closed session Chairperson Mullen presented a motion on the floor.

Motion by Commissioner Tony Mullen to extend the current contract of Director of Internal Audit, Elisha Franco to the end of the fiscal year, June 30, 2026 with no increase in salary, to allow her to successfully complete her CIA certification; should CIA certification be successfully achieved by June 30, 2026, the salary increase negotiated in the current contract will be granted, no second.

Action: Motion fails

Motion by Commissioner DeShon Leek to terminate the current employment contract of Director of Internal Audit, Elisha Franco, based on the unfulfilled CIA certification requirement, seconded by Commissioner Semone James.

Roll Call Vote

Yeas: Commissioners, Semone James and DeShon Leek

Nays: Commissioners Tony Mullen and Sandra Zerkle

Action: Motion fails

Motion by Commissioner Semone James to extend the current employment contract of Director of Internal Audit, Elisha Franco, to the end of the fiscal year, June 30, 2026, however, the Human Resources Committee would begin a search for a new Director of Internal Audit during that time;

if CIA certification is successfully achieved, the search for a new Director of Internal Audit would be halted, no second.

Action: Motion fails.

Motion by Commissioner DeShon Leek that the Director of Internal Audit, Elisha Franco, be suspended without pay through the end of the fiscal year, June 30, 2026, pending successful completion of CIA certification, with the ability to use accrued paid time off through June 30, 2026, and reinstatement immediately upon notification of CIA certification with immediate salary adjustment as agreed upon in current contract agreement, seconded by Commissioner Semone James.

Discussion followed regarding proper amendment to the contract and personnel policy perimeters by members of the Human Resources Committee, Commissioners present, General Counsel, Mark Matus, and Chief Human Resources Officer, Michael Flowers.

Commissioner Tony Mullen asked DIA Elisha Franco, what her perspective was on the motion on the floor. Ms. Franco shared she did not agree with the proposed motion.

Corporate Secretary Todd requested General Counsel, Mark Matus restate the technical term of the motion on the floor. Commissioners Leek and James confirmed the recitation by General Counsel, Mark Matus of the motion on the floor with the salary adjustment effective upon completion of the CIA certification status.

Roll Call Vote

Yeas: Commissioners, DeShon Leek and Semone James

Nays: Commissioners Tony Mullen and Sandra Zerkle

Action: Motion fails

Commissioner Mullen requested if there were any other motions for the floor – no motion was offered at the time. Commissioner Mullen suggested an additional Human Resources meeting be held in February, 2026 to further discuss the issue at hand.

Commissioner James shared concern for allowing the Director of Internal Auditor's contract to remain in breach if the Human Resources Committee did not take action at this time.

Commissioner Mullen asked General Counsel, Mark Matus to share if it is against the law to allow this contract to continue. General Counsel, Mark Matus explained options when contracts are breached, and shared the employer determines if it is material enough for termination.

Commissioner Mullen again suggested an additional Human Resources meeting be held in February, 2026 to further discuss the issue at hand.

Commissioner James confirmed with General Counsel Mark Matus the fact that Director of Internal Audit did not complete her CIA certification by the date specified in her current contract makes it in breach. General Counsel Matus responded in the affirmative.

[inaudible]

Commissioner James stated we should not allow the current contract to continue in breach; we need to either terminate or extend the date – those are really the only two options.

[inaudible]

Motion by Commissioner Semone James to extend the current employment contract of Director of Internal Audit, Elisha Franco, to allow her to successfully obtain CIA certification to the end of March 31, 2026, and at which time if she achieves the certification she will receive the elevation in pay of \$150,000 dollars at the time she receives the certification. If Ms. Franco does not receive her CIA certification by March 31, 2026, at that time, she will continue on as an Internal Auditor, and the Board will look for a new Director of Internal Audit.

No action taken.

[inaudible]

Commissioner Leek stated we voted 7 to 1 last year, and we're doing the same.

Commissioner Zerkle suggested discussion be tabled until the HR Committee Chairperson calls another meeting. She also encouraged the HR Committee Chairperson to meet with Chief HR Officer Michael Flowers and Director of Internal Audit Elisha Franco to come up with a plan to bring back to the HR Committee.

Motion by Commissioner Semone James to extend the current employment contract of Director of Internal Audit, Elisha Franco, to allow her to successfully obtain the CIA certification to the end of the fiscal year, June 30, 2026. If Ms. Franco does not receive her CIA certification by June 30, 2026, she will face termination. If she does receive her CIA certification by June 30, 2026, she will receive an increase in salary to \$150,000 dollars as outlined in her current contract, second by Commissioner DeShon Leek.

Roll Call Vote

Yeas: Commissioners, Tony Mullen, Semone James, DeShon Leek and Sandra Zerkle

Nays: None

Action: Motion carried.

Commissioner Semone commented that the Human Resources Committee came to an agreement that is fair, especially with the extended timeframe to achieve the CIA certification.

[inaudible]

Director of Internal Audit Franco affirmed this was the second contract extension for the purpose of completing her CIA certification.

Commissioner Mullen asked DIA Franco if she agreed to the contract extension. DIA Franco stated she totally agreed.

Other

There was no other business.

Adjourn

Motion by Commissioner Tony Mullen, seconded by Commissioner Semone James to adjourn meeting.

Action: Motion carried.

Meeting adjourned at 6:46 p.m.

Respectfully Submitted,
Tony Mullen, Chairperson
Human Resources Committee

RESOLUTION 2026-01-XX

Delegation of Authority of Cafeteria Plan Benefit Design and Administration

WHEREAS, The Lansing Board of Water & Light (BWL) is a municipally owned utility organized under the Lansing City Charter as permitted by the Home Rule Cities Act, MCL 117.4(f)(c), and governed by the Board of Commissioners (“Board”). The Lansing City Charter, Article 5, Chapter 2, delegates to the Board administrative, executive and policy-making authority over the operation of the BWL, which includes the full and exclusive management of water, heat, steam and electric services and such additional services of the City of Lansing as may be agreed upon by the Board and City Council; and

WHEREAS, the Lansing City Charter states the Board shall appoint three persons who report directly to the Board and serve at the Board’s pleasure; being a Director (also known as the General Manager), an Internal Auditor (also known as the Director of Internal Audit) and a Secretary (also known as the Corporate Secretary). The General Manager is also responsible to the Board for carrying out the duties assigned by the Board, which include but are not limited to the operation and management of the BWL; and

WHEREAS, the Lansing City Charter further outlines the responsibilities and authority of the Board, which includes the compensation and benefits of BWL employees, and by virtue of this responsibility and authority the Board is the Plan Sponsor of the Lansing Board of Water and Light Cafeteria Plan (the “Cafeteria Plan”); and

WHEREAS, the Board’s role as the governing body for the BWL includes certain fiduciary duties such as acting in the BWL’s best interest, protecting and enhancing the BWL for the benefit of its rate payers, exercising reasonable care, loyalty and good faith in actions and decisions, meeting legal and regulatory requirements, and assuring the General Manager, Director of Internal Audit and Corporate Secretary have adequate support and resources to effectuate their roles; and

WHEREAS, in July of 2017, the Board approved a Governance policy which, among other things, adopted and established the General Manager’s principal role to manage and operate the BWL and establish administrative and operational directives, standards guidelines and procedures that support Board approved corporate policies, strategies, projects and budgets; and

WHEREAS, in September of 2019, the Board approved Resolution 2019-09-02 delegating authority to the General Manager to oversee and manage the Health Care Plan’s benefit design and administration which in hindsight should have also included the Cafeteria Plan; and

WHEREAS, management of the Cafeteria Plan’s benefit design and administration are necessary for the General Manager to manage and operate the BWL by maintaining a qualified workforce; and

WHEREAS, the Board as Plan Sponsor of the Cafeteria Plan desires to further clarify and delegate authority to the General Manager to oversee and manage the Cafeteria Plan’s benefit design and administration on its behalf.

Therefore, it is:

RESOLVED, that the General Manager is authorized to oversee and manage the Cafeteria Plan’s benefit design and administration on behalf of the Board.

FURTHER RESOLVED, that the General Manager may further delegate this authority for operational efficiency.

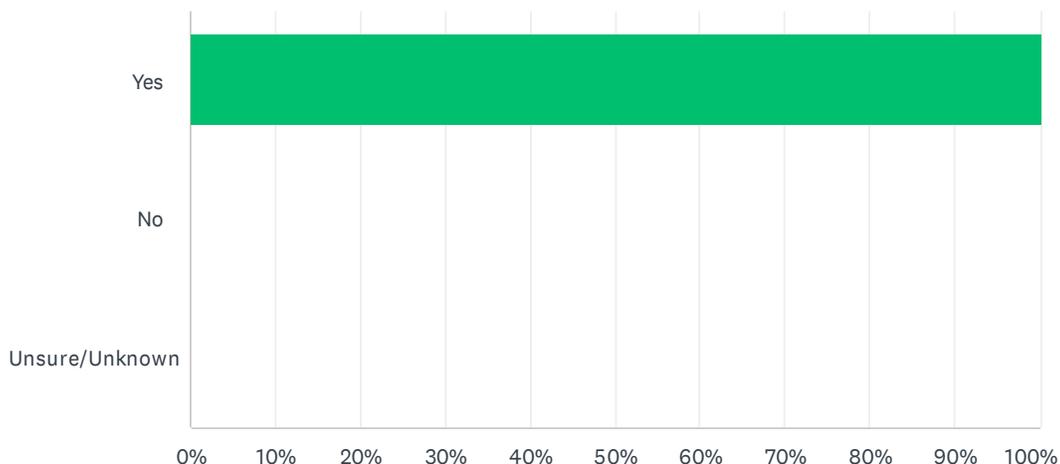
FURTHER RESOLVED, all Cafeteria Plan design changes or updates will be communicated to the Board at the next regularly scheduled meeting of the Board following any such changes or updates.

Motion by Commissioner _____, Seconded by Commissioner _____ to approve the Resolution for Delegation of Authority of Cafeteria Plan Benefit Design and Administration at a Board meeting held on March 24, 2026.

Action:

Q1 Does a board policy manual exist that addresses meeting procedures, committee roles and structure, procedures for conducting board business, and role definition and interactions between the board and chief executive?

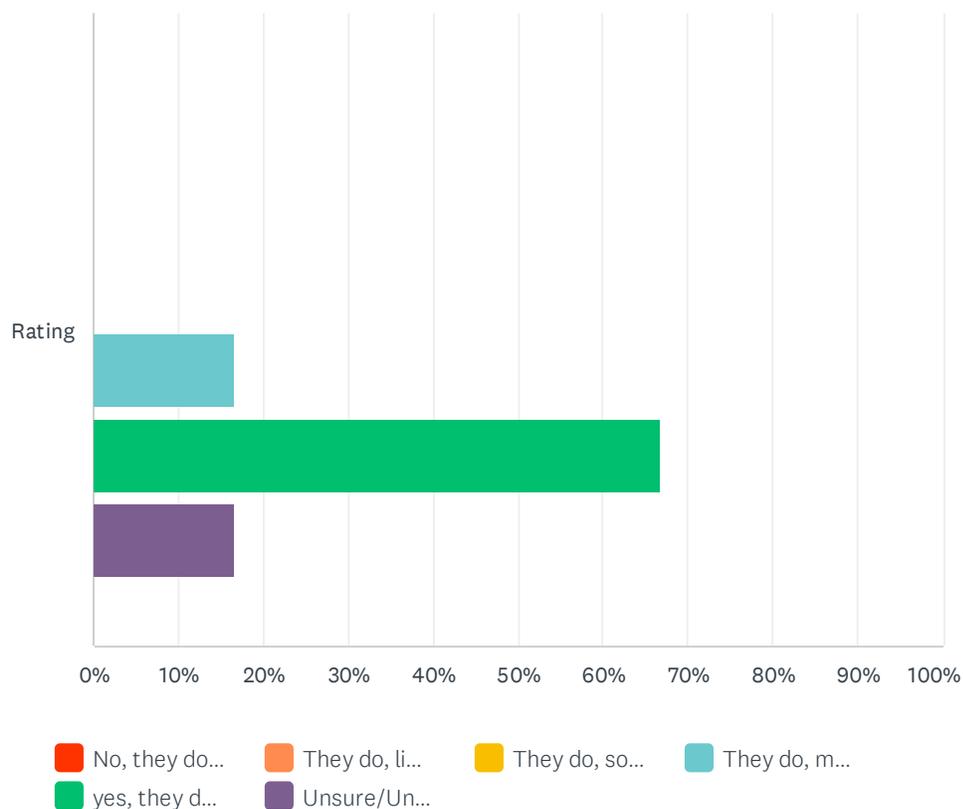
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ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q2 Do all new board members participate in a formal orientation?

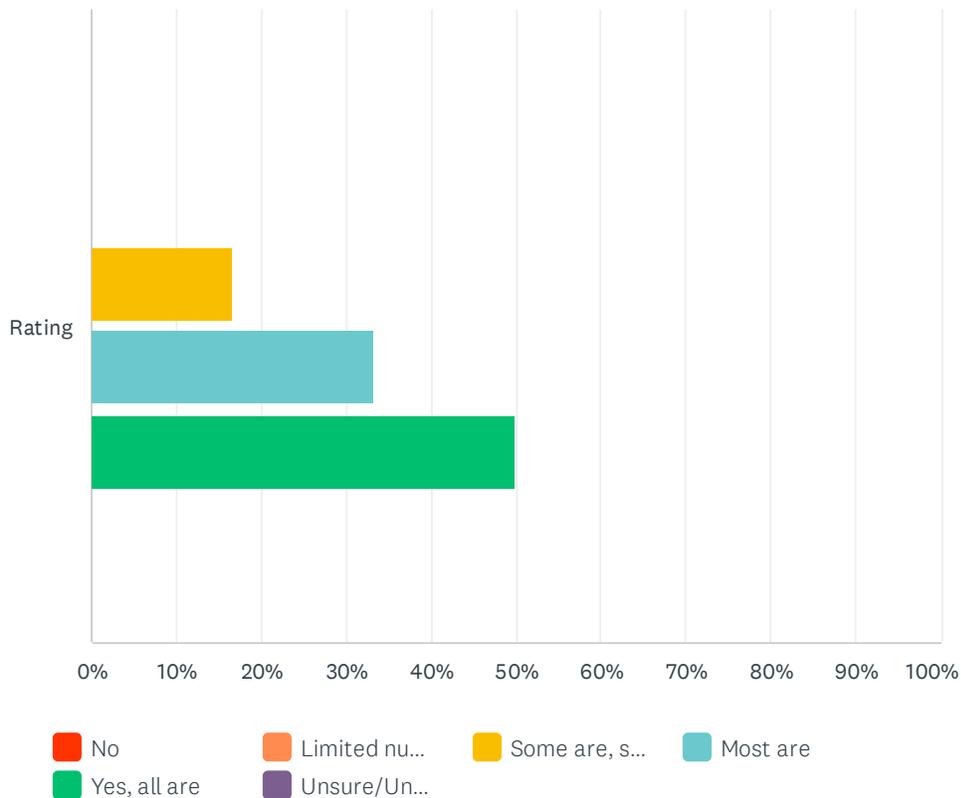
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	NO, THEY DO NOT	THEY DO, LIMITEDLY	THEY DO, SOME OF THE TIME	THEY DO, MOST OF THE TIME	YES, THEY DO EVERY TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	16.67% 1	66.67% 4	16.67% 1	6	4.80

Q3 Are board members aware of requirements contained in bylaws, ordinances, open meetings, and record statutes, compliance with regulations, and Robert's Rules of Order?

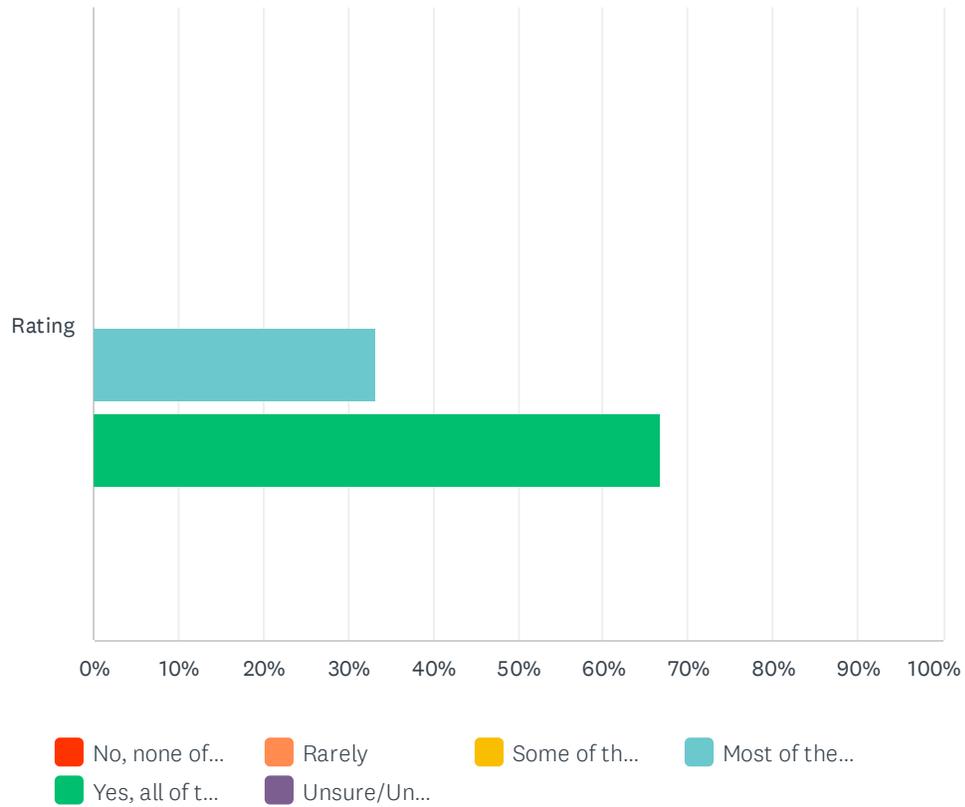
Answered: 6 Skipped: 0



	NO	LIMITED NUMBER ARE	SOME ARE, SOME ARE NOT	MOST ARE	YES, ALL ARE	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	16.67% 1	33.33% 2	50.00% 3	0.00% 0	6	4.33

Q4 Are meeting briefing packets complete (with agenda, clearly written reports, options and recommendations from the CEO on pending board decisions), and distributed with sufficient time prior to meetings?

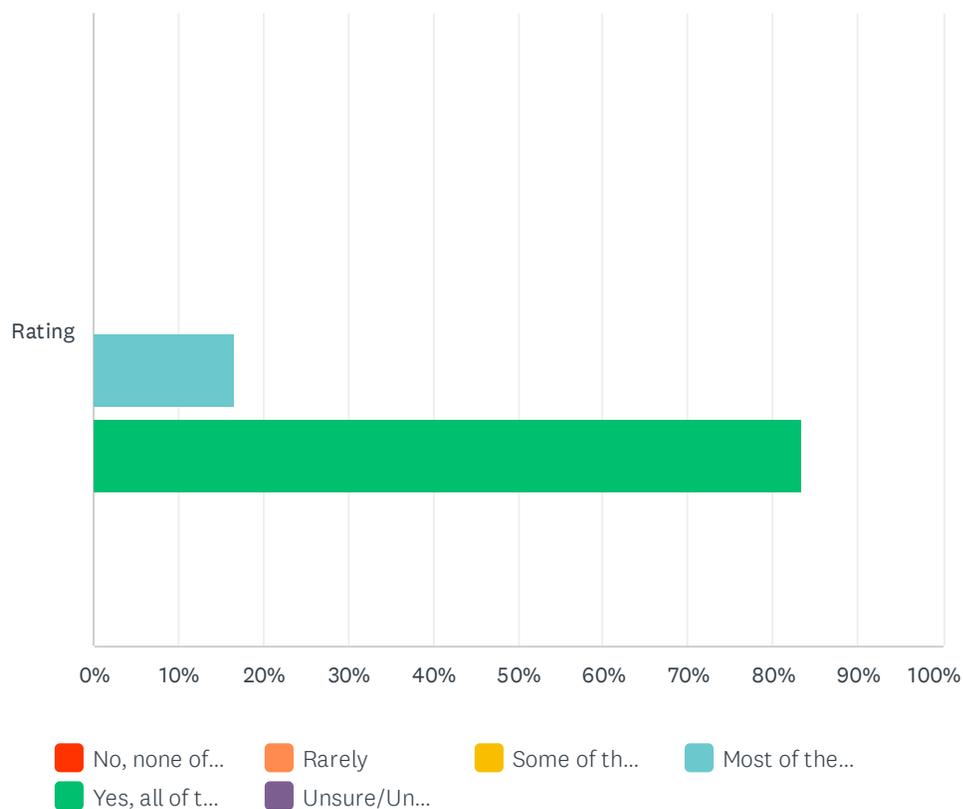
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	NO, NONE OF THE TIME	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	0.00% 0	6	4.67

Q5 Are board meetings efficient and the appropriate length?

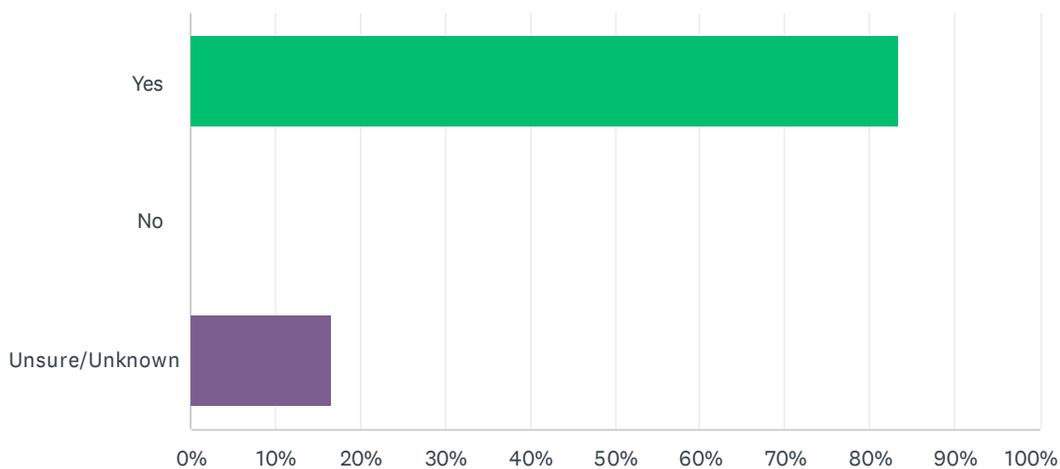
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	NO, NONE OF THE TIME	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	0.00% 0	6	4.83

Q6 Is there an annual board calendar?

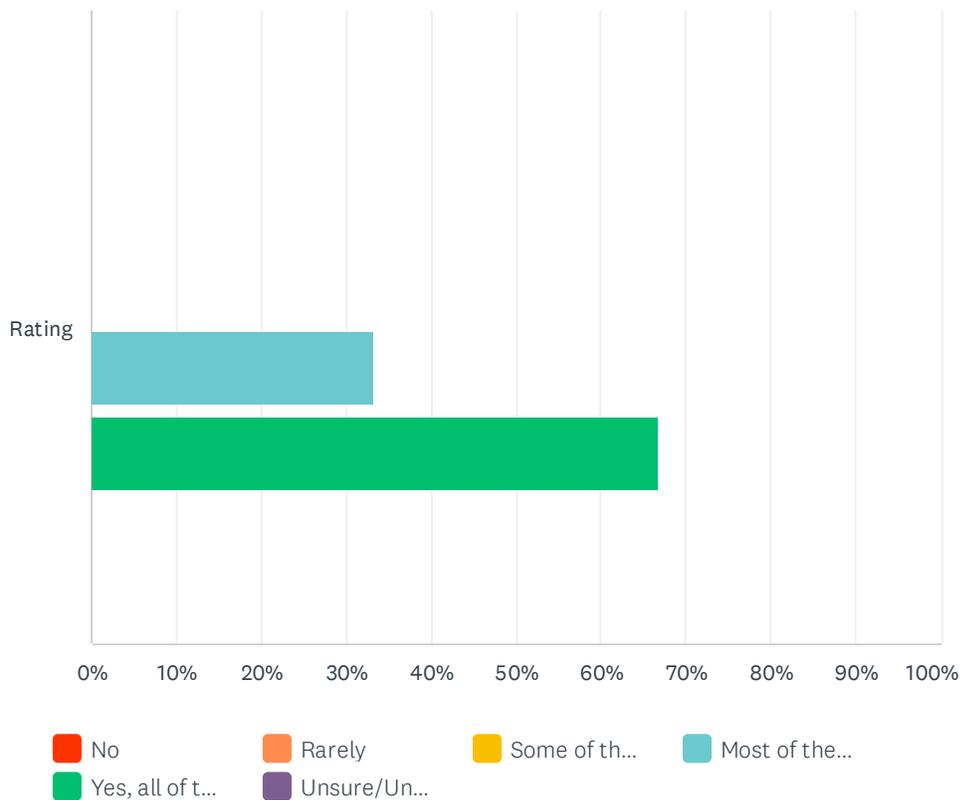
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ANSWER CHOICES	RESPONSES	
Yes	83.33%	5
No	0.00%	0
Unsure/Unknown	16.67%	1
TOTAL		6

Q7 Does the board receive sufficient information from the CEO/general manager and other sources to make good decisions?

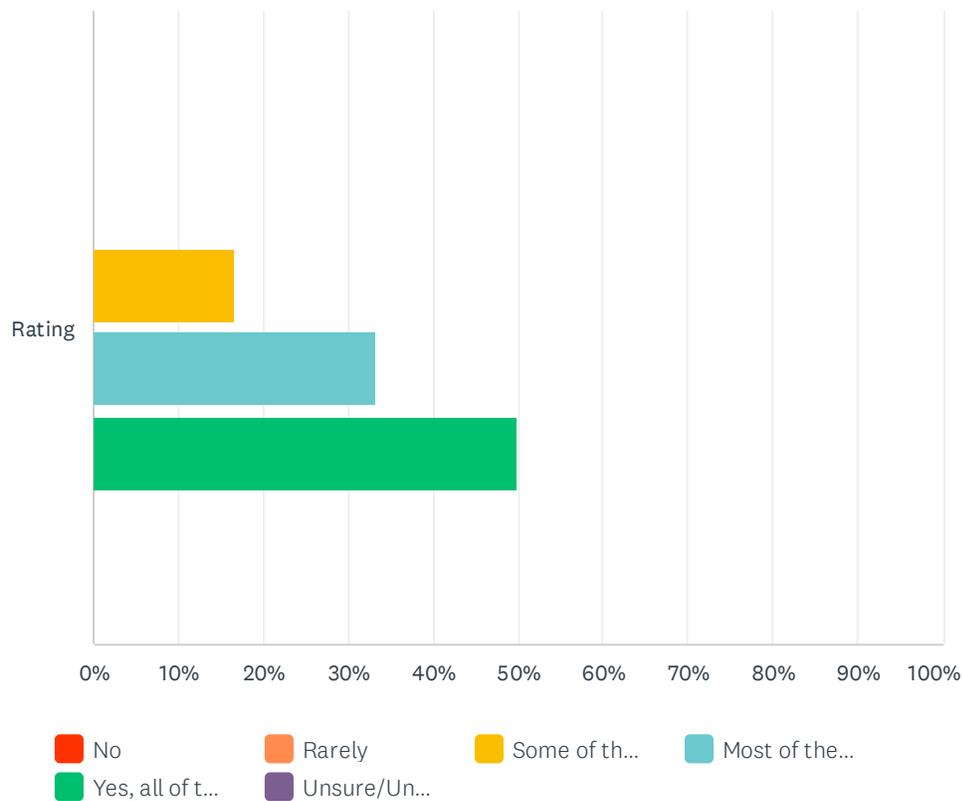
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	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	0.00% 0	6	4.67

Q8 Are decisions made in a timely manner?

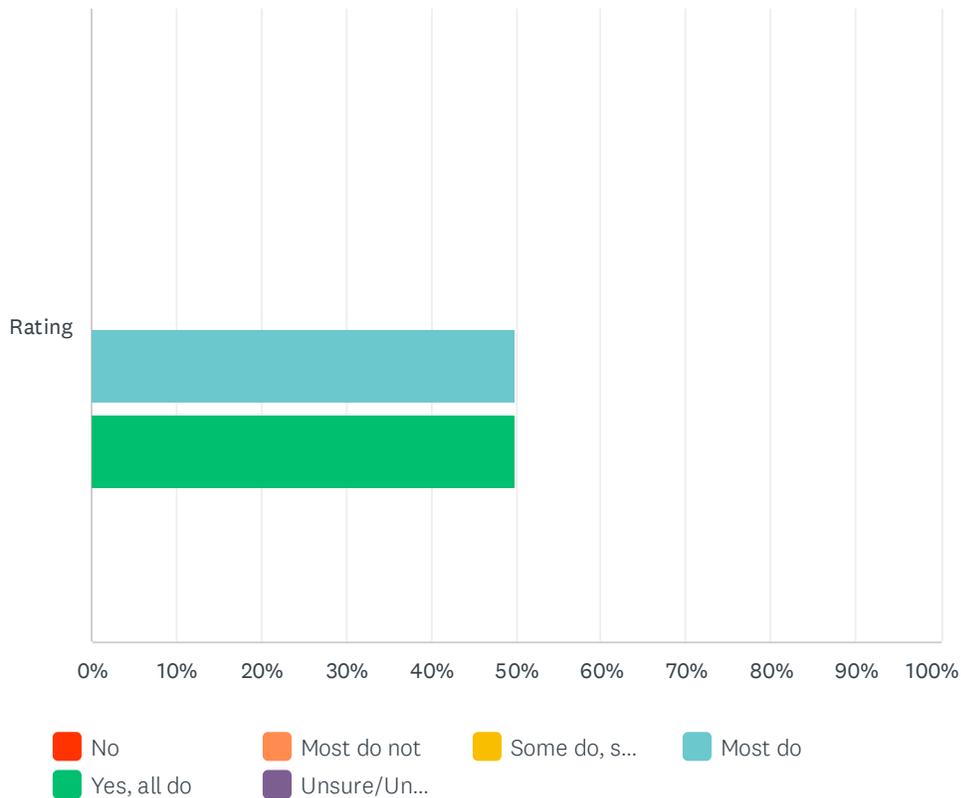
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	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	16.67% 1	33.33% 2	50.00% 3	0.00% 0	6	4.33

Q9 Do board members understand their fiduciary duty to assure the board acts in the best interests of the utility and its owners/stakeholders?

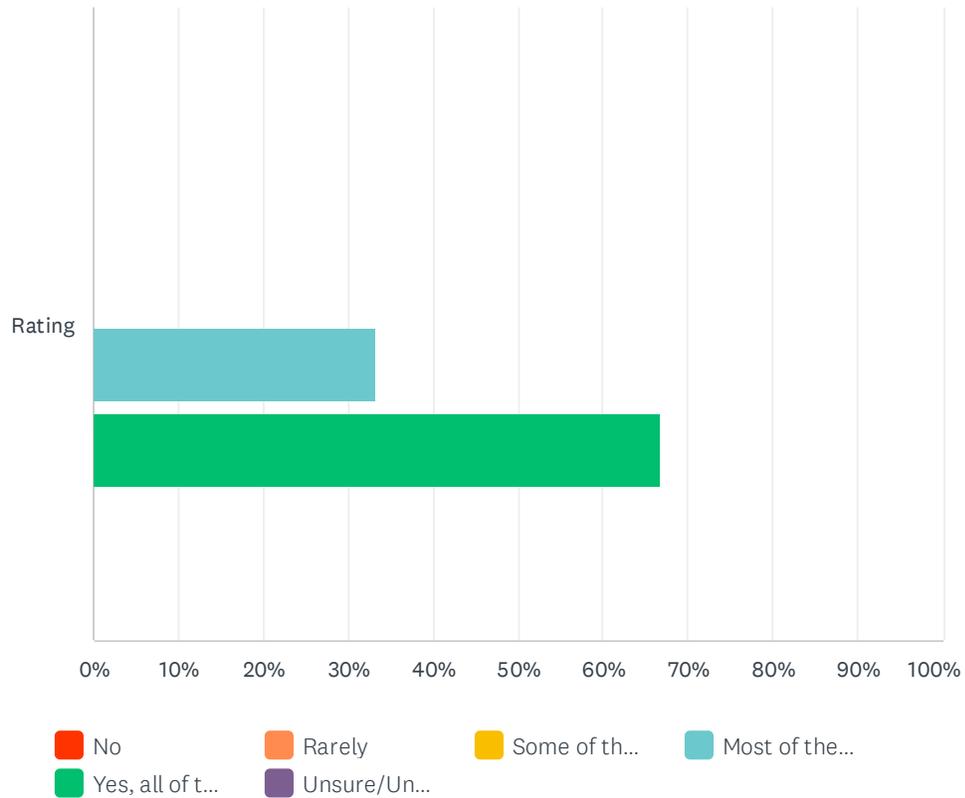
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	NO	MOST DO NOT	SOME DO, SOME DO NOT	MOST DO	YES, ALL DO	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q10 Does board member' behavior reflect their responsibility to act with reasonable care, good faith, and without bias on behalf of owners and stakeholders to whom they are accountable?

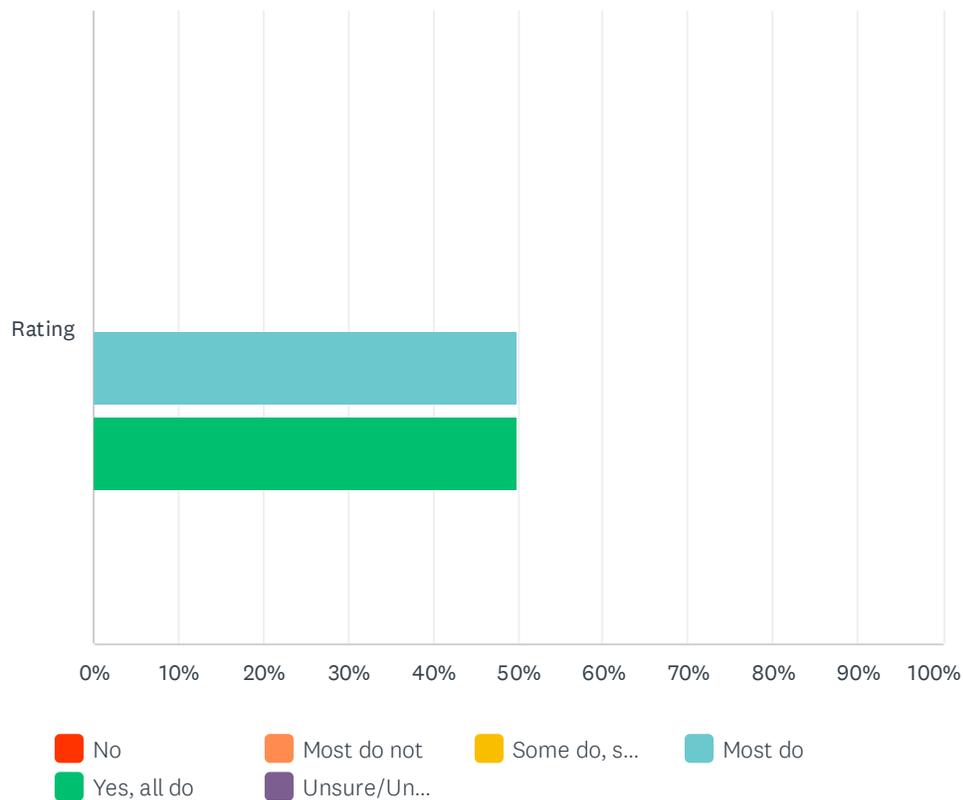
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	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	0.00% 0	6	4.67

Q11 Do board members understand their governance roles and responsibilities?

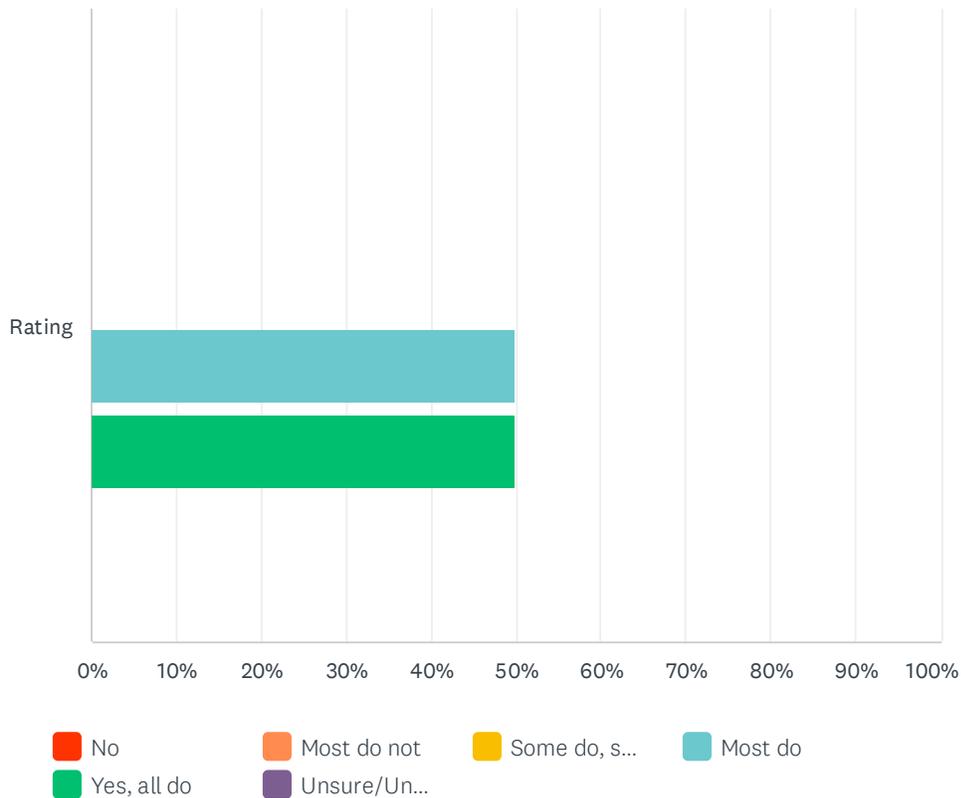
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	NO	MOST DO NOT	SOME DO, SOME DO NOT	MOST DO	YES, ALL DO	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q12 Do board members understand the difference between their policy role and the CEO's management responsibility?

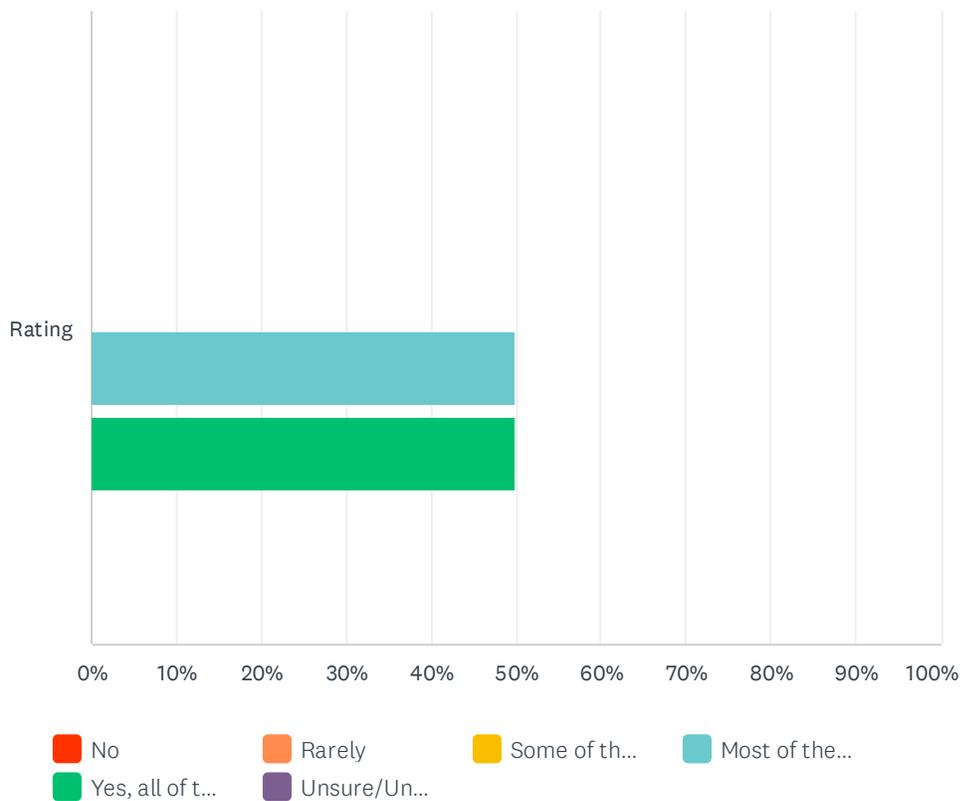
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	NO	MOST DO NOT	SOME DO, SOME DO NOT	MOST DO	YES, ALL DO	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q13 Do board members' actions reflect this understanding?

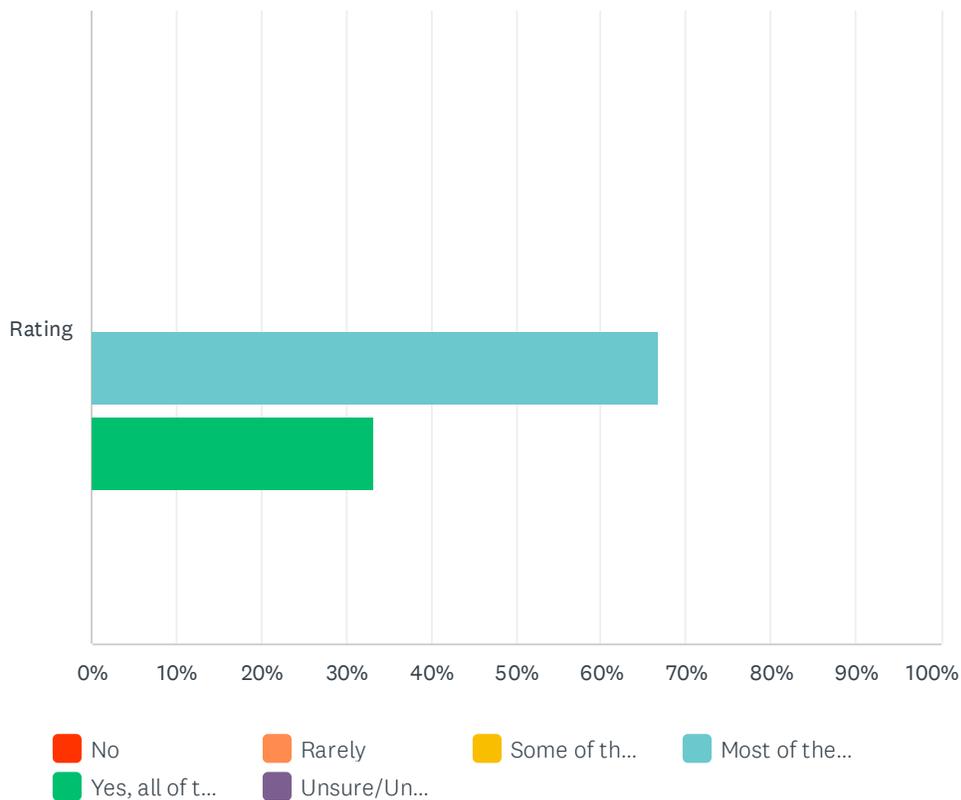
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	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q14 Do board members understand and meet their responsibility for setting the direction of the organization?

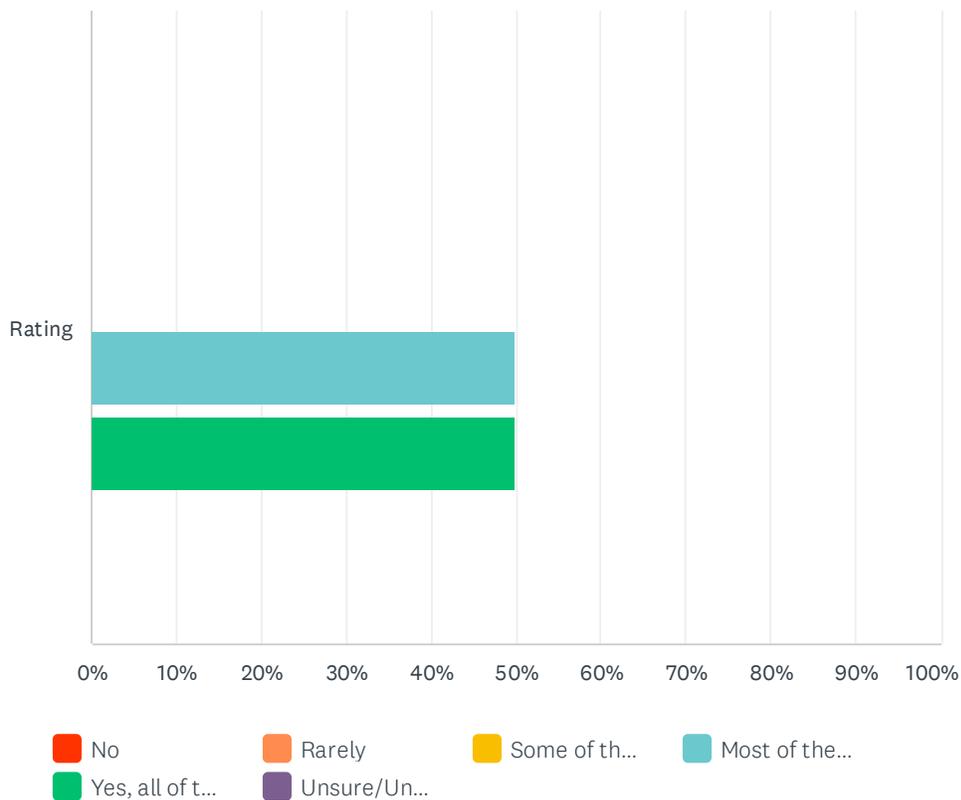
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	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	0.00% 0	6	4.33

Q15 Does the board give clear direction to management on their priorities and the policies they set for the organization?

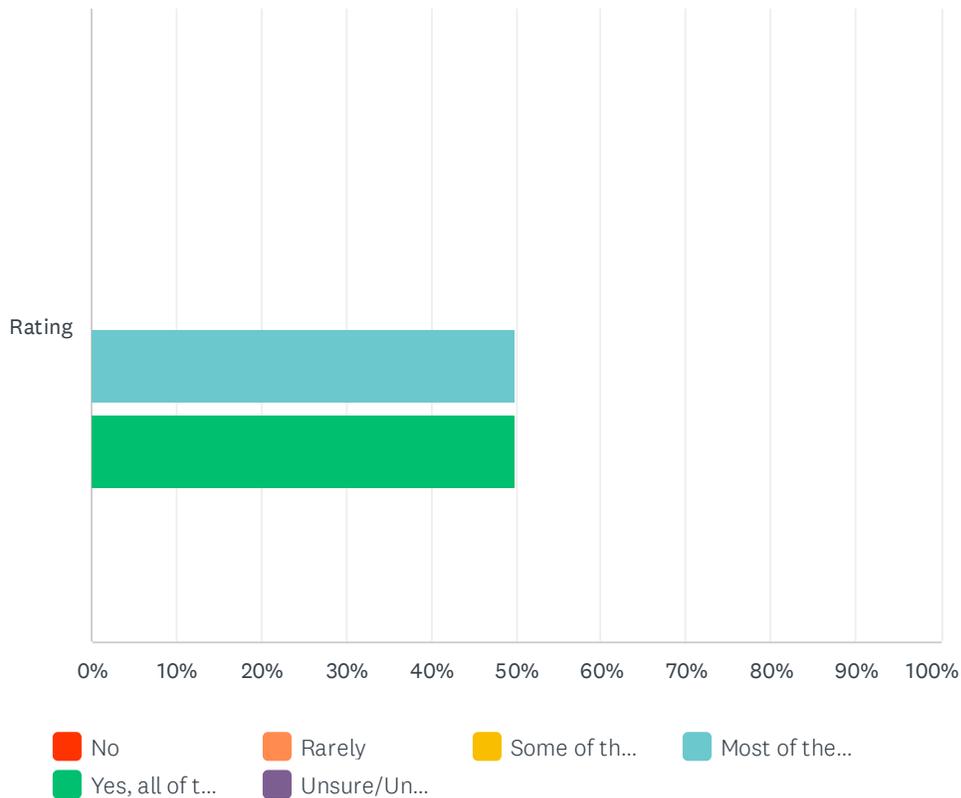
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q16 Does the board spend appropriate time on policy considerations versus operational issues?

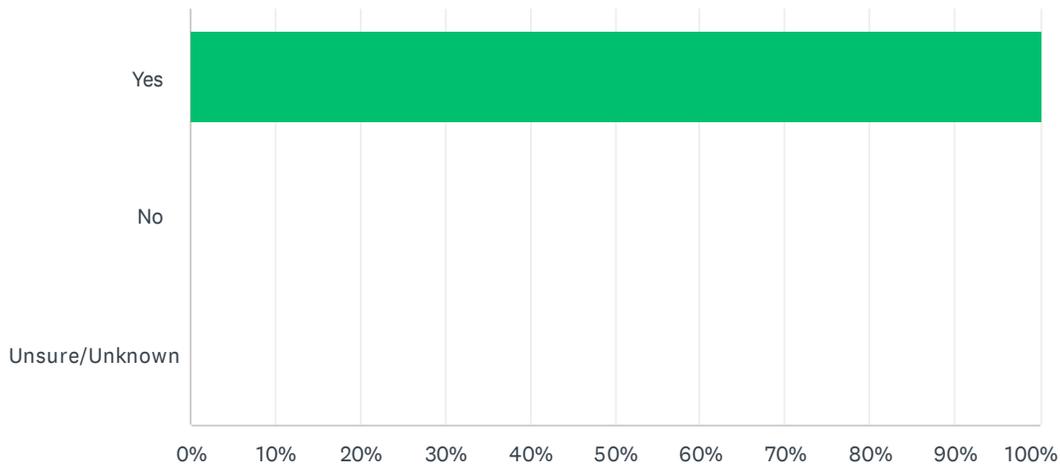
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	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q17 Have the board and the CEO established a process for receiving and monitoring information about the utility's performance?

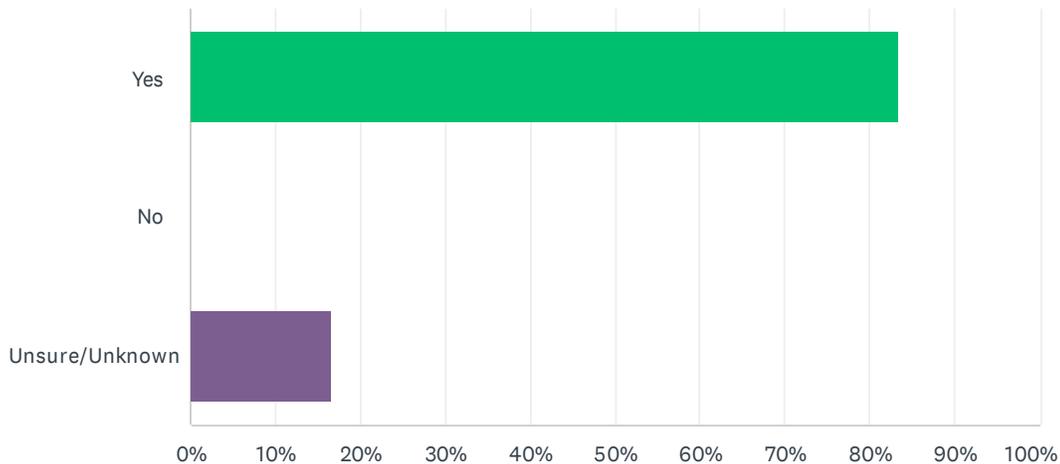
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ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q18 Have the board and CEO agreed on key performance areas to monitor and key performance metrics to track?

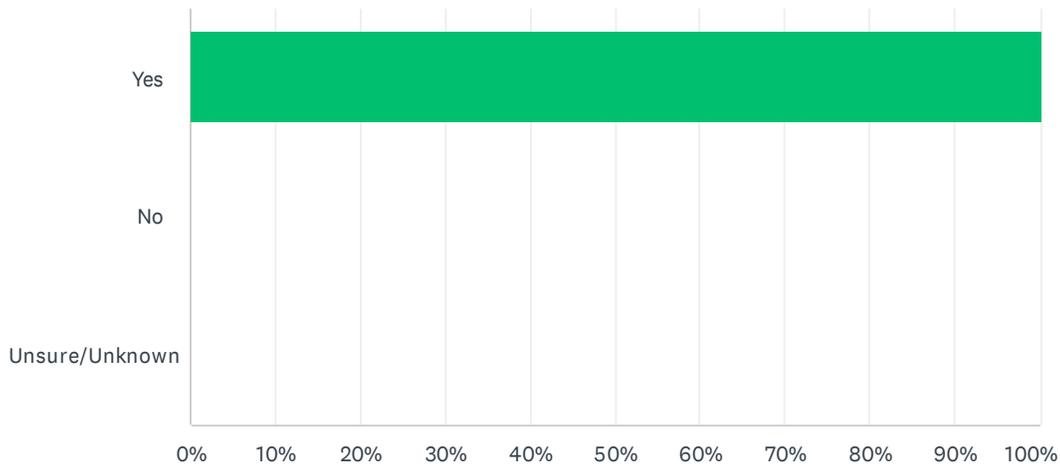
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	83.33%	5
No	0.00%	0
Unsure/Unknown	16.67%	1
TOTAL		6

Q19 Are goal-setting and achievement taken into account during the CEO's evaluation?

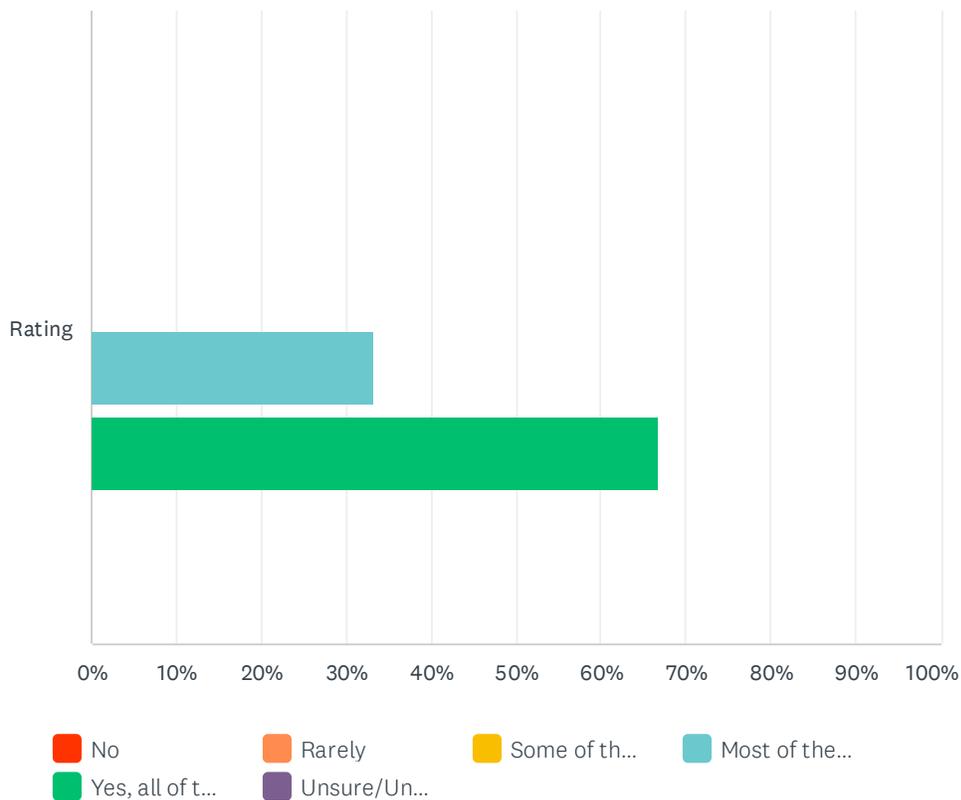
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q20 Does the board represent the interests of the utility owners and the community it serves?

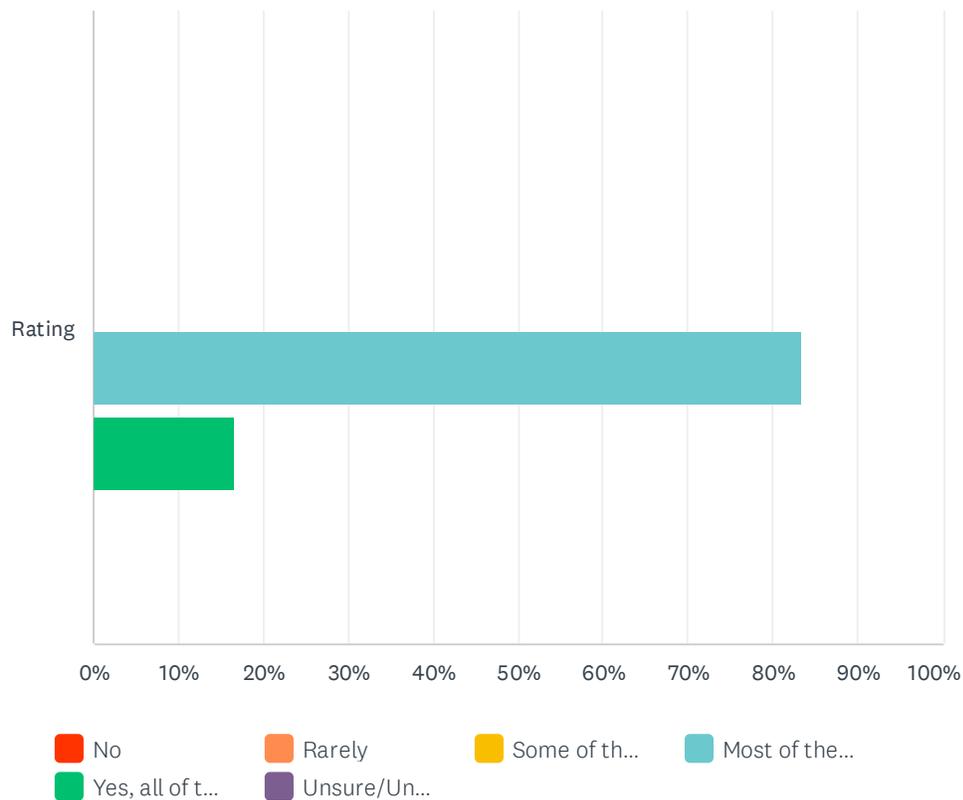
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	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	0.00% 0	6	4.67

Q21 Does the board seek input and involve its customers-owners in strategic considerations and policy decisions?

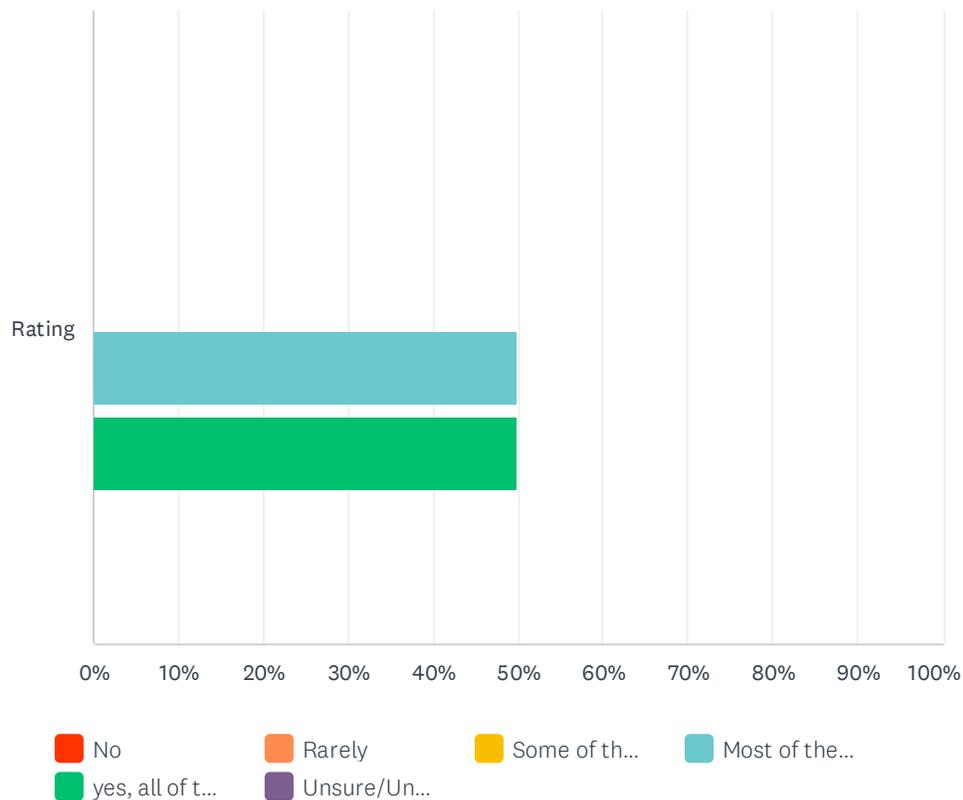
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	83.33% 5	16.67% 1	0.00% 0	6	4.17

Q22 Does the board communicate the value of the utility to its customers/owners?

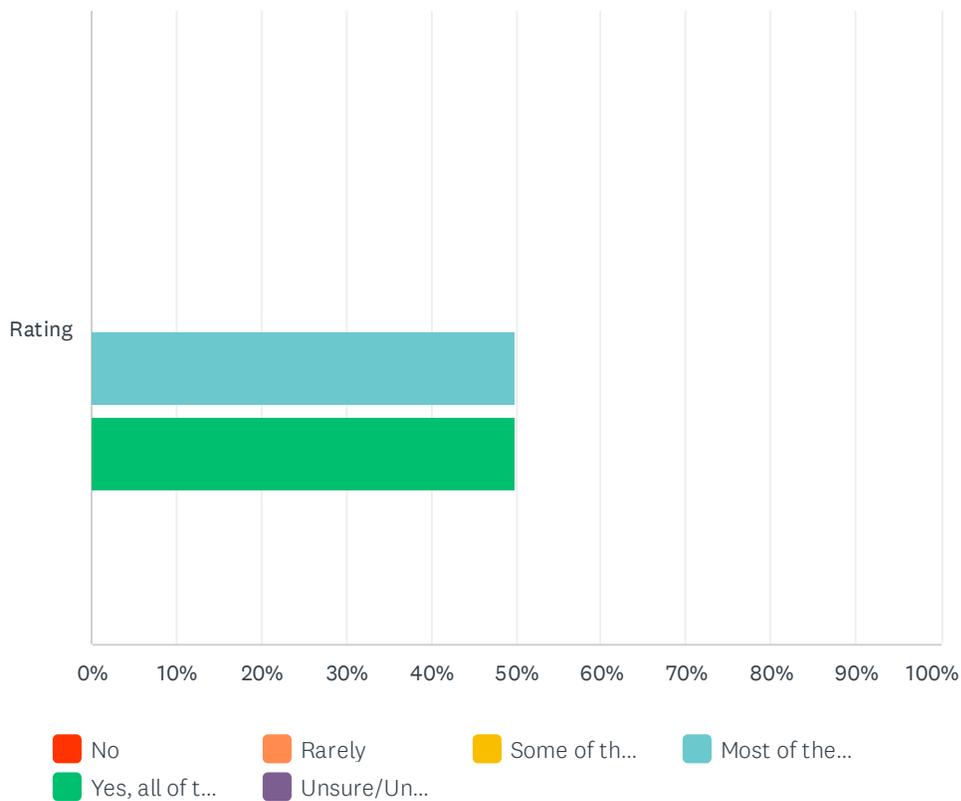
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q23 Do board members support the utility publicly?

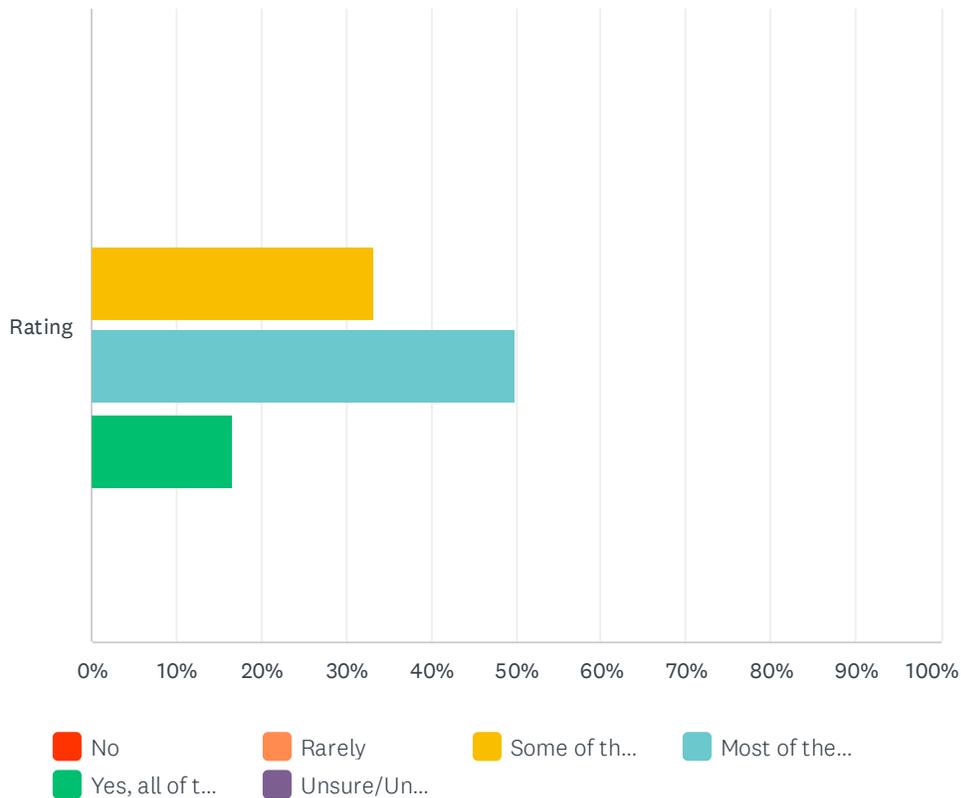
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q24 Do board members advocate for the utility at local, state, and national levels?

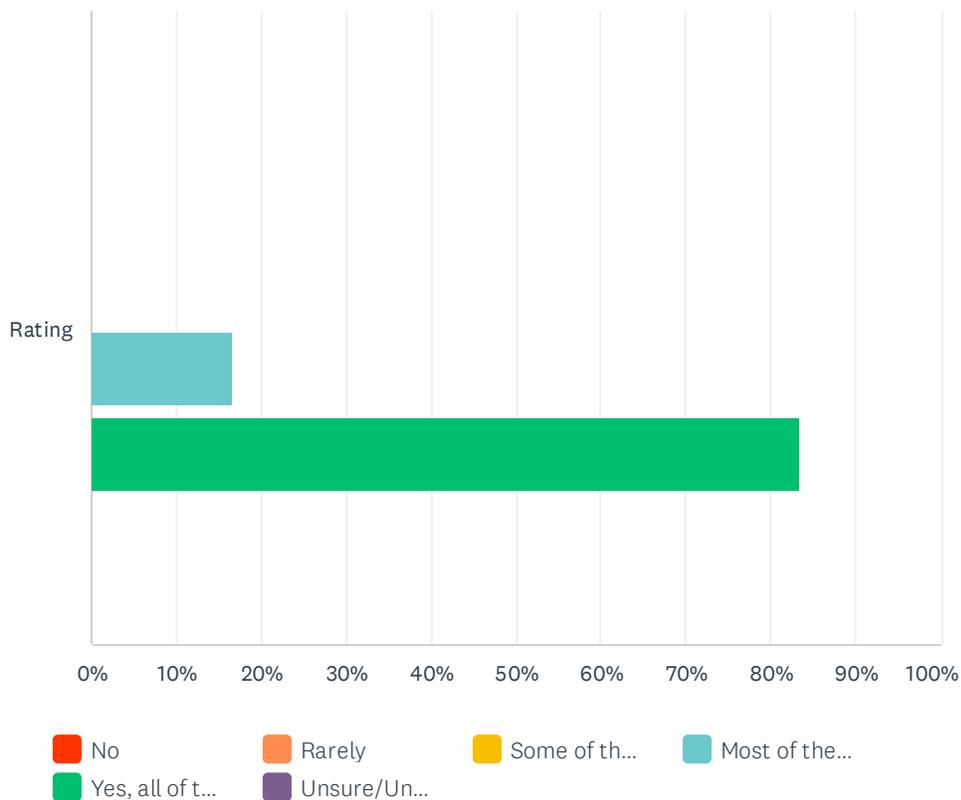
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	33.33% 2	50.00% 3	16.67% 1	0.00% 0	6	3.83

Q25 Does the board adhere to the guidelines set by the articles of incorporation, statutes, ordinances, bylaws, and other local and state requirements?

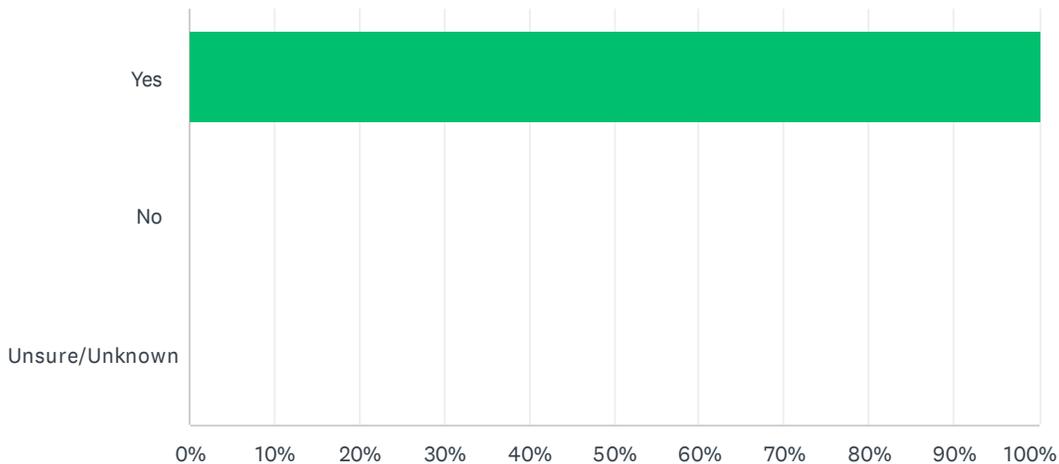
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	0.00% 0	6	4.83

Q26 Do written policies exist that address board ethics, conflicts of interest and compliance with laws and regulations?

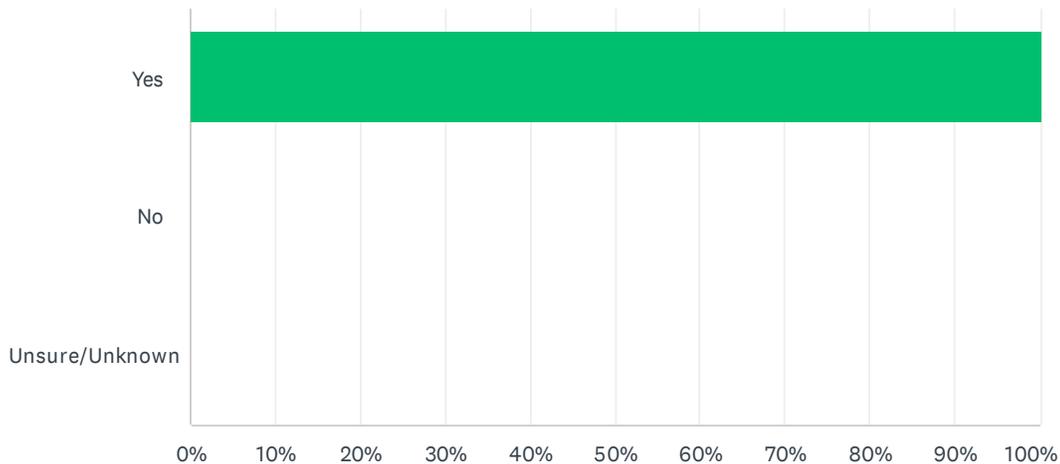
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q27 Does the board approve annual operating and capital budgets and receive periodic (at least quarterly) progress reports on them?

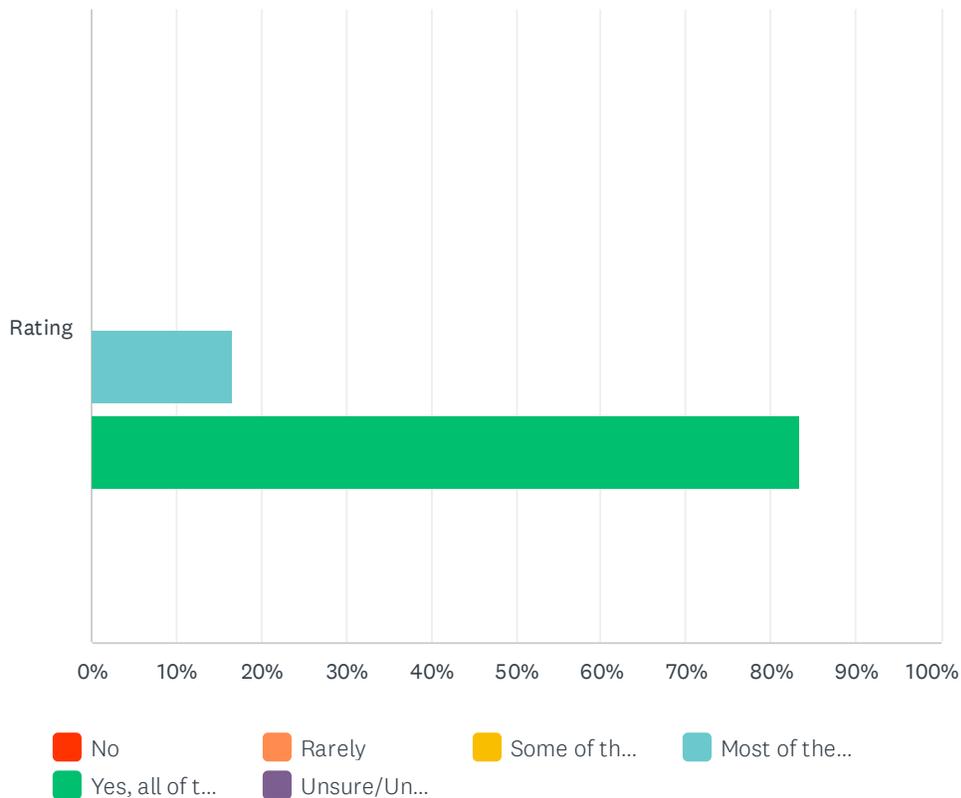
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q28 Does the board review the financial plan for the utility and obtain sufficient information to monitor the utilities' long-term financial strength and performance?

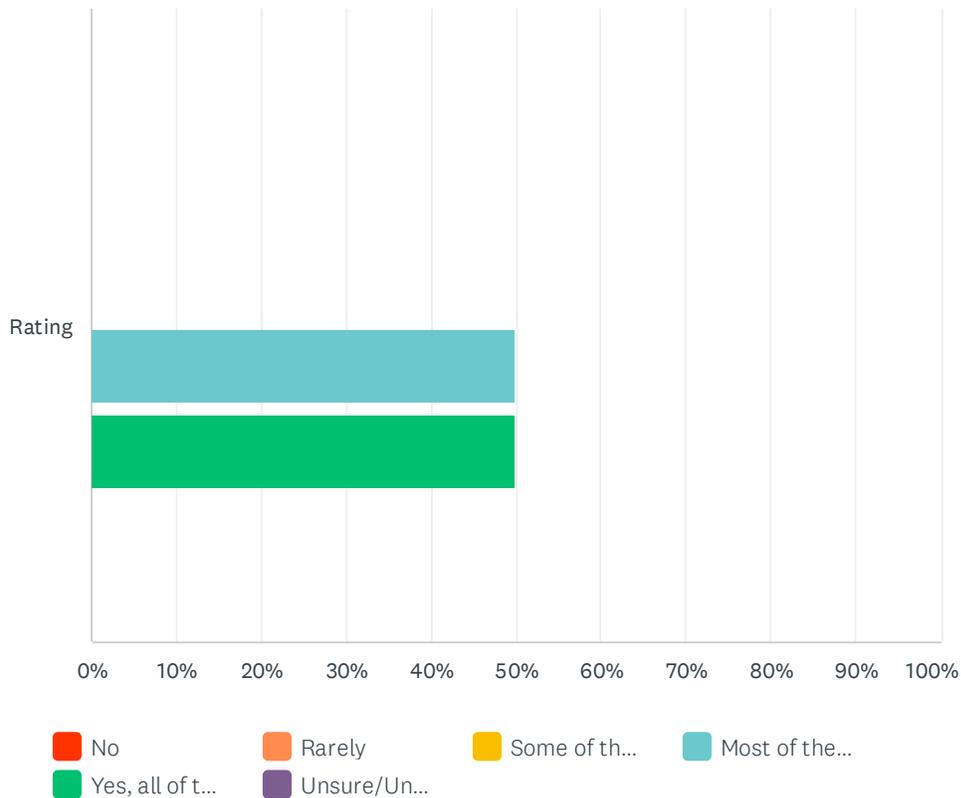
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	0.00% 0	6	4.83

Q29 Are operational goals and performance metrics established and does the board receive sufficient tracking information on them?

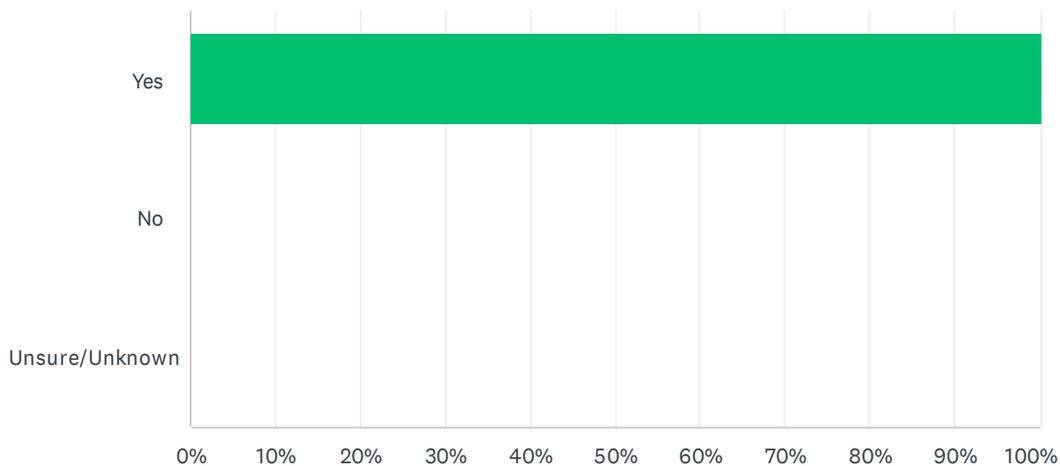
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q30 Are the requirements for an annual audit met and does the board interact directly with the auditor in reviewing audit results?

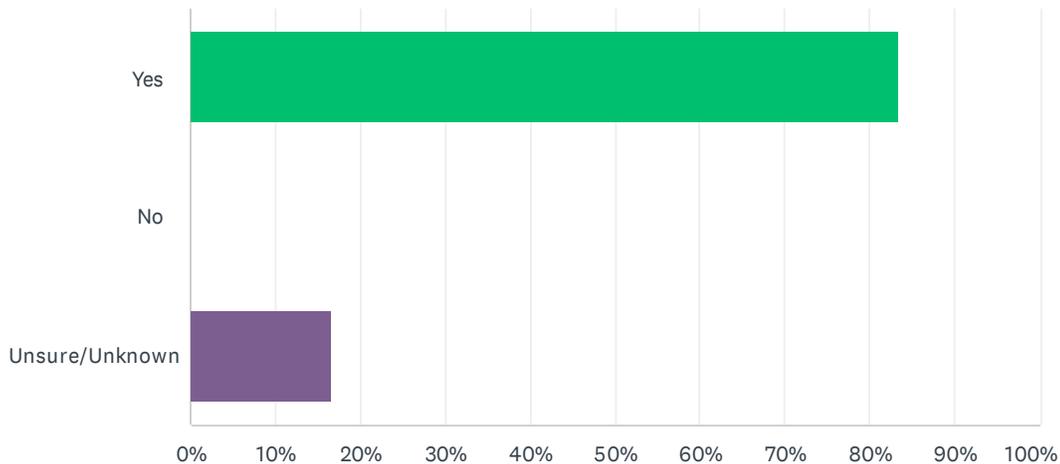
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q31 Are the utility and the board indemnified sufficiently against insurable risk?

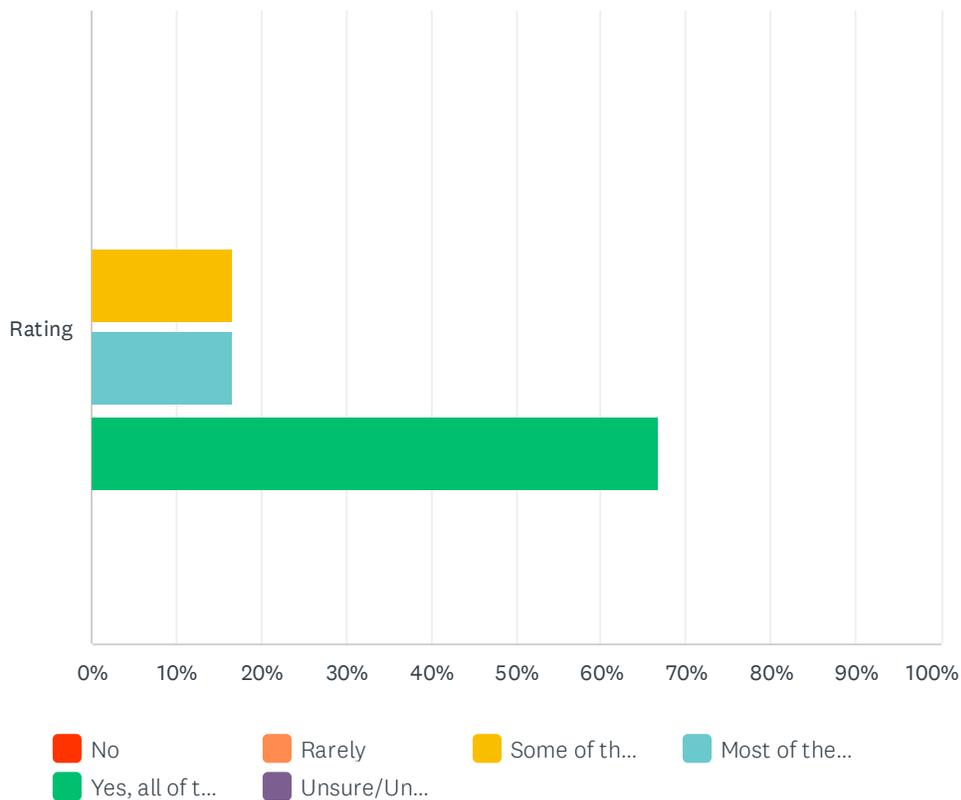
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	83.33%	5
No	0.00%	0
Unsure/Unknown	16.67%	1
TOTAL		6

Q32 Is the board informed regularly about the changing business environment in which the organization is operating?

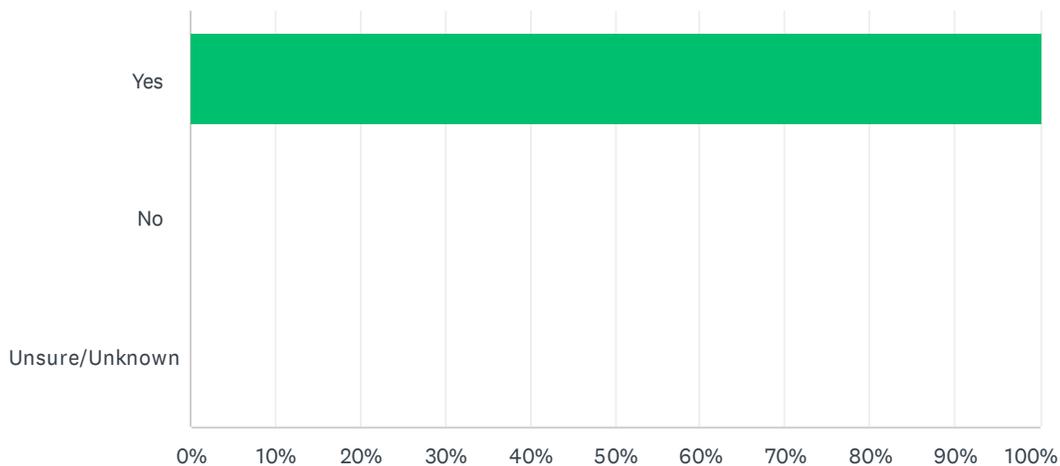
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	16.67% 1	16.67% 1	66.67% 4	0.00% 0	6	4.50

Q33 Is the board appropriately involved with management in developing the utility's strategic plan?

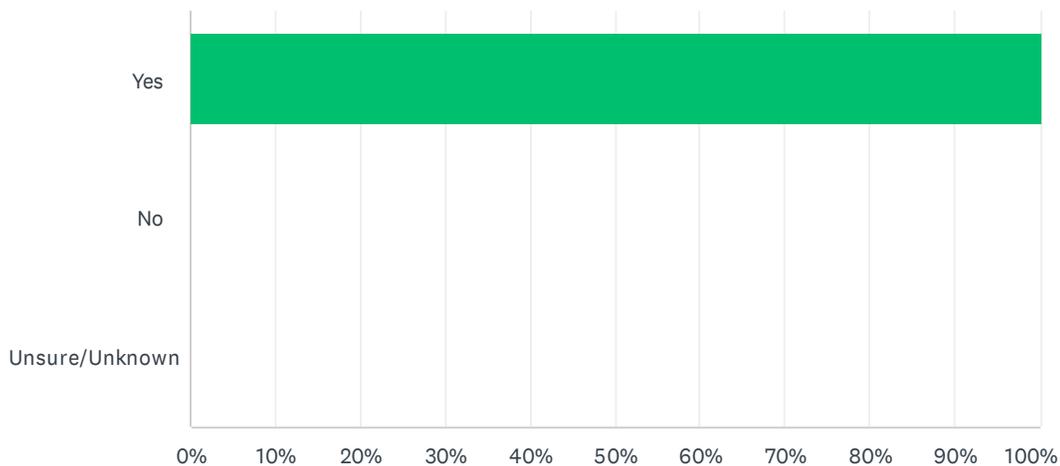
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q34 Does the board review and approve the utility's mission, goals and major strategic initiatives?

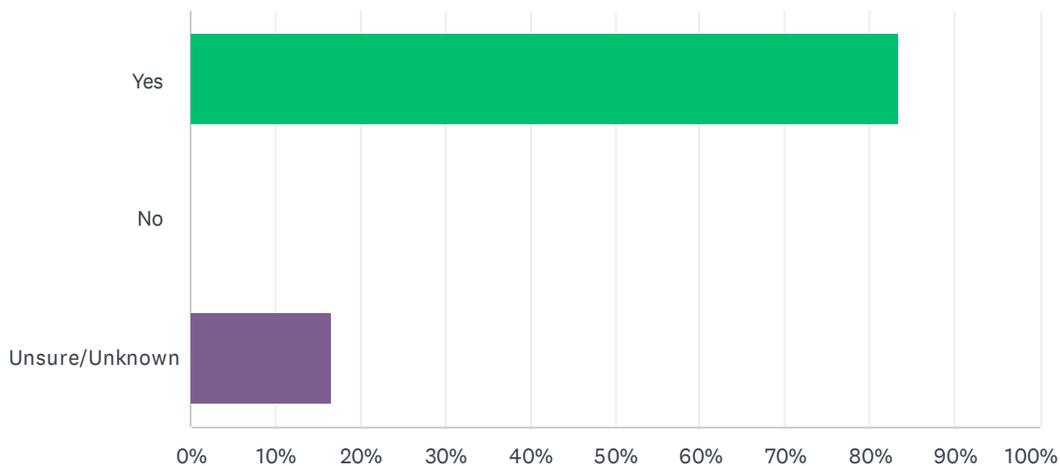
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q35 Is there a written job description and/or employment contract for the CEO?

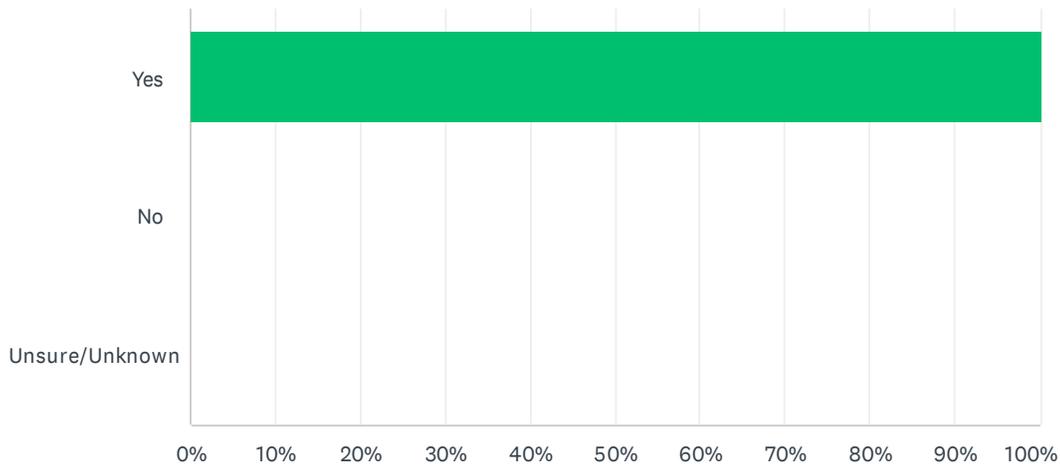
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	83.33%	5
No	0.00%	0
Unsure/Unknown	16.67%	1
TOTAL		6

Q36 Does the board conduct a formal, annual performance review of the CEO?

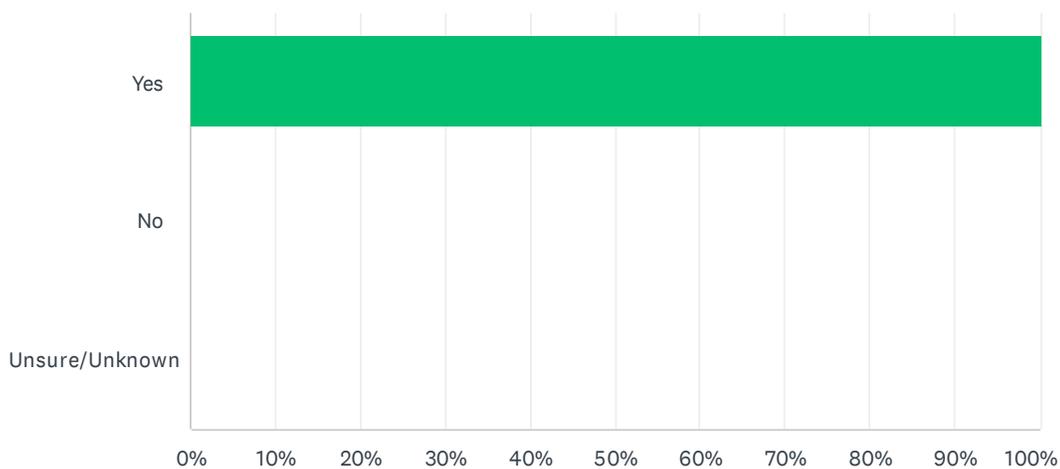
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q37 Is the CEO's compensation linked to the results of this review?

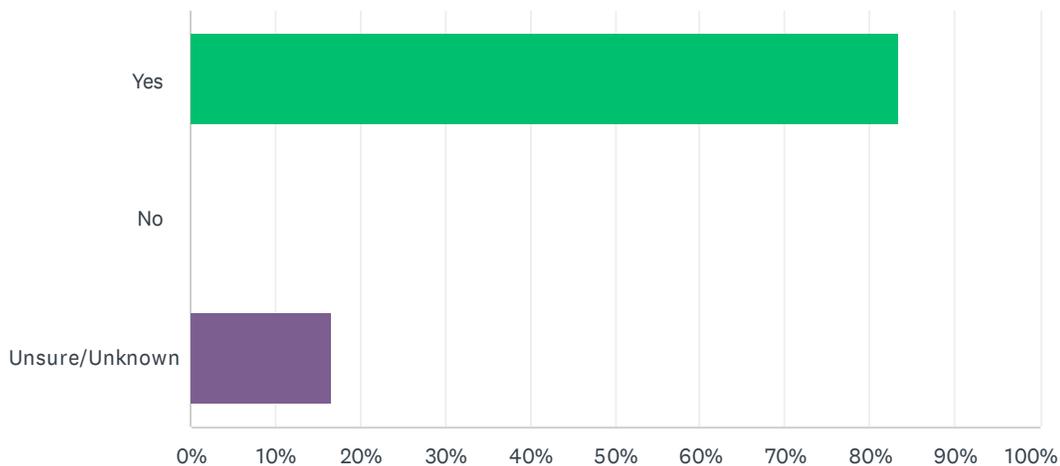
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q38 Does the board make resources available for the CEO's continued professional development?

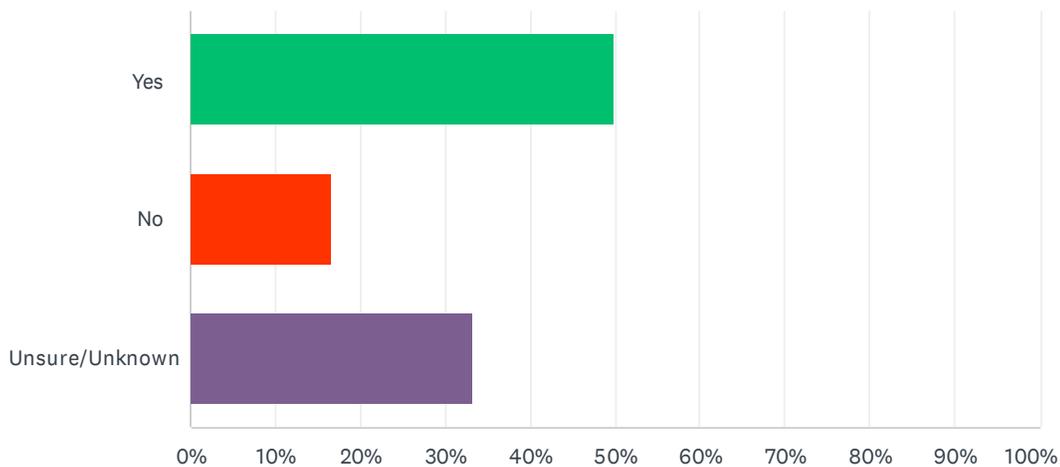
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	83.33%	5
No	0.00%	0
Unsure/Unknown	16.67%	1
TOTAL		6

Q39 Is there a succession plan for the CEO?

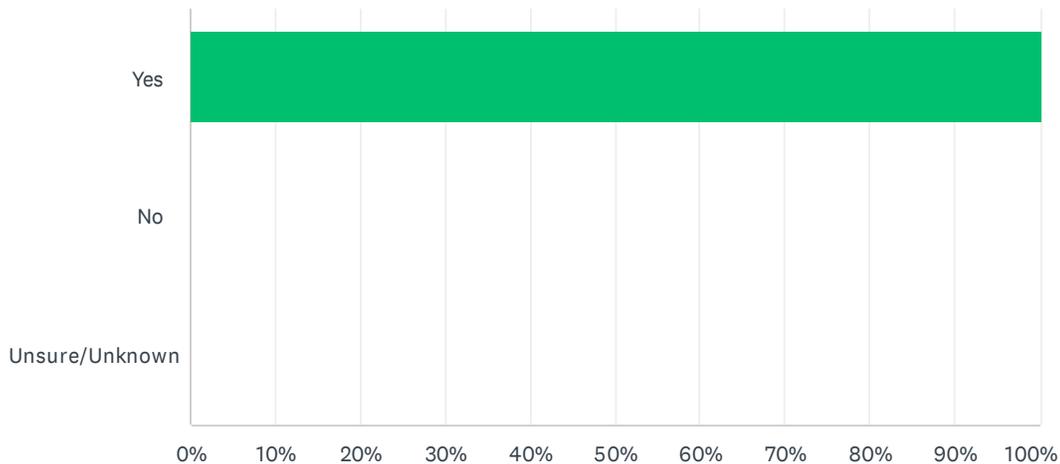
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	50.00%	3
No	16.67%	1
Unsure/Unknown	33.33%	2
TOTAL		6

Q40 Has the board established an effective working relationship with the CEO?

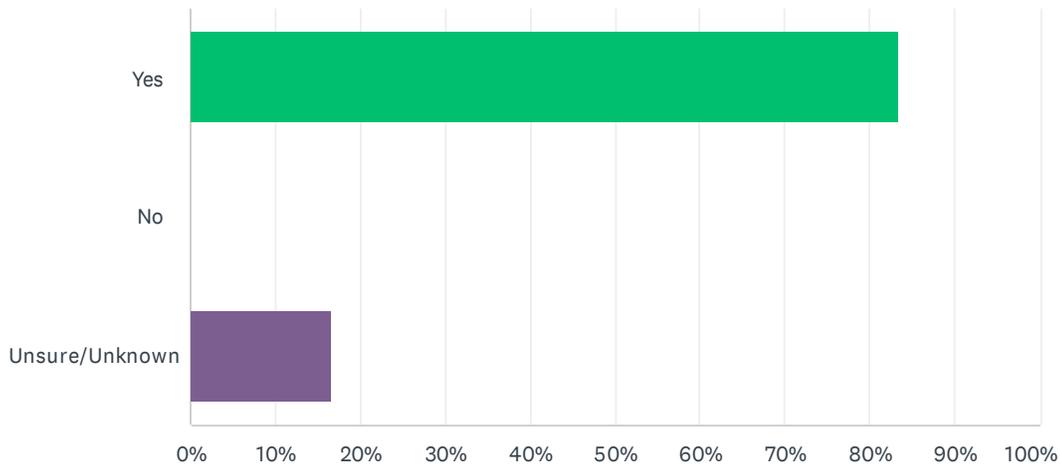
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
Unsure/Unknown	0.00%	0
TOTAL		6

Q41 Is there board/CEO alignment in determining the future direction of the organization?

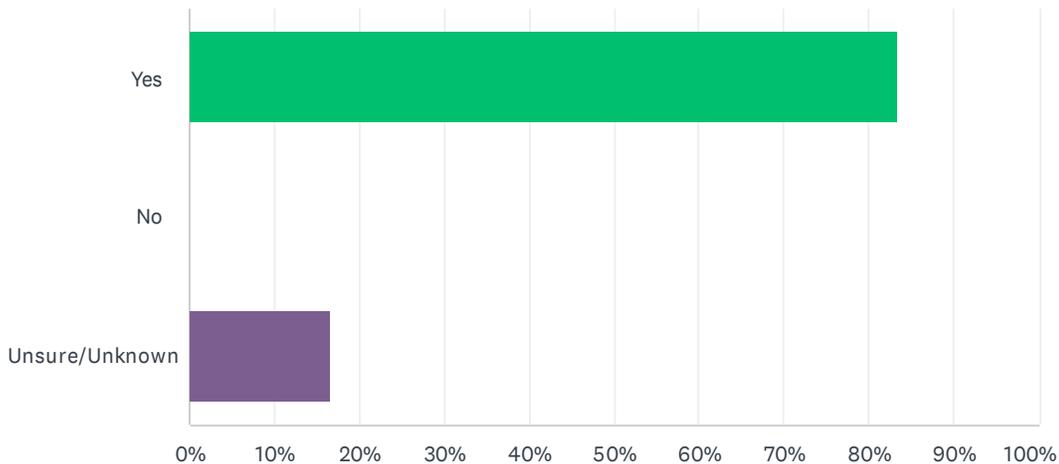
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	83.33%	5
No	0.00%	0
Unsure/Unknown	16.67%	1
TOTAL		6

Q42 Are board/CEO roles defined sufficiently so the board focuses on its policy role instead of tactical and management responsibilities?

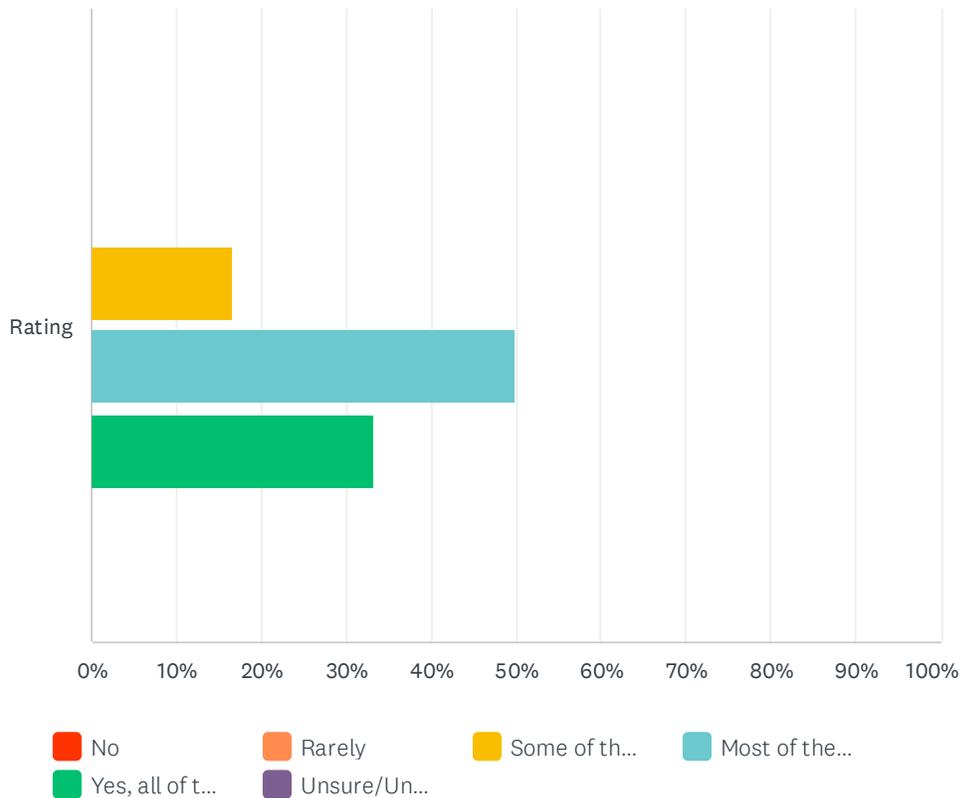
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	83.33%	5
No	0.00%	0
Unsure/Unknown	16.67%	1
TOTAL		6

Q43 Does the board provide overall human resources direction to the CEO, without becoming involved in specific personnel matters?

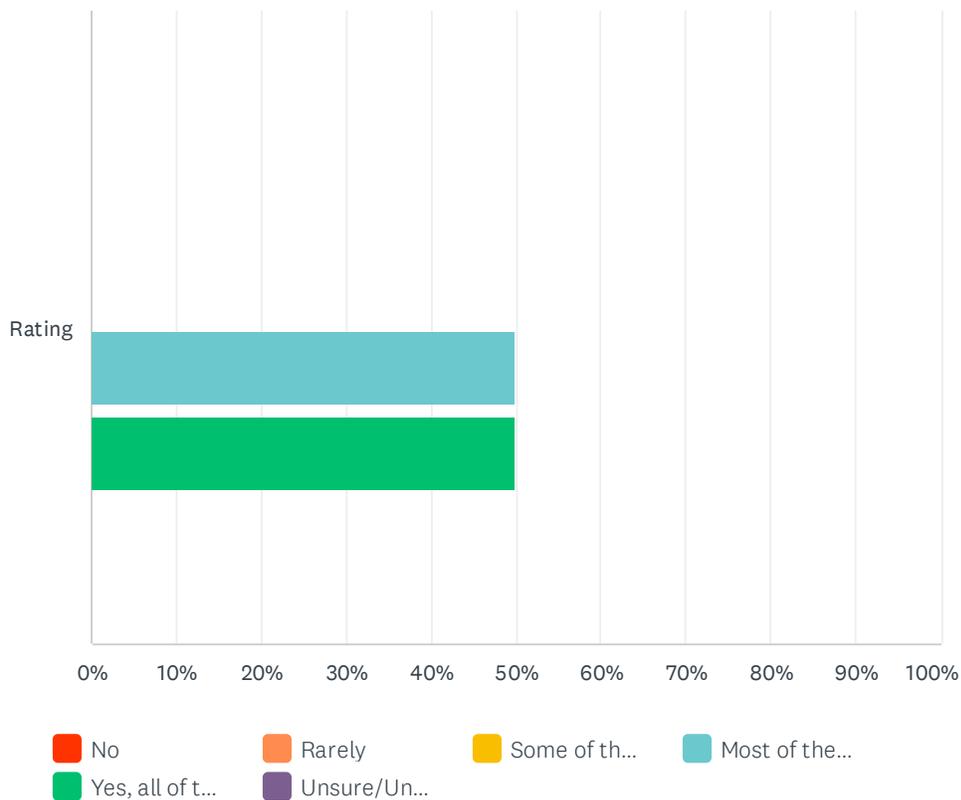
Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	0.00% 0	6	4.17

Q44 Is the board explicit about the information it needs from the CEO to fulfill its governance function?

Answered: 6 Skipped: 0



	NO	RARELY	SOME OF THE TIME	MOST OF THE TIME	YES, ALL OF THE TIME	UNSURE/UNKNOWN	TOTAL	WEIGHTED AVERAGE
Rating	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	4.50

Q45 What is the single most important issue concerning the effectiveness of your Governing Board?

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	I believe the single most important issue concerning the effectiveness of our Board is maintaining the proper balance between independent oversight and strategic alignment. Effective governance requires a Board that can provide objective oversight, ask thoughtful questions, and hold the organization accountable, while also remaining aligned around mission, strategy, and long-term success.	3/15/2026 11:41 PM
2	While boards face many challenges—from financial oversight to strategic planning—the single most important issue concerning their effectiveness is the quality of board culture. Even the most brilliant group of experts will fail if the interpersonal dynamics are dysfunctional. A healthy culture is the "operating system" that allows every other function of the board to run smoothly.	2/24/2026 5:06 PM
3	Receiving enough information from management.	2/23/2026 4:26 AM
4	Transparency	2/20/2026 1:32 PM
5	Information ie regarding projects and responses to customers concerns	2/20/2026 12:42 PM

Q46 What is the single most important issue concerning how the Governing Board and staff work together to accomplish your mission?

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	The single most important issue concerning how the Board and staff work together to accomplish our mission is to ensure that the Board and staff remain aligned in purpose while being clear about their respective roles, mutual trust, and accountability.	3/15/2026 11:41 PM
2	Support the General Manager in making the BWL the driver of economic development in the greater Lansing area.	2/24/2026 5:06 PM
3	Accurate information back and forth.	2/23/2026 4:26 AM
4	Communication	2/20/2026 1:32 PM
5	Information	2/20/2026 12:42 PM

Q47 What is the single most important issue facing your Governing Board in the coming five years?

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	In my view, the single most important issue facing the Board over the next five years is managing the tension between what the utility must build for the future and what customers can afford today, while maintaining reliable service, exercising thoughtful rate-setting, and ensuring transparent decision-making in the era of AI.	3/15/2026 11:41 PM
2	Succession planning for the General Manager.	2/24/2026 5:06 PM
3	how to handle increasing demand for power and still satisfy requirements for renewables.	2/23/2026 4:26 AM
4	Rates, Transparency with community	2/20/2026 1:32 PM
5	Environmental concerns and growth in that time framework	2/20/2026 12:42 PM

Q48 Please list 3-4 suggestions for improving the governance of your utility.

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	I would suggest strengthening audit and risk oversight, continue to ensure that Board decisions are closely aligned with strategy, increase transparency around major customer impact decisions, and continue to invest in commissioner development. Together, these steps should help make the Board more disciplined, more transparent, and ultimately more effective in serving the public.	3/15/2026 11:41 PM
2	*Better engage the community to understand their priorities and elevate their awareness of utility needs. *Address and quantify environmental, economic, and social benefits and costs associated with infrastructure investments and improvements. *Look for opportunities to enhance the positive image of the BWL.	2/24/2026 5:06 PM
3	Commissioners who want to undersatnd issues such as technologies being used to provide additional power on the data bases could ask for a special training session so as to be able to share with the public. .	2/23/2026 4:26 AM
4	Transparency, strengthening strategic oversight and risk management for sustainability lity	2/20/2026 1:32 PM
5	Training. Communication.	2/20/2026 12:42 PM

Q49 Are there any additional comments you would like to make on this board evaluation survey?

Answered: 3 Skipped: 3

#	RESPONSES	DATE
1	Thank you for conducting the survey.	3/15/2026 11:41 PM
2	Transparency with Commissioners is important.	2/23/2026 4:26 AM
3	There has been efforts on both commissioners and staff to be transparent	2/20/2026 12:42 PM



Title: General Manager

Rev: November 2021

Position Summary:

Directly responsible to the appointed members of the Board of Commissioners (Board) for the direction, administration, coordination, and planning of the company activities in accordance with Board established policies, goals, and objectives. This position is the Chief Executive Officer of the company. Assists Board in the development of policies, goals and objectives covering the furnishing of electricity, water, and steam to users.

Essential Functions:

- Provides general direction and guidance to company management to ensure that company services are provided to users in accordance with Board policies, goals, and objectives.
- Interfaces with local government and public officials on matters related to the provision of services in the defined service area.
- Approves implementation of plans and programs developed by management to achieve results within budget and other financial criteria.
- Directs the development and preparation of plans and budgets based upon the broad goals and objectives of the Board and recommends their adoption.
- Directs the development and installation of procedures and controls to monitor and evaluate the effectiveness of company management's use of financial, human, and physical resources. Takes corrective action as indicated.
- Ensures that Board policies are properly understood, interpreted, and administered by company management and that internal procedures within the company organizational units are consistent and in keeping with the intent of Board policies.
- Evaluates results of overall company operations regularly and systematically and keeps Board informed of all major aspects of the business and conduct of its activities.
- Advises Board of technical, legislative, regulatory trends and developments, which may impact the company operations.
- Acts as chief spokesperson for company executive staff with Board members and all other organizations.
- Carries out related duties and special assignments as directed by the Chairman of the Board and Chairmen of Board Committees.
- Expected to comply with all BWL policies and work rules.
- Predictable and reliable attendance.
- Other duties as assigned by the Board of Commissioners.

Job Specifications:

Required:

- This position requires a Master's in Administration, Accounting, Engineering, Business, Organizational strategy, or equivalent combination of education and experience.
- This position requires a minimum of fifteen years of previous utility experience.
- A minimum seven years of leadership experience is also required.

- Knowledge of engineering standard practices and board procedures.
- Knowledge of finance, budget, and planning issues.
- Knowledge of technical, legislative, and regulatory trends.
- Knowledge of industry associations, community organizations, and media representatives.
- Knowledge of applicable local, state, and federal laws.
- Ability to plan, direct and manage the work of subordinate division heads, organize, plan, and prioritize company initiatives, identify complex problems and propose and implement solutions, conduct group presentations to board members and large groups.
- Ability to lead successful change initiatives.
- Must have demonstrated management and project management skills.
- Must serve as a member of at least one local board.
- Advanced knowledge of Word, Excel, PowerPoint, and Outlook.
- Ability to effectively communicate orally and in writing with the Board of Commissioners, the General Manager, management, employees, and other departments and outside agencies including public officials from the State of Michigan, the City of Lansing, and various other local agencies.
- Ability to enter and retrieve data from computerized, typed and written sources.
- Ability to interact with local governmental agencies.
- Ability to plan, direct and manage the work of others, organize, plan and prioritize projects, identify problems and propose and implement solutions, conduct group presentations, grasp and communicate complex issues covering a wide range of disciplines.

Preferred:

- A Professional Engineer (PE) License is preferred, but not required.

Physical Requirements / Working Conditions:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Must be able to remain in a stationary position for the majority of the working day. The person in this position needs to move about inside the office environment. Constantly operates a computer and other office equipment. Ability to adjust focus, especially due to concentration on a computer screen. Must communicate frequently with other departments and employees both verbally and in writing. May need to lift and carry up to 30 pounds and/or position the body to reach items on the floor/ below the knee level or reach above head. On occasion, may need to use stairs.

Constantly works in a temperature-controlled office environment.



Position Description

The above statements are intended to describe the general nature and level of work being performed by employees assigned to this position. They are not to be construed as an exhaustive list of all duties, responsibilities and skills that may be required of the employee. Management reserves the right to add, remove, or otherwise alter these duties, responsibilities, and skills at any time.

Employee's Signature

Date

Employee's Name (Please Print)

THE BOARD OF WATER & LIGHT IS AN EQUAL OPPORTUNITY EMPLOYER



Position Description

Title: Director, Internal Auditor

Rev: June 2023

The Lansing Board of Water & Light has an opening for **Director, Internal Auditor** located in Lansing, M

Position Summary:

The **Director, Internal Auditor** (Internal Auditor) is responsible for providing the Lansing Board of Water & Light (BWL) independent, objective assurance and consulting services designed to add value to and improve the company's operations. It furthers the company's objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. This position also provides an independent assurance function for the BWL. The position reports to the BWL Board of Commissioners.

Essential Functions:

Determines whether the BWL's network of risk management, control, and governance processes are adequate and functioning in a manner to ensure that:

- Risks are appropriately identified and managed.
- Interactions with the various governance groups occur as needed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Employees' actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically and used efficiently and effectively and adequately protected. Programs, plans, and objectives are evaluated.
- Quality and continuous improvement are fostered in the company's control process.
- Significant legislative or regulatory issues impacting the company are recognized and addressed appropriately.
- Provides expert supervision to internal audit employees or contracted and co-sourced resources. Maintains a professional level of requisite knowledge in areas of responsibility, keeping abreast of new developments and technology.
- Supports company initiatives.
- Follow the BWL Safety Manual and wears all required personal protective equipment. Attends all required training for safety and security awareness.
- Expected to comply with all BWL policies and work rules.
- Predictable and reliable attendance.
- Other duties as assigned by manager.

Job Specifications:

Required:

- Bachelor's degree or equivalent in Business Administration, Accounting, or related field; Certification as Certified Public Accountant (CPA), Certified Internal Auditor (CIA) or Certified Fraud Examiner (CFE).
- Minimum of seven years' experience in auditing, accounting, or related field that includes at least two years' supervisory experience.
- Must hold a valid driver's license, with an acceptable driving record.
- Possess knowledge of software applications, including Microsoft Office Suite.
- Ability to develop teams and work in a team-based environment; organize, plan and prioritize projects; identify problems and propose solutions; conduct group presentations; facilitate group meetings, and support successful change initiatives where applicable.
- Ability to effectively communicate orally and in writing with the Board of Commissioners, the General Manager, Senior and Middle Management, employees, other departments, and outside agencies.
- Travel is required, and some night meetings will be required.



Position Description

Physical Requirements / Working Conditions:

- Hybrid work environment available: a combination of in-office and remote work expectations will be negotiated.
- The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
- Must be able to remain in a stationary position for the majority of the working day.
- The person in this position needs to move about inside the office environment.
- Constantly operates a computer and other office equipment.
- Ability to adjust focus, especially due to concentration on a computer screen.
- Must communicate frequently with other departments and employees both verbally and in writing.
- May need to lift and carry up to 30 pounds and/or position the body to reach items on the floor/ below the knee level or reach above head.
- On occasion, may need to use stairs.
- Constantly works in a temperature-controlled office environment.

THE BOARD OF WATER & LIGHT IS AN EQUAL OPPORTUNITY EMPLOYER

The above statements are intended to describe the general nature and level of work being performed by employees assigned to this position. They are not to be construed as an exhaustive list of all duties, responsibilities and skills that may be required of the employee. Management reserves the right to add, remove, or otherwise alter these duties, responsibilities, and skills at any time.

Employee's Signature

Date

Employee's Name (Please Print)

THE BOARD OF WATER & LIGHT IS AN EQUAL OPPORTUNITY EMPLOYER

Title: Corporate Secretary

Rev: April 2022

Position Summary:

Responsible to the Board of Commissioners as their official central point of contact representative and the BWL's Corporate. Core function of position also handles the day-to-day liaison activities between the Commissioners, Senior Management and City Officials. In essence this position serves at the Board of Commissioner's pleasure, which includes interacting on both an individual and collective manner with diplomacy and confidentiality.

Essential Functions:

- Directing the activities to the official business of the Board of Directors of Commissioners.
- Coordinating and attending board, special board and committee meetings, public hearings and drafting minutes (which include resolutions and actions of the Board of Commissioners).
- Serves as a liaison activity between the Commissioners, Senior Management and City Officials.
- Arranges meetings with new Commissioners and Senior Management; prepares orientation materials, including Commissioner roster, City Charter, Rules of Procedure, Organizational Chart, Budget and Audit reports and related governance materials.
- Maintaining key corporate documents and records.
- Manage and maintain the Commissioner's access to all corporate records, communications and informational material (both internal and external to the BWL). This also includes facilitating the administrative for policies, whether it's through Board of Commissioner approval or acknowledging and filing those that are operational under the General Manager's approval authority. Maintains a broad corporate records system to assure efficient record retrieval, record security and record retention.

Job Specifications:

Required:

Certain corporate administrative responsibilities include, but are not limited to the following:

- Accepts legal service and official legal notice on behalf of BWL.
- Accepts service of Legal process against the company.
- Authorized signatory for Board of Water and Light checks.
- Maintain an updated vehicle title holding list.
- Authorized signatory for formal Board of Water and Light contracts and agreements; certifies corporate documents and attests to their legitimacy (including vehicle titles).
- Maintain follow up validations for legally required and timely filed financial and budget documents with the State of Michigan and City of Lansing.
- Assist Legal Department with Freedom of Information Officer (FOIA) compilations, compiles with procedures of the Open Meetings Act, and accepts legal service on behalf of the Board of Water and Light and the Board of Commissioners.
- Coordinate travel arrangements and registrations for Commissioner to attend national conferences and/or governance training seminars.

- Thorough understanding of BWL's business.
- Having knowledge of the BWL's corporate and legal transactions.
- Demonstrating an "executive presence," backed up with solid communication skills.
- Being sensitive and intuitive to the perspective of the Board of Commissioners, General Manager and Internal Auditor.
- Being able to lead and work within a multi-disciplinary setting to achieve consensus.
- Knowing how to overcome bureaucratic thinking.
- Qualified candidates for this position will have relevant education and experience necessary to perform the essential functions and meet the performance expectations for this position.
- Approximately 5 to 10 years of related corporate and office administration experience.
- Knowledge of software applications to include Word, Access, Excel, Adobe Acrobat, and PowerPoint.
- Project management skills.
- Excellent oral/written communication skills.
- Knowledge of Roberts Rules of Order.
- Ability to plan, direct and manage the work of others.
- Ability to manage and supervise staff.
- Ability to organize, plan and prioritize projects.
- Ability to identify problems and propose and implement solutions.
- Ability to conduct group presentations.

Preferred:

- Bachelor's degree or equivalent in a relatable field.
- Knowledge of company procedures and departmental functions.
- Knowledge of finance, budget and planning issues.
- Knowledge of board processes, procedures and functions.
- Knowledge of developing and work in a team-based environment.
- Being detail oriented.
- Being flexible and creative.
- Maintaining the appropriate perspective, no matter how pressured a situation.

Physical Requirements / Working Conditions:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Must be able to remain in a stationary position for the majority of the working day. The person in this position needs to move about inside the office environment. Constantly operates a computer and other office equipment. Ability to adjust focus, especially due to concentration on a computer screen. Must communicate frequently with other departments and employees both verbally and in writing. May need to lift and carry up to 30 pounds and/or position the body to reach items on the floor/ below the knee level or reach above head. On occasion, may need to use stairs.

Constantly works in a temperature-controlled office environment.



Position Description

The above statements are intended to describe the general nature and level of work being performed by employees assigned to this position. They are not to be construed as an exhaustive list of all duties, responsibilities and skills that may be required of the employee. Management reserves the right to add, remove, or otherwise alter these duties, responsibilities, and skills at any time.

Employee's Signature

Date

Employee's Name (Please Print)

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