



JKing Consulting

Community and Economic Development Services

May 22, 2025

Rob Mattei, Community Development Director
Grand Rapids Economic Development Authority
City of Grand Rapids
420 Pokegama Ave.
Grand Rapids, Mn 55744

RE: Scope of Services to Support GREDA with implementation of the Grand Rapids Downtown Plan Update and downtown organization start-up

Dear Rob:

Thanks for the opportunity to continue working with GREDA on implementation of the Downtown Plan Update. The following experiences with downtown revitalization and familiarity with Grand Rapids should get us up and running quickly.

- Participation on the consulting team for the GROW Grand Rapids 2040 Comprehensive Plan 2020 the Grand Rapids Downtown Plan Update 2023, and as a consultant to GREDA in 2024 focused on creating a downtown organization for Grand Rapids.
- Leadership of the St. Cloud Downtown Development Corporation during a three year period in which significant transformation occurred in downtown St. Cloud.
- 15 years of experience leading small non-profit economic development organizations, more than half of that in small and mid-sized regional centers in North Central Minnesota. This included leadership of county and regional economic development organizations, a downtown organization and a 1,600 member chamber of commerce in Texas. The chamber brought together the community's economic development, visitors bureau, civic center and chamber programs and included a buy local initiative, minority procurement and a business-education coalition.
- Preparation of over 40 strategic plans for development-related organizations including chambers of commerce, local and regional economic development organizations, visitors bureaus, and downtown organizations
- Drafting of the organizational component of the International Economic Development Council's two-day Strategic Planning Course. Served as an instructor for the course nationally and at the Upper Midwest Basic Economic Development Course for 25 years.

I look forward to the opportunity to continue to work with the City of Grand Rapids on downtown revitalization.

Sincerely,

Janna R. King, CEcD, EDFP



Proposed Approach and Scope of Services

Janna King, with JKing Consulting will provide the following services to support GREDA with the implementation of the Grand Rapids Downtown Plan and downtown organization start-up.

- A. Draft articles and bylaws in consultation with the Grand Rapids Area Community Foundation and local attorney and/or accountant. Seek their assistance in making appropriate filings.
- B. Support recruitment of board members.
- C. Convene board meetings at least monthly once established, including preparation of the agenda and minutes.
- D. Finalize arrangements with the Grand Rapids Area Community Foundation regarding financial management.
- E. Finalize arrangements with the Grand Rapids Area Chamber of Commerce regarding office space, payroll and administrative support during start-up of the downtown organization.
- F. Secure appropriate insurance for the organization acceptable to the Chamber, Community Foundation, and board members.
- G. Post position description, and network to solicit applications. Receive applications and coordinate interview and selection process.
- H. Coordinate with Katrina Pierson of Pierson Henry Executive Search, another downtown consultant, regarding fundraising, branding, and marketing (up to 36 hours).
- I. Coordinate with the Chamber and Community Foundation to make sure that the accounting and payroll systems are in place when the new staff person is hired for the downtown organization.
- J. Identify committee chairs, orient them to the work plan, identify near term priorities with board input, and have 2 to 4 priorities ready to begin implementation when the new director starts.

Deliverables

Project deliverables include:

- Draft articles and bylaws prepared in consultation with the Grand Rapids Community Foundation and local attorney/accountant.
- Agreements with the Grand Rapids Area Community Foundation and Grand Rapids Area Chamber of Commerce regarding office space, payroll and administrative support during start-up of the downtown organization.
- Preparation of agendas and minutes for initial board meetings.
- Secure appropriate insurance for the organization.



Professional rate, travel expenses, estimated hours, and timeline

The fully loaded rate for Janna King will be \$160/hour. Travel time is billed at 50%. Expenses are based on the federal GSA rate for 2025 of \$110/night for lodging and \$68/day for meals. First and last day meals are at 75% of the full daily rate (\$51/day). Mileage is at the federal rate of \$.70/mile.

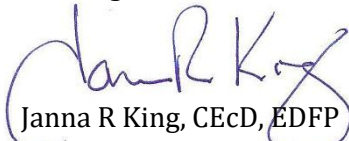
The estimated time needed to complete the project will be 5-7 months depending upon project start-up date, scheduled meetings, etc.

The cost of services described above is \$39,008 including travel to Grand Rapids for 3 in-person sessions at 2 nights each. Additional travel and services available with prior written agreement at \$160/hour; all travel is billed at the federal IRS/GSA mileage and per diem rate.

Budget	Hours	Cost
Professional services	236	\$39,008
3 trips at 3 days, 2 nights each		\$2,010
		\$41,018

Please let me know if you would like any modifications to this proposed scope of services.

Best regards,


Janna R King, CEcD, EDFP
JKing Consulting