

Thaddeus L. Cohen, AIA

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Senior executive with an accomplished record in the public and private sectors. Developed innovative policy and program solutions to complex, multidisciplinary statewide and local challenges. Expertise in architecture and urban design with the ability to interpret a client's vision and construct a team of professionals who are capable of realizing the concept.

Demonstrated organizational focus on strategic planning with the ability to implement conceptual plans. Management approach considers the needs of stakeholders while confronting complex issues and fashioning highly effective teams.

OUTSTANDING ACCOMPLISHMENTS

- Author of the City of Pensacola's *Deepwater Horizon Oil Spill Long Term Recovery Plan*. The *Plan* established strategies that align with the Economic Recovery portion of the Secretary of the Navy Ray Mabus' *America's Gulf Coast Report*. The Secretary's announcement of the *America Gulf Coast Report* in Pensacola and Environmental Protection Agency Administrator Lisa Jackson's decision to host the first Gulf Coast Ecosystem Restoration Task Force meeting in Pensacola were direct results of the *Plan*.
- Principal team negotiator in the development of the \$52M Community Maritime Park, a 40-acre development that includes a minor league baseball stadium, 7000-seat amphitheater venue, and 500,000 square feet of private mixed-use development. Financing for the project included a City land donation, Build America Bonds, Tax Increment Funds, and New Market Tax Credits.
- Redefined the strategic direction for the Port of Pensacola, and attracted the first major tenant to the Port in five years, Offshore Inland Oil and Marine Services Inc. Incentives included a relocation package provided by the Community Redevelopment Agency with wharfage and dockage relief contributed by the Port. Overall effort produced 50 jobs and \$6.2M in economic activity in the first six months of operation.
- Established an "Enlivening Public Spaces and Branding Strategy" that created a specialty center branded as the "Entertainment District," credited with the resurgence of the downtown retail core. The Entertainment District increased food and beverage establishments by five percent with a twelve percent increase in the labor force over two-and-a-half years.

LEADERSHIP SKILLS

General Administration • Legislative Affairs • Policy Formulation and Implementation • Organizational Transformation • Strategic Planning • Citizen Involvement Initiatives • Capital Budget Development • Economic Community Development Strategies • Program and Construction Management • Contract Monitoring • Negotiation Strategies • Government Relations

PROFESSIONAL EXPERIENCE

City of Pensacola, Florida

Assistant City Manager and Community Redevelopment Agency Director, 2008 – 2011

A full-service, municipal government with a \$217M annual budget and 860 employees supporting a community of 52,000 residents.

Provided strategic direction for the Parks and Recreation Department, Housing Department, Saenger Theater, and Port of Pensacola. Provided day to day management for the Planning, Building Inspections, Neighborhood Enhancement Team, and the Community Redevelopment Agency.

- Management team participant in developing the City's 30-month budget. Developed Citywide departmental priorities that maintained critical City services while reducing staff positions by 12 percent between 2008 and 2011.
- Led citywide citizen engagement effort during the State-mandated update of the City's Comprehensive Plan. The plan was recognized by the Florida Department of Community Affairs for its innovative strategies in transportation and land use.
- Principal author of the Community Redevelopment Agency's *Community Redevelopment Plan 2010* to create a vision for downtown. The *Plan* achieved the first update since 1985, establishing the downtown strategic framework for the next fifteen years.
- Implemented the traffic management "retail strategy" that increased downtown vehicular traffic by 80 percent and pedestrian traffic by 25 percent in the City's retail core.
- Led the Community Redevelopment Agency and City's participation in the development of a downtown technology park. Created the conceptual plan establishing the design guidelines and infrastructure parameters and coordinated activities associated with the construction of the site development.
- Optimized operations at the City of Pensacola Municipal Golf Course by restructuring and reinvestment efforts resulting in a 35 percent reduction in operational cost as part of an investment strategy to redesign and modernizes greens and fairways and renovate and rebrand the clubhouse concessionaire operations.
- Established the City's New Year's event, the *Pelican Drop*™, gaining regional and national media coverage. The event was attended by over 50,000 participants, and is acknowledged as the premier event in Northwest Florida and the Gulf Coast, leading to 100 percent occupancy in downtown hotels and increased retail sales.

Florida Department of Community Affairs, Tallahassee, Florida
Secretary, 2004 – 2007

The State of Florida's land planning, emergency management, housing and community development agency.

Responsible for the Department's policies and operations organized into three service areas: The Division of Community Planning develops and administers Florida's growth management programs; The Division of Housing and Community Development administers State and Federal programs designed to provide community and economic development assistance; and The Division of Emergency Management leads the State's emergency response team and provides response, planning, and mitigation for manmade and natural disaster.

- The Division of Emergency Management delivered \$3B in State match for FEMA hurricane disaster dollars in 2004-2005.
- Developed policies and administered \$1.2B in HUD disaster supplemental dollars to hurricane-affected communities in 2004-2005. In coordination with FEMA, the Division of Community Planning prepared the most comprehensive citizen-based, long-term recovery plans to address the catastrophic damages caused by these storms.
- Passed SB 360 (2005) "pay as you grow" legislation to ensure that roads, schools, sewer, and water were available to meet the needs of the communities in one of the fastest growing states in the nation.
- Created the Coastal High Hazard Study Commission through an Executive Order from the Governor. The Commission, a blue ribbon committee, evaluated the State's regulatory framework related to coastal

development polices in the Department of Environmental Protection, the Office of Insurance, the Building Code Commission, the Division of Emergency Management, and other stakeholders.

- Successfully developed and passed legislation with the Florida Building Commission to bring Florida panhandle counties under a unified Building Code, resulting in lower home owner insurance costs under the insurance industry's community rating system.
- Funded university research on establishing higher residential construction standards to promote sheltering in place in order to reduce evacuation requirements.
- Led the State's first ever development and implementation of fiscal impact analysis modeling and visual planning tools to assist regions in forecasting their visions and budgets.
- Launched the State's coordinated effort of SB 444 (2005), tethering the State's Water Management District's regional water plans to Regional Planning Council's Strategic Regional Policy Plans and ensuring a stronger connection between land development and the use of the State's water resources.
- Spearheaded and funded regional planning efforts like the Sustainable Emerald Coast, Sustainable Treasure Coast, Issues 2005 Southwest Florida, and Orlando's "How Shall We Grow?" visioning efforts. Such indicatives positioned these communities to successfully obtain \$11M in Federal funding from the Sustainable Communities program in 2010.

Thaddeus Cohen Architect, PA, Delray Beach, Florida
President, 1984 – 2004

An award-winning architectural and planning firm focused on urban design, community planning, transportation, education, health care, criminal justice, and recreational facilities.

Principal of a 10-person organization, providing leadership and vision for the firm's projects. Served as the lead for business development, project delivery oversight, proposal preparation, and staff development.

- Responsible for highly-visible K-6 educational projects in Miami-Dade, Broward, and Palm Beach County School Districts.
- Developed the architectural design criteria and guidelines for the double tracking and station expansion of the South Florida Tri-County Commuter Rail system.
- Developed the award-winning Anne Kolb Nature Center as a part of the last remaining 1,500 acre environmentally-sensitive land in Broward County, Florida along the inter-coastal waterway.
- Authored redevelopment studies for Florida communities as varied as Bahama Village, Key West, Sistrunk Neighborhood Fort Lauderdale, and Northwest Neighborhood West Palm Beach.
- Designed the award-winning Harry and Harriette T. Moore Museum in Mims, Florida dedicated to Harry T. Moore, the NAACP organizer killed on the Christmas Day 1951 bombing of their home.
- Provided construction administration services for several criminal justice facilities including the North Broward County Courthouse, 750-bed Male Correctional Facility in Moore Haven, Florida, and the 1350-bed Male Correctional Facility in South Bay, Florida.

STATE ACTIVITIES

Florida Communities Trust – *Chair, 2004-2006*
Legislative Committee on Intergovernmental Relations – *Member, 2004-2006*
Sustainable Emerald Coast – *Member, 2006*

Sustainable Treasure Coast – *Co Chair*, 2004
Florida Housing Finance Corporation – *Board Member*, 2004-2006
Coastal High Hazard Study Commission – *Co-Chair*, 2005
Acquisition and Restoration Council – *Member*, 2004-2006
Hurricane Housing Work Group – *Member*, 2004-2005

PROFESSIONAL ACTIVITIES

Urban Land Institute – *Florida Committee for Regional Cooperation*, 2003-2004
American Institute of Architects Florida – *Board of Directors*, 2003
Fiscal Impact Analysis Model Study Group – *Governor's Appointee*, 2002-2003
Growth Management Study Commission – *Governor's Appointee*, 2000-2001
1000 Friends of Florida – *Board of Directors*, 1999-2004
Saint Andrews School, Boca Raton, Florida – *Board of Directors*, 1999-2003
American Institute of Architects Florida, Palm Beach Chapter – *President*, 1997-1999
Chamber of Commerce, Delray Beach, Florida
Delray Beach Housing Authority – *Vice Chairman*, 1995-1998
Commission on Affordable Housing, Palm Beach County – *Chairman*, 1990-1996
Council for Black Economic Development, Broward County – *Chairman*, 1987-1995
Broward Economic Development Council/Broward Alliance – *Board of Directors*, 1986-1995
Partners in Excellence, Broward County – *Board of Directors*, 1984-1986

AWARDS

Palm Beach Chapter AIA: Design of Loxahatchee Preserve Nature Center, West Palm Beach, Florida – *1999 Design Award of Honor*
Palm Beach Chapter AIA: Design of Anne Kolb Nature Center, Hollywood, Florida – *1998 Design of Merit*
Florida Department of State, Division of Cultural Affairs – *1997 Florida Design Arts Award of Merit*
Design of Loxahatchee Preserve Nature Center, West Palm Beach, Florida
Palm Beach Chapter AIA: Design of Sabal Palm Youth Center, West Palm Beach, Florida – *1997 Design Award of Merit*
Achievement Citation Award, Social Policy – *Northwest Neighborhood Comprehensive Redevelopment Plan*, Miami/Fort Lauderdale, Florida
Minority Development Business Council – *1989 Minority Business Advocate of the Year*

REGISTRATION

Registered Architect Florida

ACADEMIC CREDENTIALS

Bachelor of Architecture, Kent State University, Kent, Ohio