




# **Mercer Group Florida**

**For the  
City of Key West, Florida  
City Manager**

**Thaddeus Cohen  
Key West, Florida**

- **Bachelor of Architecture**
- **Current Position:  
MBR Construction – Project Manager**
- **Cover Letter**
- **Resume**
- **30/60/90 Plan/Goals**
- **Opportunities & Challenges**
- **Internet Research**

	<b>THE CITY OF KEY WEST Job Description</b>	<b>Contract, Exempt Position</b>	
		<b>DATE OF REVISION</b>	<b>10/2022</b>
<b>POSITION</b>	<b>CITY MANAGER</b>	<b>BUDGETED BASE SALARY</b>	<b>\$215,000.00</b>
<b>DEPARTMENT</b>	<b>City Manager's Office (12-01-512)</b>		
<b>JOB CODE</b>	<b>20004</b>	<b>GRADE</b>	<b>C02</b>

**PHYSICAL LOCATION:**

- City Hall - All City owned Facilities

**REPORTING RESPONSIBILITIES:**

- Mayor & City Commissioners

**GENERAL FUNCTIONS:**

The City of Key West is a Commission/Manager type of government with six elected district commissioners and an elected mayor. The City Manager is the administrative head of the City government reporting to the City Commission and providing direction and general management for the administration and operation of each department within the City and to perform duties as delegated by the actions of the City Commission.

**ESSENTIAL FUNCTIONS (Without Accommodations):**

- Able to read, write speak and understand English in order to perform duties of this description
- Able to work the hours required to complete the job.
- Able to use equipment and/or materials as specified in this job description
- Computer literate
- Able to see and hear well enough to perform the duties of this job description

**EQUIPMENT TO BE USED:**

- Varied - as needed

**ENVIRONMENT:**

- Air conditioned buildings, non-air conditioned buildings, and outdoors - all types of weather.

**PHYSICAL REQUIREMENT:**

- Standing 24%
- Climbing 2%
- Bending 2%
- Reaching 2%
- Using Stairs 10%
- Sitting 60%

**DUTIES/TASKS/JOBS:**

- Directs and supervises the administration of all departments, offices and agencies of the City, except as otherwise provided by the City Charter. Appoints department heads and acts as appointing authority for City employees.
- Develops and/or oversees development and implementation of citywide policies, regulations and procedures, including the City's strategic plan and comprehensive plan as instructed by the City Commission.
- Builds and maintains positive working relationships with elected and appointed officials, city employees and the general public using principles of good customer service.
- Administers through subordinate department heads such functions as public safety, maintenance of public streets and property, sanitation, financial operations and budgets, recreational activities, inspection services, utilities operations and related functions.
- Prepares the annual City Budget for submission to the Commission. Submits recommendations to the Commission for their discussion and approval concerning the efficient operation of the City government.
- Keeps the Commission informed of general City operations and activities. Makes plans and recommends future programs of the City formulating short and long term strategic plans as needed.
- Maintains community respect through good public relations and by keeping residents informed of City progress and policies. Discusses problems and complaints concerning City operations with the taxpayers or refers to appropriate official for action.
- Directs the media relations activities.

**REQUIRED MINIMUM QUALIFICATIONS:**

- Bachelor's degree or Master's degree (preferred) in Public Administration, Business Administration, Finance or related field..
- Minimum of five (5) years of local government management experience preferably at the Deputy/ Assistant City Manager or City Manager level in a comparable organization.
- Experience in disaster management/hurricane evacuation preferred.
- Current certification by National Incident Management System (NIMS) or able to obtain certification.
- Strong financial planning and financial management skills.
- Strong executive leadership, administrative, consensus building, listening, delegation, public relations, oral and written communication and problem solving skills and demonstrated integrity.
- Experience with sustainable communities and tourism based economy.
- Must have demonstrated experience in finance, budgeting, cost control, infrastructure and maintaining an efficient organization.
- Experience in collective bargaining and labor relations preferred.
- Must be committed to and enjoy being a part of and working with the Key West community.
- Effective teambuilding, analytical, facilitation and negotiating skills.
- Experience in Affordable Housing very important.
- Able to establish and maintain cooperative and effective working relationships with elected and appointed officials, employees and the general public.
- Florida experience preferred.
- Experience in Sea Level Rise issues very important.
- Must possess strong interpersonal communication skills.
- Ability to continue the strong relationship with local military contacts.
- ICMA affiliation preferred.
- Post hire must establish residence in the City of Key West within six months.



Periodically duties, equipment, material, and/or job setting(s), other than those listed, are required and will be considered as part of the regular job while in effect.

The listing of tasks is in no way to be considered a complete listing of all possible tasks, nor is the requirement for an ability or skill a guarantee that the ability or skill is going to be used.

I, THADDEUS COHEN, have read this job description and hereby agree with the above noted "Acknowledgments", that I meet the requirements and qualifications and if hired, can perform these and related duties as assigned. I further affirm that I understand this job description may be amended periodically, as is the right of the City.

THADDEUS COHEN  
Applicant Signature

9 NOV 2022  
Date

**THE CITY OF KEY WEST IS AN EQUAL OPPORTUNITY,  
VETERAN'S PREFERENCE EMPLOYER & A DRUG-FREE WORKPLACE**

Thaddeus Cohen  
304 Amelia Street  
Key West, Florida 33040

[Thaddeus.Cohen@earthlink.net](mailto:Thaddeus.Cohen@earthlink.net)

November 8, 2022

Mercer Group Florida LLC  
3245 S. Atlantic Avenue  
Suite 607  
Daytona Beach Shores, Florida 32118

Dear Ms. Higginbotham

It is with great interest that I submit this letter, as well as the accompanied application and resume for the position of City Manager with the City of Key West Florida. After reviewing the job description and my knowledge of the community, with over a decade of experience as a governmental professional and most recently as a Department Head / Assistant County Manager of a mid- sized county I believe I am well suited for this position and community.

My recent responsibilities as a Department Head / Assistant County Manager for Growth Management, Collier County, Florida, I am prepared to address challenges and share my management knowledge with the Key West community. Collier County has a total area of 2,305 square miles which makes it Florida's largest county by land area. Framed by 34 miles of sandy beaches, Collier County has a population of approximately 368,161 permanent residents and another 60,000 seasonal residents.

During my tenure with Collier County, I lead my department's community response and recovery to Hurricane Irma; developed a strategy for the creation of a 4000-acre new town with a dedicated affordable housing component; worked with the ACOE on a 50 year sea level rise initiative which will provide for a more resilient and sustainable coastline; created performance measures approved by the productively committee to improve the department's position to secure 60 million dollars in bonding for storm water improvements; managed an annual capital budget of over 100 million dollars. In addition, I developed professional development workshops for division directors that resulted in improved efficiencies and working relationships among directors and elected officials

My role with City of Pensacola, Florida, and the State of Florida, I had the opportunity to create policies which improved the environment for healthy sustainable communities.

My resume details the accomplishments and qualifications reflecting my ability to be a value-added team member for the Key West community. I look forward to talking with you about this significant opportunity.

Sincerely,



Thaddeus Cohen

# Thaddeus L. Cohen

304 Amelia Street  
Key West, Florida  
850-559-1348  
[thaddeus.cohen@earthlink.net](mailto:thaddeus.cohen@earthlink.net)

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## EXECUTIVE SUMMARY

An accomplished senior executive with hands on experience providing oversight to assigned departmental operations, providing direct supervision to departmental managers, to effectively implement goals and objectives. A leader with excellent team building skills to ensure interdepartmental goals are met and to motivate staff to carry out management decisions in the most efficient manner. An innovative and strategic thinker in the development and implementation of policies and procedures; a history of constructively engaging with communities that are diverse, a record of promoting increased cooperation with businesses, community stakeholders, area local governments, State and Federal officials; a proven consensus builder; a seasoned public servant who finds the complexities of municipal government rewarding and challenging and approaches these challenges with confidence and a positive attitude.

## PROFESSIONAL STRENGTHS

Policy Formulation and Implementation • Organizational Transformation • Strategic Planning • Citizen Involvement Initiatives • Budget Development / Administration • Economic Community Development Strategies • Service Delivery Methods and Procedures • Program / Construction Management • Contract Monitoring • Negotiation Strategies • Public Speaking Expertise

## PROFESSIONAL EXPERIENCE

### **MBR Construction, Fort Lauderdale, Florida**

*Project / Program Manager, 2021 – Present (salary \$100,000)*

*A construction company that delivers infra-structure facilities and related services to municipal governments in the areas of parks; community centers; marinas; administrative buildings; airports; streetscapes; and recreational facilities.*

Responsible for managing the delivery of infrastructure projects to governmental clients; Represent the company to government agencies, industry representatives and trade organizations. Coordinate major projects including governmental development approvals for projects such as Tigner Community Center Deerfield Beach, Florida, Spring Park Pembroke Pines Florida. Past projects include Boca Raton Airport Authority Administration Building and the Reconstruction of Taxiway A / E at the Fort Lauderdale Executive Airport which required local, State and Federal FAA approvals. Established and monitored protocols for compliance with M/DBE requirements. Responsible for the development and mentoring of staff. Monitored construction budgets, developed project scopes for subcontractors; contract modifications and requests for change orders; directed resolution of design and construction issues between team members.

### **Collier County, Florida**

*Growth Management, Department Head 2017 – May 2021 (salary \$155,000)*

*The Growth Management Department consists of nine divisions (Airports to Zoning) with a total budget of approximately \$306M with 600 employees serving a community of 360,000 permanent residents and 60,000 seasonal residents. See attachment for highlights from each Division.*

Responsible for strategic plans, goals and objectives for the Department. Ensures the Department's strategic plans support the broad County mission, goals and objectives. Provides direction and oversight to division directors regarding individual division work plans; ensures the divisions work together to maximize Department performance and the use of resources. Serves as a member of the Executive Management team, making large scale strategic decisions. Highlights of my tenure include:



- At the 30- day mark on the job with Collier County effectively managed the Department's response to Hurricane Irma. Major arterials cleared in less than 3 days; managed the water debris mission; coordinated building assessments; personally, maned the phone bank information center.
- Post Hurricane Irma instituted revisions to vendor selections to support Traffic Operation's Signal section with contracts that are FEMA compliant. Reoriented storm water debris mission in coordination with Big Cypress Basin.
- Managed the establishment of a Storm Water Maintenance Section to move the organization from a reactive to a proactive posture in the maintenance program. Established a five- year KPI metric to measure progress toward an industry standard for Storm Water asset management. Established a fix it instead of patch it philosophy; presented to the Productivity Committee the new strategy which supported increase staffing in the storm water section to meet the community needs. Obtained 60 million in debt funding to support critical infrastructure improvements over the next three years.
- Managed and participated in the completion of three of the major planning initiatives for the County. Golden Gate Subarea Masterplans; Immokalee Master Plan and the Rural Land Stewardship Overlay (RLSA). These restudies are the most extensive rewriting of the areas planning strategies in nearly ten years. Each sets the criteria for further development for the next decade.
- Spearheaded the establishment of the Golden Gate TIF District. Worked to create a vision to increase the economic activity along Golden Gate Parkway through financial and land-use incentives. Created a visual framework for future development.
- Established a working protocol for red tide and blue- green algae information dissemination to the community between Pollution Control, Health Department and Tourism. The Protocol formalized the framework for testing responsibilities and result timelines while providing the technical, clinical and onsite information in a consistent manner for each of the subject matter agencies.
- Currently implementing a Departmentwide budgeting tool to increase awareness for each Division of expenditures and revenues on a daily basis tied to the Agency's SAP system. Its effectiveness is being considered by other Departments as a potential Agencywide tool.
- Continuing to improve our communication strategy through our redesigned website which is customer centric. GMD has taken the lead with a public portal which provides citizens a convenient method to access project information which can be sorted by type, neighborhood or district. GMD has led the Agency in keeping our stakeholders informed by way of our digital newsletter that provides highlights of significant issues regarding our department.

### **City of Key West, Florida**

*Planning Director and CRA 20015 – 2017 (salary \$135,000)*

*A full-service, municipal government with a \$166M annual budget and 489 employees supporting a community of 25,000 permanent residents with 25,000 seasonal and tourist visitors. The City's enterprise units include building department, parking division, and cruise ship port.*

Responsible for the Planning Department to management, elected officials, and outside agencies; created, presented and explained departmental programs, policies and activities; resolved sensitive, significant, and controversial land use issues; managed the development of long range plans for the City; identified complex policy issues and worked interdepartmentally to create, present and implement comprehensive solutions; assessed, operational and internal reporting relationships; created new systems for effective service delivery. Responsible for the development and administration of the department's budget; directed the forecast of funds needed for staffing, equipment, materials and supplies; directed approval of expenditures as necessary. Responsible for the day- to- day management, administration, supervision and strategic direction for the work activities for Planning and Zoning; Community

Redevelopment Agency; Urban Forestry; Historic Preservation, Sustainability; Arts in Public Places; and Truman Waterfront Advisory and their respective boards and committee functions. Highlights of my work include:

- Established the City's first simultaneous permitting review process. An inter-departmental process which ensures major and minor development plans approved by the planning board and city commission and project without those approvals are in compliance with city codes and requirements prior to the issuance of a building permit.
- Developed and passed a parking fee increase projected to add over 3 Million in revenue. The increase is 87 percent paid for by tourist. A local resident exemption for four hours of free parking in selected downtown parking locations was a key selling point in its approval by the city commission. The increase will fund a newly created Transportation Alternative Fund, provide dedicated source of funding for the Affordable Housing Trust Fund and additional dollars to the General Fund.
- Established the Transportation Alternative Fund (TAP) with the parking revenue increase, 1.14 Million in the first year; created a four bus, 15 minute, service downtown transit loop "DUVAL LOOP" working with an additional 425K in technical assistance from FDOT / South Florida Commuter Services in conjunction with Key West Transit. Created the Car Free Key West Campaign to encourage safer biking, walking in the community. <http://keysweekly.com/42/car-free-key-west-plans-first-view/> The fund will also support a newly established Bike Share program and later in 2017 a Car Share program. Managed the RFQ for a 275K Bicycle Pedestrian Master Plan which is ongoing. These efforts are to connect more closely transportation and land use to reduce the cost of housing.
- Established with the parking fee increase, approximately 800 Thousand annually, a dedicated source of revenue for the Affordable Housing Trust Fund. Possibly being the only city in Florida with a dedicated source of funding for affordable housing.
- Managed and participated in the complete rewrite of the Land Development Regulations which was divided into four themes Affordable Housing; Transportation; Sustainability and Disaster Mitigation. Managed citizen participation and workshops. A significant portion of the work redefines the criteria for affordable housing making housing more attainable for city residents by changing the AMI constraints; increasing density in selected areas; reduction in parking requirements and recommending the creation of an Affordable Housing Incentive Zone.
- Represented the City as a non-voting member on Monroe County's Affordable Housing Taskforce. Several recommendations with regards to access affordable units; height increase; incentives were accepted by the body and the Monroe County Board of County Commissioners.
- Led and managed with a consultant team the Bahama Village CRA Visioning / Capital Work Plan. The first meaningful update of the CRA plan since 2010. Through workshops established the priorities for projects and funding for community improvements in the short term 1-3 years / medium 1-5 years and long term 5-10 years and beyond. Established funding criteria for future projects as being Critical, Strategic or Important with appropriate definitions and metrics for success.

#### **City of Pensacola, Florida**

*Assistant City Manager and Community Redevelopment Agency Director 2008 – 2011 (salary \$110,000)*

*A full-service, municipal government with a \$217M annual budget and 860 employees supporting a community of 52,000 residents. The City's enterprise units include the airport, seaport and gas company.*

Duties and Responsibilities as Assistant City Manager:



Responsible for implementing Council policy and Manager directives; Senior budget member developed the city's operational and capital budgets; accountable for the forecast of funds needed for staffing, equipment, materials and supplies; oversaw the approval of expenditures of assigned departments; and the preparations and implementation of budgetary adjustments as necessary. Provided oversight and approval of expenditures of assigned departments; Departments within scope of responsibility included Parks and Recreation, Housing Department, Planning and Zoning, Building Inspection Services, Neighborhood Enhancement Teams, Saenger Theater, the Community Redevelopment Agency and the Port of Pensacola. Identified and resolved long range issues with management, staff, elected officials, p/z, and environmental boards and historical preservation commissions, and outside agencies; negotiated sensitive issues with public and private sector entities ranging from economic development to growth strategies. Directed, and evaluated the day- to- day efficiency and effectiveness of service delivery methods and procedures. Assessed and monitored workload, administrative and support systems and internal reporting relationships; identified opportunities for improvement and directed implementation. Developed and represented legislative issues to state and federal delegations. Media representation for the City included television and radio appearances, print and webcast interviews, and preparation of press releases.

- 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 in conjunction with the City's bargaining units between 2008 and 2011.
- Introduced computerized processes to streamline council meetings and reduce cost; placed the city budget on- line with updates for citizens. Transformed web presence of the Parks and Recreation Department and Community Redevelopment Agency with a modern and engaging range of user-friendly tools which attracted and increased resident participation on the site.
- Developed and led downtown traffic signalization management program which reduced traffic congestion and idling and improved air quality. Oversaw with FDOT State Highway 98 pavement rehabilitation program which improved traffic flow and pedestrian access in the downtown core.
- 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 financing and development of the 16-acre downtown technology park with EDA, Escambia County, and Pensacola Chamber of Commerce. Established strategic storm water drainage program to convert an underutilized 5- acre park to a retention pond / park in support of the 16 -acre technology park funded by storm water fees and MSTU agreements.
- 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 is now attended by over 100,000 participants, leading to 100 percent occupancy in downtown hotels and increased retail sales.
- Established an annexation framework to create an 864 acre "Midtown" commercial / industrial inland port facility leveraging clean- up of a 60-acre super fund site in partnership EPA and the State of Florida.

- 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 fifty percent with a twelve percent increase in the labor force over two-and-a-half years.

**Florida Department of Community Affairs, Tallahassee, Florida (salary \$107,000)**  
*Secretary, 2004 – 2007*

*The State of Florida's 432million, 450 employee 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.

Reported to the Governor:

- The Division of Emergency Management delivered \$3B in State match for FEMA hurricane disaster dollars in 2004-2005 with minimal State and Federal audit comments. Developed and implemented design of a computerized process to track individual FEMA PWs during the disaster event providing instantaneous status reports to local governments.
- 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. Asked by HUD to provide training to Mississippi and Alabama on techniques used to provide constituent services.
- Passed SB 360 (2005) "pay as you grow" legislation and associated 1.2 Billion appropriation 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 policies 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 reduce evacuation requirements. The findings have been adopted by the International Building Code Commission.
- Led the State's first ever development and implementation of fiscal impact analysis modeling and visual planning tools to assist regions in forecasting their community visions and related capital 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 initiatives positioned these communities to successfully obtain \$11M in Federal funding from the Sustainable Communities program in 2010.
- Negotiated the 40 million bond offering for wastewater improvements in the Florida Keys between Monroe County, the municipalities, the Florida Keys Aqueduct Authority and the State of Florida.  
[www.myflorida.com/myflorida/cabinet/agenda05/0823/trans\\_082305.pdf](http://www.myflorida.com/myflorida/cabinet/agenda05/0823/trans_082305.pdf)
- Authored and developed with the late Representative Mike Davis Florida's first Workforce Housing Program (2005) which created housing initiatives for essential service personnel i.e. fire fighters, police officers, nurses, teacher etc.

## PROFESSIONAL EXPERIENCE

**MBR Construction**, Fort Lauderdale, Florida  
*Project Program Manager*, 2013 – 2015

*A construction company that delivers infra-structure facilities and related services to municipal governments in the areas of parks; community centers; marinas; administrative buildings; airports; streetscapes; and recreational facilities.*

Managed and oversaw delivery of infrastructure projects to governmental clients; Represented the company to government agencies, industry representatives and trade organizations. Coordinated major projects including governmental development approvals for projects such as Boca Raton Airport Authority Administration Building and the Reconstruction of Taxiway A / E at the Fort Lauderdale Executive Airport which required local, State and Federal FAA approvals. Established and monitored protocols for compliance with M/DBE requirements. Responsible for the development and mentoring of staff. Monitored construction budgets, developed project scopes for subcontractors; contract modifications and requests for change orders; directed resolution of design and construction issues between team members.

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

*President of an award-winning architectural / planning firm providing solution for municipal governments in the areas of housing, economic development, urban design, community planning, transportation, criminal justice, and recreational facilities.*

Spearheaded business development throughout Florida. Expanded client base from municipal government to state agencies. Developed new services and funding capabilities for the market sector serviced by the firm. Accountable for, recruitment, development and mentoring of project teams. Developed capital budgets for project sponsor needs and developed project scopes that efficiently meet those needs; monitor project budgets, contract modifications and requests for change orders; directed resolution of design and construction issues between team members; establish and maintain positive relationships with clients and contractors. Special emphasis was placed on maximizing the taxpayer's dollars.

#### Housing and Community Planning

- Northwest Neighborhood Housing and Redevelopment Plan; West Palm Beach, Florida
- Sistrunk Housing and Redevelopment Plan, Fort Lauderdale, Florida
- Bahama Village Housing and Redevelopment Plan, Key West Florida
- Wilton Manors Redevelopment Plan, Wilton Manors, Florida
- Establishment of Community Redevelopment Agencies in Key West and Delray Beach, Florida

#### Community Centers and Parks

- Hadley Park Community Center and Olympic Pool, Miami Florida, Franklin Park Community Center, Fort Lauderdale Fl, Highland Park Community Center, Pompano Beach Fl, Dyer Park, West Palm Beach, Fl. Orville Bathhouse, Orville Ohio

#### Transportation

- Developed the architectural design criteria and guidelines for the double tracking and station expansion of the South Florida Tri-County Commuter Rail system. Implemented those system wide designs for the Sheridan Street Station, Hollywood Fl; Opa Locka Station Miami Fl.; Coconut Creek Station

#### Criminal Justice

- 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 76,000 sf North Broward County, Florida Courthouse, 750-bed Male Correctional Facility in Moore Haven, Florida, and the 1350-bed Male Correctional Facility in South Bay, Florida.

#### Water and Wastewater

- Responsible for architectural design and construction administration for several Florida municipal water treatment facilities including Miramar WTP; West Palm Beach WTP no 2; Belle Glade WTP renovation.

### SELECTED CIVIC ACTIVITIES

United Way of Collier County / Florida Keys, Board Member

Leadership Collier, Class 2019

Florida Community Trust, Chair

Florida's Legislative Committee on Intergovernmental Relations, Member

Florida's Sustainable Treasure Coast, Co-Chair

Florida's Growth Management Study Commission, Member Governor's Appointee

Florida's Fiscal Impact Analysis Model Study Group, Member, Governor's Appointee

Florida's Sustainable Emerald Coast, Member

Florida Housing Finance Corporation, Board Member

Florida's Coastal High Hazard Study Commission Co-Chair

FDEP Land Acquisition and Restoration Council, Member

Florida Hurricane Housing Work Group, Member

Florida's Broward Alliance, Board Member

Urban Land Institute – Florida Committee for Regional Cooperation



Metro Broward, Florida, Board Member  
Council for Black Economic Broward County Florida, Chair  
Florida American Institute of Architects Florida, Palm Beach Chapter, President  
Florida American Institute of Architects, Board Member  
Delray Beach Housing Authority, Board Member  
Partners in Excellence (Education) Broward County Florida, Board Member  
Palm Beach County Affordable Housing Commission, Chair  
Affordable Housing Task Force, Monroe County, Florida, Member  
1000 Friends of Florida, Board Member  
Saint Andrews School Boca Raton, Florida, Board Member

## **ACADEMIC CREDENTIALS**

Bachelor of Architecture, Kent State University, Kent, Ohio

## **REFERENCES:**

Franklin "Kim" Kimbrough,  
Executive Director Westport Regional Business League  
Kansas City, Missouri  
816-531-4370

Alvin "Al" Coby  
Former City Manager, Pensacola, Florida  
850-572-8409

Clayton Lopez  
City Commissioner, Key West  
305-809-3840

Andrew Solis  
Commissioner, Collier County, Florida  
Bus. 239-213-4047  
Home 239-595-9502

Leo Ochs  
County Manager, (2009-May 2021)  
Collier County, Florida  
239-289-3999  
239-513-2024

Michael Dalby  
CEO, Naples Chamber  
239-403-2901

Steve Sanderson  
CEO, United Way of Collier / Fla Keys

*Thaddeus L. Cohen*

9

239-261-7112

Al Reynolds  
VP Stantec, Naples Florida  
239-263-6439



**Thaddeus Cohen**  
304 Amelia Street  
Key West, Florida 333040  
850-559-1348  
[thaddeus.cohen@earthlink.net](mailto:thaddeus.cohen@earthlink.net)

Attn: Dona Higginbotham  
Mercer Group Florida

Subject: Key West City Manager Recruitment  
Supplemental Material

### **30/60/90 Day Milestones**

The first 30 /60/90 milestones are an opportunity to get acquainted or reacquaint oneself with elected officials, city staff, and community stakeholders. Additionally, the first 90 days provides an opportunity to set a direction for management to LEAP forward. i.e., to be Lean, Efficient / Effective ... Accountable... Productive / Performance driven.

In the first 30 days I would have met with each of the elected officials to determine the role of the manager during commission meetings. I typically facilitate board / commission meeting discussions so that members stay focused on the larger issues. This commission is very active and has dialogue amongst themselves I would like to see that on important issues there is consensus on an issue for staff direction. Develop an understanding of the priorities of each commissioner and the commission as a whole and how that compares with the strategic plan. Discuss agenda development ... What are the major issues and their timing ... how can we manage the agenda so that the decision-making process can be productive.

One of my first organizational meetings will be with the police chief to be briefed on the issues facing the department and their interaction with the community. I would have met with the directors to discuss how we can demonstrate to the public that their departments can create operational capacity ... by increasing public value and awareness, discuss what are the roadblocks to their success and how I can help to mitigate them. Begin the budgeting process with the current city manager and directors. Begin introducing myself to the community at commission district meetings, business meetings and forums.

At the 60 days mark I would like to discuss with staff the following:

What are the key services performed; how well are we performing; how can we perform better.

This provides an opportunity for staff engagement. I would focus on moving away from Best Practices to Next Practices. Best Practices are about today ... Next Practices are about tomorrow. We would begin to put together information to uncover the convergence ... tends to opportunity .... Identify the impacts i.e., temporary, or longer term ... what's the implications for the future. This would lead to a scorecard approach to improve operations and performance. I will start a monthly Cap Track (capital projects tracking) meeting to be briefed on the status of our capital projects with our engineering team and consultants. Depending on the issues the meeting may be inter-departmental with planning and finance input look at fiscal controls as well as coordination of future projects.

90 days in working with staff we would start the process of considering the use of Key Performance Indicators. The development which would enable us to spot areas of weakness ... where we are not delivering the best service results... this will assist us in making data driven decisions on resources which will be timely as we would be in the middle of budget season .... Evaluate the true impact and effectiveness of the work being done. During this time depending on the start date, I would be meeting with the EM Director to be briefed on our hurricane protocols and meet with our colleagues with the County on how we navigate response and recovery.

Our team would have gone through several agenda cycles, and we will evaluate the efficacy of any changes that were made. We can reflect on how major issues are being addressed; how our response to the community through 311 or equivalent systems are being coordinated to provide quality customer service.

**Management Style:**

I have used the word collaborative. My relationship with staff and the community is to build an environment of trust, that is important. For me that's having integrity, being honest, supportive, and treating everyone inside and outside the organization fairly. With that, I challenge the team to take the initiative. I encourage staff to exercise their judgement. When you have the right personnel in the right situation and give them the room and resources to perform you can maximize the organization's efforts. Exceptional staff add significant value to the leadership of the organization and community. What I do is mentor and coach so they can make a discernible difference in the advancement of our shared goals. I believe when staff is successful then I am successful. I am an advocate for my team.

**Challenges and Opportunities:**

The City of Key West has several challenges key among them is disaster mitigation; sea level rise; workforce housing. With each challenge there are opportunities.

Disaster Mitigation: The City's Sustainability Office offers a series of programs to connect residents to funding opportunities at the local, state, and federal level. I believe a refinement of the communication strategy would help residents more fully understand the timelines for applications and the requirements and documentation needed to be eligible. Bolstering the education component and public outreach may provide an uptake in residents availing themselves of some these important resources as they become available in 2023. We will continue to lean into our advocacy for our community with the state and federal government for support and funding for mitigation strategies i.e., flood control, structure flood proofing, elevating structures to provide for a more resilient community. We will also need to be mindful to see if there are any supplemental appropriations from HUD or FEMA as a result of Hurricane Ian.

Sea level Rise: The City can continue to implement its' Stormwater Masterplan. We could accelerate the study of injection wells, storage capacity, pumps and other technologies through the American Rescue Plan Act; the future infrastructure funding by the federal government the state revolving fund and grant funding may provide leverage for the community for further implementation. Continued participation in the South Florida Regional Climate Compact provides information on case studies and successful projects whose ideas may be beneficial to our community. Monitoring the ACOE beach restoration program in South and Southwest Florida may provide opportunities for funding in the future working with our congressional delegation.

Workforce Housing: The nearly completed College Road and the soon to start 3.2 acres at the Truman Waterfront will assist in creating additional housing units in the community. The proposal by the Housing Authority, partnering with the city and land authority on four (4) scattered sites is an important step forward. The challenge within the BPAS framework will be to identify available land, applied density and funding to develop housing across the various income levels that are affected by the lack of affordability. A continuous review of the land development code to see where land use and zoning can incentivize the development of permanent housing is an important task. An Administrative Code review to see where definitions can change to protect existing housing units from conversion to commercial usages may be a possibility. It will take a myriad of strategies including working with our county partners, land authority, housing authority, non-profits and for profits to see what role each can play to protect the existing stock of permanent housing while increasing the supply.





# Mercer Group Florida

## INTERNET RESEARCH

## **INTERNET RESEARCH**

### **Thaddeus Cohen**

Various News article – neutral mention

May 11, 2021 - New Leadership Structure Collier County

<https://www.naplesnews.com/story/news/government/2021/05/11/collier-county-commissioners-approve-new-leadership-structure-under-new-manager-mark-isackson/5018084001/>

Pensapedia

[https://www.pensapedia.com/wiki/Thaddeus\\_Cohen](https://www.pensapedia.com/wiki/Thaddeus_Cohen)

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<https://www.linkedin.com/in/thaddeus-cohen-764a91a/>