

To: I-195 Redevelopment District Commissioners

From: Caroline Skuncik, Executive Director
Amber Ilcisko, Director of Operations

Date: July 15, 2025

Re: Personnel Plan Updates

The I-195 Redevelopment District (District) is proposing the following updates to the District's personnel plan, which was last updated in March 2025:

- Creation of new full-time position, Assistant Project Manager

This position would be in place of, not in addition to, the existing Project Manager position, which is currently unfilled. The new position provides flexibility to hire either an Assistant Project Manager or a Project Manager depending on the candidate's qualifications. An updated organizational chart reflecting the new position is provided in Exhibit A. Full job descriptions for all positions are provided in Exhibit B.

Equal Opportunity Statement

The District welcomes and encourages inclusion 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

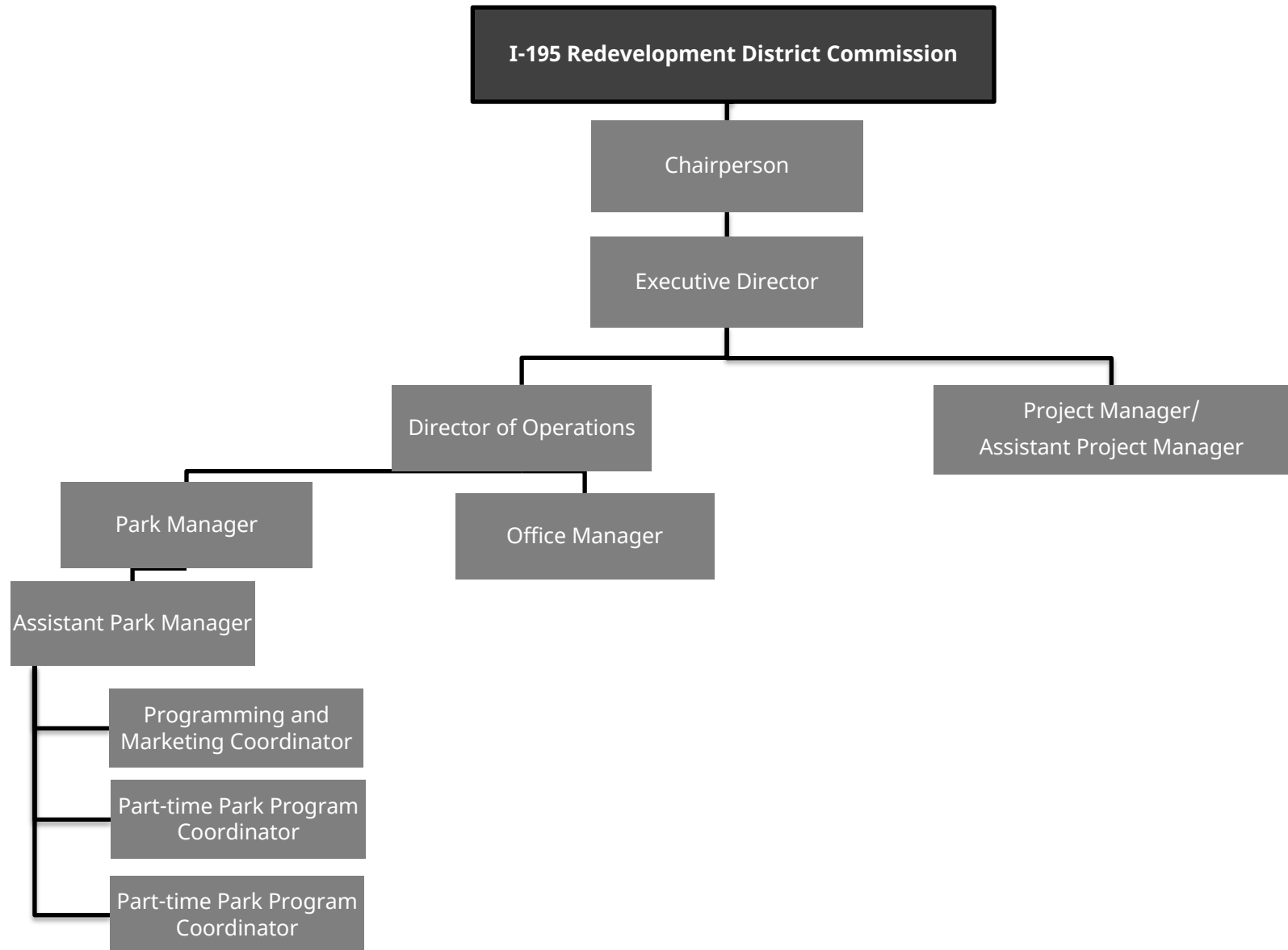


EXHIBIT B



Executive Director

Position Summary

The Executive Director plans, organizes, and directs the daily strategic operations and long-term development of the I-195 Redevelopment District (District). The Executive Director works with the I-195 Redevelopment District Commission (Commission) to establish short- and long-range plans for the development of the District consistent with its mission to redevelop a 26-acre stretch of land formerly occupied by Interstate 195 in Providence to create a thriving innovation district and neighborhood that attracts investment and fosters economic growth and opportunity. The Executive Director directs full- and part-time staff and numerous third-party consultants.

Responsibilities

- Plan, organize, coordinate, supervise and review the work of professional staff and consultants to plan, market, implement, administer, execute, and oversee the redevelopment of the surplus I-195 properties and ongoing operations of 195 District Park.
- Carry out the powers and duties of the District under the direction of the Commission as set forth in R.I. Gen. Laws § 42-64.14-7 and ensure regulatory compliance.
- Structure and execute large and complex real estate transactions including public-private partnerships and a range of asset classes (residential, commercial, lab, and hospitality, etc.).
- Execute District-led development projects including infrastructure and stand-alone projects.
- Direct marketing and business development activities; develop and foster strong relationships with public and private partners.
- Serve as public-facing representative of District: conduct media interviews, present at industry events, lead public meetings, etc.
- Work directly with Commission to establish and execute strategic initiatives.
- Manage a team of professionals; establish and drive organizational culture.

Key Competencies

- A thorough knowledge of the principles, practices, and techniques involved in real

- estate development, planning, and business development
- Budgeting, accounting, and financial management
- Strong leadership and management skills; ability to problem solve to drive outcomes
- Professional demeanor and strong communication skills with a range of audiences including the public, board members, potential partners, elected officials, and stakeholders at state and local levels.

Professional Qualifications

- Bachelor's degree (Masters' degree preferred) in Public or Business Administration, Finance, Real Estate, Architecture, Engineering, Planning or a related field with 10 years or more professional experience involving capital asset management, real estate property development, planning, business development, marketing and/or property leasing or related positions within a private or governmental setting.

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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 the seven-acre 195 District Park (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

- Lead preparation and organization for monthly Commission meetings. Duties and tasks include compliance with Open Meeting Act, drafting meeting minutes, legal review of agenda and all meeting submittals, scheduling, public notices, technology preparation, etc.
- Oversee park operations and maintenance and capital improvements. Work with stakeholders and partners on projects related to the Park and other infrastructure projects in and around the Park and District.
- Supervise Park Manager and Office Manager positions.
- Oversee all internal operations for the District, including billing, staff payroll and benefits, insurance, budgeting, etc.
- 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.
- Assist with project closings, permitting, and review of proposed development projects, including coordination with consultants and developers.
- Assist with planning projects and initiatives in and around the District.
- Assist with compliance with the District's Development Plan and periodic updates to the Plan.
- Assist with hiring, onboarding, and other human resource related coordination.

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
- Experience 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: \$100,000 - \$150,000

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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 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: \$50,000 - \$70,000

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Project Manager

Position Summary

The Project Manager is an integral part of the I-195 Redevelopment District (District) team. The Project Manager works closely with third-party development partners to manage the predevelopment and closing process on behalf of the District, manages District-led projects, and ensures ongoing compliance of development projects in the District. The Project Manager reports to the Executive Director.

Responsibilities

- Manage the predevelopment and entitlement process for multiple projects that are proposed in the District. Responsibilities include working closely with third-party developers and District consultants on design review, zoning compliance, environmental permitting, and other pre-closing requirements.
- Support real estate closings.
- Monitor project compliance through construction and beyond, including compliance with any incentive agreements.
- Manage District-led projects from predevelopment through design and construction including overseeing project consultants and managing project schedule and budget. Examples of recent projects include a freestanding park food and beverage pavilion, electrical upgrades, and landscaping improvements.
- Assist with the development of Requests for Proposals for development parcels and evaluation of proposals, including reviewing financial pro formas.
- Perform other related duties as requested and assist with special projects.

Key Competencies

- Strong project management skills; high attention to detail and ability to effectively lead large teams of consultants
- Ability to work independently and effectively manage several projects simultaneously
- Knowledge of real estate development
- Familiarity with real estate closing process and fluency with legal matters and legal documents
- Knowledge of real estate finance including capitalization and ongoing operations
- Knowledge of construction process preferred
- Experience with public-private partnerships preferred

- Experience working on urban redevelopment and ground-up construction preferred
- High proficiency in Excel and financial modeling
- Excellent written communication skills, especially with PowerPoint or similar platforms

Professional Qualifications:

- Bachelor's degree (Master's degree preferred) with at least three (3) years of experience in related field, such as real estate, planning, business, finance, law, and/or qualitative analysis. Excellent computer skills, proficient in Microsoft Word, Excel, PowerPoint, Adobe Acrobat and Outlook.

Salary Range: \$75,000 - \$125,000

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Assistant Project Manager

Position Summary

The Assistant Project Manager supports the predevelopment and closing process for redevelopment projects, assists with the management of District-led projects, and helps ensure the ongoing compliance of development projects in the I-195 Redevelopment District (District). The Assistant Project Manager reports to the Executive Director.

Responsibilities

- Support the predevelopment and entitlement process for projects that are proposed in the District. Responsibilities include working with District staff, consultants, and development teams to coordinate design review, zoning compliance, environmental permitting, and other pre-closing requirements.
- Support real estate closings.
- Help monitor project compliance through construction and beyond, including compliance with any incentive agreements.
- Assist with District-led projects including construction projects.
- Support District research including quantitative and qualitative data collection.
- Assist with the development of Requests for Proposals for development parcels and evaluation of proposals, including reviewing financial pro formas.
- Perform other related duties as requested and assist with special projects.

Key Competencies

- Strong project management skills; highly organized and attentive to details
- Strong analytical and research skills
- Ability to work independently and effectively manage several projects simultaneously
- Interest in planning, real estate development, and/or the innovation economy
- Experience with real estate development, public/private partnerships, urban redevelopment, economic development, real estate finance, legal agreements, and/or construction process preferred
- High proficiency in Microsoft office suite, including Excel
- Excellent written communication skills, especially with PowerPoint or similar platforms

Professional Qualifications:

- Bachelor's degree with at least two (2) years of experience in related field, such as real estate, planning, business, finance, law, and/or qualitative analysis. Excellent computer skills, proficient in Microsoft Word, Excel, PowerPoint, Adobe Acrobat and Outlook.

Salary Range: \$65,000 – \$90,000

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Park Manager

Position Summary

The Park Manager oversees the operations and management of the 195 District Park (Park) located in the I-195 Redevelopment District (District). This position is instrumental in achieving the vision for the Park as a high-quality, vibrant, and activated public space. The Park Manager manages all programming initiatives in the Park, passive and active ranging from small art installations to multi-thousand person events, This position reports to the Director of Operations.

Responsibilities

- Responsible for ensuring the success of the day-to-day management and operation of the Park
- Manage a team of approximately four Park staff members, one of which is a full-time direct-report
- Oversee Park maintenance, manage Park maintenance contractors, and coordinate with adjacent landowners, as needed
- Assist with the planning and execution of capital improvement projects
- Maintain a robust annual Park calendar that will attract a diverse audience
- Manage and coordinate vendors and contractors 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 (active and passive) and develop partnerships with programming partners
- Oversee requests and implementation of events and programming in Park, negotiate contracts, schedule, etc.
- Oversee Park communications, including website updates and event calendar, newsletters, and social media accounts
- Assist with long-term strategic planning for the Park
- 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

- Bachelor's degree 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: \$70,000 - \$100,000

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Assistant Park Manager

Position Summary

The Assistant Park Manager supports the Park Manager with daily operations and management of the Park. Responsibilities include but are not limited to: supervising the Park's programming staff team; overseeing daily set-up of events and passive programming; and leading permitting, licensing, and compliance for park activities. The Assistant Park Manager will report to the Park Manager. The position is full-time, salaried, and expected to spend a significant portion of the weekly schedule in person at the Park.

Responsibilities

- Supervise Park Program Coordinator staff, including scheduling, managing daily responsibilities, and other HR-related responsibilities, including performance evaluations and assisting with new hires.
- Administrate the Call for Curators and Programmers, a mini-grant program for programming initiatives in the Park.
- Lead administrative efforts for programming, including permitting, licensing, processing payments to partners and vendors, contract compliance, and data and survey collection.
- Oversee the implementation of passive programming that may include daily or seasonal setups.
- Ensure the seamless setup and breakdown of daily events and programs, including supervising third-party vendors, maintaining event schedules and providing technical assistance, as needed.
- Assist in coordinating vendors and contractors in the Park (food and beverage, landscapers, etc.).
- Act as the Park's public-facing ambassador at events.
- Collaborate with Park Manager to plan, direct, and coordinate programs and projects in the Park.
- Play lead production role in planning and supporting larger-scale partnered events.
- Oversee daily aspects of park maintenance and security to ensure Park standards are maintained.
- Oversee content development for website and social media and manage programming calendars.
- Supervise Park inventory systems and organization of equipment and supplies.
- Manage the Park's photography library and procure event and landscape photographers.

- Generate attendance reports and other presentations.
- Assist with community and stakeholder relations.
- Perform other related duties as assigned.

Key Competencies

- Ability to implement program goals, objectives, policies, and procedures.
- Managerial and leadership experience.
- Strong time management and ability to juggle multiple concurrent projects.
- Excellent 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.
- Experience in event production and management.
- Must be able to work evenings and weekends.

Professional Qualifications

- Bachelor's degree 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 platforms and website management. Some experience with AV equipment is ideal. Must be able to frequently work outdoors in all weather conditions and lift up to 50 lbs. at times.

Salary Range: \$55,000- \$75,000

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Programming and Marketing Coordinator

Position Summary

The Program and Marketing Coordinator supports programming and marketing efforts for the 195 District (District) and 195 District Park (Park). The Program and Marketing Coordinator supports the development and implementation of social media strategies for both the District and Park to increase awareness and highlight activities. In addition, the position is a key member of the Park team, supporting park programming and operations. Park programs range from small-scale art installations and performances to large-scale cultural events (on a scale of 20 to 50,000 anticipated attendees), such as private event rentals, children's programming, art festivals, live music events, and conferences.

The Programming and Marketing Coordinator will report to the Assistant Park Manager and will work closely with other members of the District team. This position is full-time, salaried, and expected to spend a significant portion of their weekly schedule in-person in the Park.

Responsibilities

- Work closely with the public relations consultant to produce content for both District and Park social media accounts.
- Manage District and Park social media accounts.
- Assist with Park website management and content creation.
- Develop marketing materials (posters, flyers, etc.) to promote events and programs.
- Lead the setup, delivery, breakdown, and clean-up of events and daily Park activities.
- Provide on-site support before, during, and after Park events.
- Assist in monitoring the Park for regular maintenance and security issues and report these issues as they arise.
- Serve as a public-facing ambassador for the Park and staff the Park information table, sharing Park marketing material, such as a Park program schedule, and social media platforms.
- Assist with park data collection by actively soliciting feedback regarding the Park and programming initiatives. Produce post-event attendance and feedback reports.
- Maintain Park storage and inventory systems.

- Assist with Park administration, which may include office hours and attending meetings.
- Assist with planning, directing, and coordinating programs and projects in the Park.

Key Competencies

- Experience working with various social media platforms (e.g., Instagram, Facebook, LinkedIn, X).
- Creative approach to social media content creation.
- Ability to follow and enforce Park policies and procedures.
- Strong communication skills among various audiences, including community members and vendors.
- Comfortable with a public-facing role that engages users of the park and works alongside programming partners to execute events.
- Display professionalism and a “people first” attitude.
- Resourceful team player, with the ability to problem-solve as things arise.
- An interest in open spaces, placemaking, and events.
- Must be able to work evenings and weekends.
- Be flexible in approach and be able to work outside of role in support of other team members in a broad range of work-related activities.

Professional Qualifications

- High School Diploma (Bachelor’s degree preferred) with at least (1) year of experience in a similar role. Must be able to work outdoors for extended periods of time performing manual labor. Ability to lift 50 pounds. Proficient in Microsoft Suite, Adobe Acrobat, and Outlook. Experience with social media management and A/V equipment ideal.

Salary Range: \$50,000 – \$65,000

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Park Program Coordinator (Part-Time)

Position Summary

The Park Program Coordinator supports the Park staff with the day-to-day programming initiatives in the Park. Responsibilities include but are not limited to: on-site support before, during, and after Park events, preparing the Park for daily usage, serving as a Park representative for visitors and program partners, assisting with the execution of Park programming, and monitoring the Park for maintenance issues. Park programs range from small-scale art installations and performances to large-scale cultural events (on a scale of 20 to 50,000 anticipated attendees) such as private event rentals, children's programming, art festivals, live music events, and conferences. The Park Program Coordinator will report to the Assistant Park Manager. The position is part-time and seasonal between late April and November with the prospect of returning for winter month events.

Responsibilities

- Assist with the setup, delivery, breakdown, and clean-up of events and daily Park activities, including Park furniture, lawn games, and other passive programs.
- Monitor the use of passive programs and engage Park visitors.
- Assist in monitoring the Park for regular maintenance issues and report these issues as they arise.
- Serve as a public-facing ambassador for the Park and staff the Park information table, sharing Park marketing material, such as a Park program schedule, and social media platforms.
- Data collection: generate attendance reports and solicit feedback regarding the Park and programming initiatives.
- Help organize and maintain the Park storage and inventory systems.
- Be flexible in approach and be able to work outside of role in support of other team members in a broad range of work-related activities.

Key Competencies

- Ability to follow and enforce Park policies and procedures.
- Strong communication skills among various audiences, including community members, partners, and vendors.

- Comfortable with a public-facing role that engages users of the Park and works alongside programming partners to execute events.
- Display professionalism and a “people first” attitude.
- Resourceful team player, with the ability to problem-solve as things arise.
- An interest in open spaces, placemaking, and events.

Professional Qualifications

- High School Diploma (Bachelor’s degree preferred) with at least (1) year of experience in a similar role. Must be able to work outdoors for extended periods of time performing manual labor. Ability to lift 50 pounds. Proficient in Microsoft Suite, Adobe Acrobat, and Outlook. Experience with A/V equipment ideal.

\$20 / hour

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