

To: I-195 Redevelopment District Commissioners

From: Caroline Skuncik, Executive Director

Date: March 16, 2022

Re: Personnel Plan

This memo provides an overview of the I-195 Redevelopment District's (District's) proposed personnel plan. In recent years, the activity in the District has grown significantly with eight active projects in construction or predevelopment. The District's responsibilities have also grown, most notably with the District assuming full operations and maintenance of the Innovation District Park (Park) in 2021. To keep pace with the current workload and ensure that we can continue to meet our mission, adjustments to the District's staffing are necessary.

Positions

Currently, there are four FTE employed at the District: Executive Director, Director of Operations, Senior Project Manager/Director of Real Estate, and Park Manager. Two additional positions are proposed: Office Manager and Program Coordinator.

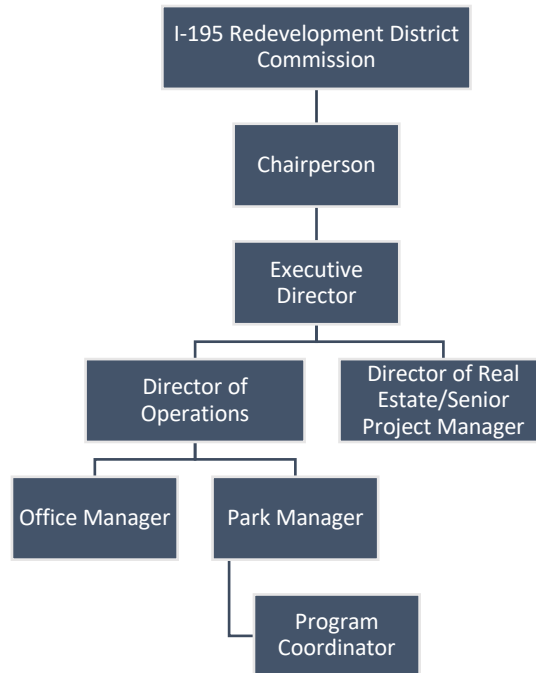
The Office Manager will support the operations and management of the District, assisting in administrative tasks including bookkeeping, contract compliance, reporting, scheduling, etc. These tasks are currently shared among existing staff, and the addition of this position will allow staff to focus on their primary responsibilities. This position is expected to be full time exempt.

The Program Coordinator will support programming in the Park. While the District is not producing its own programming, the Park is envisioned as an active community asset that can be used for programming and events. A significant amount of District staff time is required to facilitate the use of the park for events and programming including contracting, permitting, on-site support, compliance, etc. In 2021, the Park hosted nearly 40 events with over 9,000 attendees; this activity is projected to double in 2022, including the addition of large-scale, multi-day events. Given the increase in activity in the Park, this position is essential to keeping the park functioning at a high level and being able to accommodate requests to use the space. This position may be hourly, part-time, or full-time depending on the projected event calendar and workload.

Full job descriptions for all positions are provided in Exhibit A.

Organizational Chart

The proposed organizational chart for the District is below.



Equal Opportunity Statement

The District welcomes and encourages diversity in our workforce at all levels of the organization. We provide equal employment opportunities to all employees and applicants for employment and prohibit hiring discrimination of any type. All District hiring decisions are made without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state, or local laws.

EXHIBIT A



Director of Operations

Position Summary

The Director of Operations is an integral part of the I-195 Redevelopment District (District) team. Key responsibilities include oversight of procurement and contracts, coordination of public records requests, support for monthly Commission meetings, oversight of the maintenance and operations of a seven-acre park, management of vendors and park and administrative staff, budgeting and financial tracking, and reporting. Additionally, the Director of Operations will support District projects and initiatives, including real estate projects and infrastructure. The Director will report to the Executive Director and also work closely and at times independently with the Commission Chairman.

Responsibilities

- Primary responsibility for organizing and preparing for monthly Commission meetings. Duties and tasks include compliance with Open Meeting Act, legal review of agenda and all meeting submittals, scheduling, public notices, technology preparation, etc.
- Manage park operations and maintenance, as well as capital improvements, as well as park staff.
- Oversee all internal operations for the District, including billing, staff payroll and benefits, insurance, budgeting, etc. Manage administrative staff and interns.
- Lead procurement efforts for all vendors, ensuring compliance with all applicable procurement regulations. Manage vendors and contracts.
- Coordinate responses to public records requests and ensure compliance with state law.
- Develop reports for legislature and other stakeholders on District activities.
- Work closely with partners and stakeholders on the management and operations of new parks and other public infrastructure in and around the District.
- Assist with project closings, permitting, and review of proposed development projects, including coordination with consultants and developers.
- Assist with the process and compliance in accordance with the District's Development Plan.

Key Competencies

- Fluency with best practices in human resource practices in public sector agencies
- Comprehensive understanding and comfort level with all matters relating to compliance for a small public agency
- Budgeting, accounting and public sector financial management and flow of funds
- Strong communication skills with board members and senior management
- Experienced developing and overseeing contracts and legal agreements
- Resourceful team player, yet able to work effectively independently

Professional Qualifications

- Bachelor's degree (Masters' degree preferred) in related field with seven (7) to ten (10) years' experience in a similar role. Excellent computer skills, proficient in Microsoft Word, Excel, PowerPoint, Access, Adobe Acrobat and Outlook.

Salary range: \$85,000 - \$125,000

Director of Real Estate/Senior Project Manager

Position Summary

The Director of Real Estate/Senior Project Manager is an integral part of the I-195 Redevelopment District (District) team. Key responsibilities include the management of proposed development projects in the District from approval through construction completion, oversight of District asset management, and assisting with District marketing efforts.

Responsibilities:

- Assist with the development of Requests for Proposals for development parcels and evaluation of proposals, including feasibility analyses.
- Work with developers and District's consultants on entitlement process for projects, including zoning relief, design review, and environmental permitting.
- Oversee real estate closings.
- Manage District-led construction activities from predevelopment through design and construction, for example the construction of amenities within the new waterfront parks. Oversee project vendors, manage project schedule and budget, etc.
- Monitor project compliance through construction and beyond, including compliance with any incentive agreements.
- Collaborate with stakeholders and public and private sector partners to advance the mission of the District.
- Assist Executive Director in the development and execution of a local and national marketing and outreach plan to attract corporate users and developers to the 195 District.
- Prepare reports, presentations, and communication pieces for senior officials within State government and the District's board of directors.
- Perform other related duties as requested and assist with special projects.

Key Competencies:

- Strong real estate skills
- Strong project management skills
- Experience with public private partnerships preferred
- Experience with ground-up construction preferred
- Experience working on urban redevelopment, development of open spaces, and placemaking initiatives preferred
- High proficiency in Excel and financial modeling
- Excellent written communication skills, especially with PowerPoint or similar platforms
- Familiarity with real estate closing process and fluency with legal matters and legal documents
- Ability to work independently with senior members of State government and District board members on various projects

Professional Qualifications:

- Bachelor's degree (Master's degree preferred) in related field, such as real estate, planning, business, finance, legal, marketing and/or qualitative analysis. Excellent computer skills, proficient in Microsoft Word, Excel, PowerPoint, Access, Adobe Acrobat and Outlook.

Salary Range: \$85,000 - \$125,000

Office Manager

Position Summary

The Office Manager assists with the coordination of operations and management of the I-195 Redevelopment District (District). Responsibilities include, but are not limited to: assisting with functions required to administer Commission meetings, assisting with processing invoices and billing, providing procurement support, scheduling meetings, record-keeping, and filing. This position will report to the Director of Operations.

Responsibilities:

- Perform basic administrative functions, such as preparing expense reports, arranging travel, reviewing mail, etc.
- Schedule meetings at the request of District staff
- Coordinate Commission meetings including scheduling, quorum confirmations, assembling meeting packages, and record-keeping
- Assist with payroll, bookkeeping, and accounting functions such as preparing invoices for processing, and preparing District bank deposits
- Support District procurement needs
- Assist with website support
- Manage the District filing system
- Assist with contract compliance
- Assist with administrative functions related to park operations, as needed

Key Competencies

- Ability to maintain policies, and procedures
- Strong time management, communication, and coordination skills among various audiences, including community members, vendors, and contractors
- Extremely organized and efficient
- Resourceful team player, yet able to work effectively independently
- Entrepreneurial self-starter willing to generate and execute new ideas to achieve the District's mission

Professional Qualifications

- High School Diploma (Bachelor's degree preferred) with three (3) to seven (7) years experience in a similar role. Excellent computer skills, proficient in Microsoft Word, Excel, PowerPoint, Access, Adobe Acrobat, and Outlook.

Salary Range: \$45,000-\$60,000

Park Manager

Position Summary

The Park Manager assists with coordination of operations and management of the park located in the I-195 Redevelopment District (District). Responsibilities include, but are not limited to: coordinating and managing requests to use the park; managing and coordinating park vendors and contractors; managing park-related procurement processes; assisting with the tracking expenditures and park budget; managing park communications including website, newsletter, and social media; and planning for and executing programming. This position will report to the Director of Operations.

Responsibilities:

- Responsible for day-to-day management and operation of the park
- Coordinate park maintenance with other state agencies and manage District contractors
- Manage vendors in the park (food and beverage, events, etc.)
- Manage park-related procurement efforts including outreach to vendors, drafting Requests for Proposals, and other related tasks.
- Proactively facilitate park programming and develop partnerships with programming partners
- Oversee requests and implementation of events and programming in park, negotiate contracts, schedule, etc.
- Manage park communications including website updates and event calendar, newsletters, and social media accounts.
- Assist with tracking expenditures and budget
- Assist with community and stakeholder relations
- Assist with contract compliance

Key Competencies

- Ability to implement program goals, objectives, policies, and procedures
- Strong time management, communication, and coordination skills among various audiences, including community members, vendors, and contractors
- Fiscal management and budget administration
- Resourceful team player, yet able to work effectively independently
- Entrepreneurial self-starter willing to generate and execute new ideas to achieve the vision for the park
- An interest in open spaces, placemaking, and urban redevelopment

Professional Qualifications

- High School Diploma (Bachelor's degree preferred) with three (3) to seven (7) years' experience in a similar role. Excellent computer skills, proficient in Microsoft Word, Excel, PowerPoint, Access, Adobe Acrobat, and Outlook.

Salary Range: \$58,000- \$75,000

Program Coordinator

Position Summary

The Program Coordinator assists the Park Manager with coordination of operations and management of the Providence Innovation District Park (Park) located in the I-195 Redevelopment District (District). Responsibilities include but are not limited to coordinating and assisting with requests to use the Park, staffing Park events, and assisting with planning and executing programming such as, but not limited to, event rentals, family, arts, and cultural events. This position will report to the Park Manager. The Park Program Coordinator position may be salary, hourly, full-time, part-time, or seasonal depending upon activity in the Park.

Responsibilities:

- Provide day-to-day onsite support to programming in the Park, including reporting maintenance and security issues
- Ensuring seamless setup and breakdown of daily events and programs including providing technical assistance, supervising third party vendors, and ensuring event schedules are adhered to
- Serving as the Park's point of contact and public facing ambassador at events.
- Assist with the coordination of requests and implementation of events and programming including permitting and licensing
- Assist with Park website and social media updates
- Assist with community and stakeholder relations
- Assist with contract compliance

Key Competencies

- Ability to implement program goals, objectives, policies, and procedures
- Strong time management, communication, and coordination skills among various audiences, including community members, vendors, and contractors
- Resourceful team player, yet able to work effectively independently
- Entrepreneurial self-starter willing to generate and execute new ideas to achieve the vision for the Park
- An interest in open spaces, placemaking, and urban redevelopment

Professional Qualifications

- High School Diploma (Bachelor's degree preferred) with two (2) to five (5) years' experience in a similar role. Excellent computer skills, proficient in Microsoft Word, Excel, PowerPoint, Access, Adobe Acrobat, and Outlook. Experience with social media management ideal. Experience with AV equipment preferred.

Salary Range: \$40,000-\$55,000 (may be broken into hourly based on anticipated workload)