

Executive Summary for Christopher D. Steers, MPA, CFM



Education

A Masters Degree in Public Administration, Nova Southeastern University March 31st, 2009

Bachelor of Arts in General Studies & Sociology, the University of Miami June 25th, 1993

Professional Profile

- High-performing collaborative management executive with expertise in public policy implementation; optimizing organizational structure and processes; and strategic planning and leadership.
- Self motivated achiever with proven ability to build, organize, and refine business practices to promote efficient and effective service delivery; uniquely experienced in program development and implementation (with proven successes).
- Exceptional problem-solver and critical thinker with the keen ability to resolve operational, personnel, economic development, quality of life, and other policy issues.
- Strong interpersonal, written, and verbal communicator who can deliver effective presentations, consultations, and maintain collaborative relationships.

Experience

Municipal Management /Administration: accumulated over nineteen (19) years of public sector experience currently as Assistant Village Manager for the Village of Port Chester, NY; as well as managing and administering in St. Lucie County, Florida as Assistant County Administrator; and two prominent emerging South Florida cities; serving as Assistant City Manager for the City of Miami Gardens, and Code Enforcement and Licensing Director for the City of Sunny Isles Beach. Directly responsible for the creation and/or management of several municipal departments including: Growth Management, Economic Development and Tourism, Community Services, Public Safety, St. Lucie International Airport (general aviation), Solid Waste, Utilities, Veteran's Affairs, Public Safety (including regional EOC) and Information & Technology, Building, Planning & Zoning, Code Enforcement, Community Development, Public Works, and involved in the creation and management of Parks and Recreation, and Information Technology.

- Re-inventing & modernizing the Village of Port Chester's Planning, Zoning, and Building departments, Establishing and creating the Villages first Code Enforcement Department, and Fire Safety Inspection and Building Code compliance programs.
- Key team member in establishing the functioning Government of the City of Miami Gardens including the City of Miami Gardens Police Department. Managed over \$13 million dollars in departmental budgets. Identified/created, captured, and collected substantial recurring revenues for the City of Miami Gardens.

Promulgation of rules and regulations: Overseeing the finalization and implementation of the Village of Port Chester's Comprehensive Plan and Zoning Code re-write, updating general municipal codes; oversaw the administration of the St. Lucie County's Comprehensive Development Master Plan (including EAR, Amendments, etc...); Land Development Regulation amendments and rewrite (including Western Lands Study and Rural Stewardship program); oversaw the development of the City of Miami Gardens' award winning Comprehensive Development Master Plan. Oversaw the initial development of the City of Miami Gardens sign code and Land Development Regulations. Conceptualized, drafted, and implemented over fifty (50) local ordinances ranging from Zoning to tax collection.

Strategic Planning & Organizational Structure: conceptualized and created the organizational structure of several municipal departments including organizational analysis; from work flows to establishing best practices, benchmarks, and performance measures. Applied current strategic planning techniques including drafting and/or contributing to County, City, Village, and departmental level strategic planning efforts.

Program Development: Developed and implemented three unique community oriented code enforcement programs for the Village of Port Chester, the City of Miami Gardens, and the City of Sunny Isles Beach; two Building Departments, and two Planning and Zoning Departments for the Village of Port Chester, and the City of Miami Gardens including: ordinances, SOP's, civil and criminal court proceedings with special prosecutors, Special Magistrates, fines, fees, lien searches and processing. Developed and implemented Building Code Enforcement; Fire Safety; Occupational Licensing/Business Tax Receipts; General Code Enforcement; Certificates of Use; Landlord Certificates; Alarm Registration; Parking Enforcement; and Solid Waste Franchise programs including: SOP's, Policies and Procedures, and software programs for same.

Created and maintained close interdepartmental working relationships between Police, Fire, Public Works, Building, Code Enforcement, Planning & Zoning, etc...

Managed economic development incentive programs for St. Lucie County including program development and grant programs. Developed and implemented Miami Gardens' first community development program (Façade Restoration Program); after 2008 reorganization: oversaw the City's housing and community development programs including: Housing Rehabilitation, Disaster Recovery, Home Ownership Assistance, and Business Incentive Programs. Oversaw several Professional Service Contracts including bids, negotiation, awards, and contract management.

Managed the development of the City of Miami Gardens' Emergency response plan including; NIMS and ICS Compliance. Developed Miami Gardens' Floodplain Management Program and participation in FEMA's Flood Insurance Community Rating System.

RÉSUMÉ FOR CHRISTOPHER D. STEERS

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OBJECTIVE

Obtaining a stable executive level position in a dynamic and challenging local government organization, which provides opportunities to contribute to the organization and the community the organization serves.

EDUCATION

A Masters Degree in Public Administration: Nova Southeastern University, Fort Lauderdale Florida (March 31st, 2009)

A Bachelor of Arts in General Studies / Sociology: The University of Miami, Coral Gables, Florida (June 25th, 1993)

PROFESSIONAL EXPERIENCE

Assistant Village Manager, the Village of Port Chester, New York (October 2009 to present) *Also serving in multiple capacities including Code Enforcement Director, Building Inspector, and Zoning Official.* Highly responsible professional and administrative work assisting the Village Manager and Board of Trustees in coordinating and ensuring the provision of governmental services; including acting as Village Manager as needed. General responsibility over all departments with responsibility for the following specific areas: the development, direct oversight, and management of the Building, Planning and Zoning, and Code Enforcement Departments.

- General administrative/managerial duties including performance management, budgeting, program management, statistical reporting, and public speaking including participation at Board of Trustee meetings, employee development, and creating and managing high performance teams.
- Reviewing and/or formulating correspondence and reports. Participating in the development of management policies and procedures; implementing the policy directives of the Village Board of Trustees'. Developing goals and objectives, performance measures and implementing strategic planning.
- Coordinating with all developers and large business owners to streamline and monitor construction projects and business development. Problem solving as liaison from project inception through project completion.
- Developing and managing the Village's Building, Planning and Zoning, and Code Enforcement Departments including; team building; development of policies and procedures, databases, forms, etc; and program development and evaluation.
- Developing and managing the Village's Planning and Zoning functions; including refining and developing processes and procedure for the Village's Planning Commission, Zoning Board of Appeals, Waterfront Commission, and Architectural Review Board; and reporting to same.
- Responsible for the strategic re-implementation of the Village's Comprehensive Planning process including the coordination of all aspects of the planning effort from preliminary drafting to oversight of the environmental reviews and final adoption of same. Liaison to the Village's Comprehensive Plan Advisory Committee.
- Responsible for the oversight of the Zoning Code re-write effort as part of the Comprehensive Planning process.
- Streamlining Justice Court processes regarding Building Code Enforcement cases,.
- Developing policies and procedures for building, planning, zoning, and code enforcement
- Currently performing the additional role of Code Enforcement Director for the Village: responsibilities include developing and managing the Village's new Code Enforcement and Building Code Compliance Programs including the enforcement of the New York State Building, Plumbing, Electrical, Mechanical, Property Maintenance, and Fire Safety codes; as well as applicable Westchester County and Village codes. Strategized, developed and implemented the Village's first comprehensive Fire Safety Inspection program: strategic planning, refining enforcement methods and methodology, legal aspects, forms, drafting new codes, Information and technology, and interdepartmental and intergovernmental coordination.
- Currently performing the additional role of Acting Building Inspector for the Village: responsibilities include but are not limited to the following: reviewing, checking and signing off on all building, plumbing, mechanical, electrical, demolition, sidewalk obstruction, sign, and oil tank permits; final plan review and inspections; issuance of certificates of occupancy and tenants permits to occupy; occupant loads; liquor licensing; ancillary entertainment licensing; sign off on all searches for

open permits, violations, CO's, and all zoning verification requests; issuance of all Zoning Compliance Determinations, letters, and reports; revocation of permits and/or CO's; issuance of Stop Orders; issuance of Unsafe Structure notices; attendance at Zoning Board of Approval, , Planning Commission, Waterfront Commission, Comprehensive Plan Advisory Committee, and Architectural Board of review meetings.

- Analyzing public policy gaps and proposed new directions and action plans to improve service delivery, including: monitoring the efficacy of all adopted Planning, Zoning, and enforcement legislation; recommending, drafting, and presenting modifications to existing legislation and/or research and development of new legislation intended to enhance service delivery to the public.
- Completing special projects as assigned by the Village Manager including; duties as a member and/or participant on special Village committees and/or work teams.

Assistant County Administrator, St. Lucie County, Florida (June 2009 to September 2009) Highly responsible professional and administrative work assisting the County Administrator in coordinating and ensuring the provision of efficient and effective governmental services:

- Responsibility for the following specific areas: the development, direct oversight, and management of the following County Departments: Growth Management, Economic Development and Tourism, Community Services, Public Safety, St. Lucie International (general aviation) Airport, Solid Waste, Public Utilities, Veteran's Affairs, and Information & Technology.
- Oversaw the administration of the County's Comprehensive Development Master Plan (including EAR, Amendments, etc..); Land Development Regulations amendments and rewrite (including Western Lands Study and Rural Stewardship program); Managed the final stages of the ongoing runway expansion and refurbishing at the International Airport; oversaw final stages of the construction and start up of the St. Lucie County Emergency Operations Center; coordinated and managed the final stages of the Utilities' rate study; managed economic development incentive programs including program development and grant programs; oversaw a variety of community service programs including grants, Housing Rehabilitation, Disaster Recovery, Home Ownership Assistance, and transportation; other special projects as assigned by the County Administrator.
- Drafted and/or reviewed agenda items to be presented to the County Commission for content and form; facilitated and/or participated in meetings with County Commissioners; represented the County Administrator at community and departmental meetings; delegated assignments to County departments and tracked and followed up on same.
- Reviewed and/or formulated correspondence and reports. Participated in the development of management policies and procedures; implemented policy directives.
- Developed goals and objectives, performance measures and participated in and implemented strategic planning.
- Disaster and emergency preparedness, NIMS Compliance, COOP, Pandemic Response Plan, etc....
- Oversight of various Professional Service Contracts including bids, awards, and performance / contract management. Signature for County financial transactions including monitoring of same in conjunction with Finance Department.

President/CEO, Steers & Associates, Government and Corporate Consulting (November 2008 to 2010): Specialized in: Management consulting, Organizational/Management Analysis, Strategic Planning , Program Development, Development and Implementation of Ordinances, Rules, and Regulations, and Development of Policies and Procedures. Uniquely experienced in the start up and improvement of public services.

Assistant City Manager, the City of Miami Gardens, Florida (March 2004 to November 2008). Highly responsible professional and administrative work assisting the City Manager in coordinating and ensuring the provision of governmental services; acting City Manager as needed. Responsible for the transitioning of several program and service areas from County services including Code Enforcement, CBDG programs (Façade Restoration Program and Community Compliance Program), Public Works, Business Taxes, Solid Waste Franchises, Building Department Services, Capital improvement Projects, and Planning and Zoning functions; acted as City Manager as needed.

- General responsibility over all departments with responsibility for the following specific areas: the development, direct oversight, and management of the City Code Enforcement, Building, and Planning and Zoning Departments.
- Created, developed, and managed those departments and related functions including; team building; development of policies and procedures, databases, forms, etc; and program development and evaluation.
- Created and oversaw the following programs: Occupational License/Business Tax Receipt collection, issuance of City Certificates of Use, Solid Waste Franchise fee collection, Alarm Registrations and False Alarm Monitoring, Building Services, Code Enforcement, Code of Ordinances revision and re-write (including future land use code), Special Projects

as assigned by the City Manager: created, identified, and captured additional revenue sources and developed service programs; and encouraged economic development.

- Managed the development and implementation of the City's Comprehensive Development Master Plan, Business Services and related program development, including developing new Land Development Regulations and Codification process.
- Drafted and/or reviewed agenda items to be presented to the City Council for content and form; facilitate and/or participating in meetings with and responding to questions from the City Council; represented the City Manager's Office at Council meetings and other community and departmental meetings; delegated assignments to City departments and tracked and followed up on same.
- Reviewed and/or formulated correspondence and reports. Participated in the development of management policies and procedures; implemented Mayoral and City Commission policy directives.
- Developed goals and objectives, performance measures and participated in and implemented strategic planning; attended business plan meetings and assigned budget hearings. Contributed to the City's Strategic Plan for 2004-2009 and updates for 2009-2011.
- Budget preparation and administration for related departments. Direct oversight of over \$13 million dollars in departmental budget(s) and responsibility for identifying and collecting over \$5 million dollars in recurring revenues. General monitoring of City's annual budget.
- Coordinated with all developers and large business owners to streamline and monitor construction projects and business development. Problem solving as liaison from project inception through project completion.
- Implemented Community outreach relating to Code Enforcement, Planning & Zoning, Flood Plain Management, Hurricane Preparedness, and general community concerns.
- Disaster preparedness including assisting in the drafting of the City's Emergency Response Plan, NIMS Compliance, and the development of the Incident Command Structure. Participate in the Urban Area Security Initiative as voting member and alternate point of contact on the Fort Lauderdale Urban Area Work Group.
- Oversight of various Professional Service Contracts including bids, awards, and performance / contract management. Signature for citywide financial transactions including monitoring of same in conjunction with Finance Department.
- (August 2008 Reorganization) Initial responsibilities included the management of the Community Development and Parks and Recreation Departments. Oversight of recreation programming and capital improvements, asset management, parks maintenance and administration, and administration of the Parks Master Plan. Oversight of the City's housing and community development programs including: Housing Rehabilitation, Disaster Recovery, Home Ownership Assistance, and Business Incentive Programs. (Note this changed further as the reorganization continued).

Code Enforcement and Licensing Department Director, the City of Sunny Isles Beach, Florida (July 1998 to March 2004). Professional public service work involving the protection of the health, safety, and welfare of the community: through the implementation, and the administration of effective enforcement programs. . Duties involved advanced administrative work in Code Enforcement & Occupational Licensing including supervision & training of staff, implementation and enforcement of City and Miami Dade County ordinances including license tax collection.

- Created, implemented, and managed the City's Code Enforcement, Occupational Licensing (BTR's), Alarm Registrations, and Certificates of Use programs; drafted and implemented Departmental operating policy and procedures. Developed and monitored departmental budget
- Drafted and presented over 35 City Ordinances. Created and maintained associated databases. Conceptualized, implemented, and managed City's Parking Enforcement Program.
- Exercised considerable independent judgment in the management and administration of Departmental operations.
- Analyzed public policy gaps and proposed new directions and action plans to improve service delivery.
- Hired, trained, disciplined, promoted, and monitored performance of subordinates
- Completed special projects as assigned by the City Manager including but not limited to: Parking projects, Land Development Regulations, Park Regulations, Developing and implementing Ordinances as needed to meet established goals.
- Performed other duties as a member on special City committees, work teams, and/or task forces. Monitored the efficacy of all adopted enforcement legislation; recommending, drafting, and presenting modifications to existing legislation and/or research and development of new legislation intended to enhance service delivery to the public.

Neighborhood Compliance Supervisor, Miami-Dade County Team Metro (5/26/97 to 7/10/98). Duties involved advanced administrative and supervisory work in the enforcement of Miami-Dade County Code regulations.

- Responsibilities included supervising, training, and advising code enforcement and outreach staff, implementing enforcement procedures and methodologies as well as developing non-judicial solutions to code violations, coordinating enforcement activities with a variety of officials and organizations. Prepared and reviewed all cases to be presented to County hearing Officer. Follow up enforcement procedures including preparation for lien and remediation. Served as a liaison between complainants, violators, property owners, homeowner groups, trustees, hearing officers, attorneys, service specialists, and neighborhood compliance officers.

Miami-Dade County Department of Public Works; Animal Care & Control Division. Animal Control Investigator; Certified Supervisor (12/93 to 5/26/97). (*Miami-Dade County Department of Public Works; Animal Care & Control Division. Certified Animal Control Specialist*).

- Responsibilities included enforcing Florida State Statute 528 and 767 as well as Chapter 5 of the Miami-Dade County code. Specialized investigative and code enforcement work relating to dangerous animals and animal cruelty including: responding to over 2,000 complaints annually; managed over 200 cases annually; issued Civil Violation Notices. Acted as County Representative, scheduling, and testifying at related appeal hearings. Evidence collection. All related administrative work.
- Supervision of fourteen (14) Enforcement Officers, twelve (12) Clerks, twenty (20) Animal Attendants, and two (2) Semi-Skilled Laborers. Employee training, performance appraisals, interviews, progressive discipline, and conflict resolution.
- Enforced Chapter 5 of the Miami-Dade County Code. Issued civil violation notices. Testified at related hearings.

..... **MEMBERSHIPS / CERTIFICATIONS / TRAINING**

Member of the International City/County Managers Association, the American Planning Association, the Association of State Floodplain Managers, the Florida Association of Code Enforcement, and the New York State Building Officials Conference.

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| <ul style="list-style-type: none"> • Certified Code Enforcement Official, New York State: certificate # 0610-7224. (NYS Uniform Fire Prevention and Building Code Including Continuing Education) • Certified Floodplain Manager through the FEMA National Flood Insurance Program (August 2008) • FEMA National Flood Insurance Program/ Community Rating System training and certification (February 2008) • FEMA National Incident Management System training and certification IS-00700/ICS700 (March 2006) • FEMA National Incident Management System training and certification IS-00100/ICS100 (March 2006) • Permit Specialist training and certification (July 2003). • Project Management Training (December 2002) • Leadership Development & Team Building (August 22, 2002) • Certified as a Code Enforcement Officer III by the Florida Association of Code Legal Issues in Code Enforcement (March 5, 2002) • Certified as an Occupational Licensing Official by the Florida Association of Occupational Licensing Officials, in cooperation with the Florida Institute of Government through the University of Central Florida,(January 2000, 2001, & 2002, thru 2005) | <ul style="list-style-type: none"> • Certified as a Code Enforcement Officer II by the Florida Association of Code Enforcement Administrative Aspects of Code Enforcement (October 28, 2000). • Certified as a Code Enforcement Officer I by the Florida Association of Code Enforcement Fundamentals of Code Enforcement (October 9, 1999) • Certified as a Supervisor by Miami Dade County (March of 1995) • Certified as a Parking Enforcement Specialist by Miami-Dade Community College School of Justice and Safety Administration (June 1998) • The "Code Team Concept" (December 2001). • Management problems of the technical person in a leadership role (August 1997). • How to Manage Projects, Priorities, and Deadlines (August 1995). • Certified Animal Cruelty Investigator, University of Missouri-Columbia Law Enforcement Training institute & School of Law (October 1995). • Certified Animal Control Specialist, Miami-Dade County Public works Department (February 1994) • Pursuing AICP Certified Planner Designation |
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REFERENCES AVAILABLE UPON REQUEST