

Steve Danley

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Background Summary:

Accomplished Department Head with 30 years of diversified executive and operational experience at the County of Orange in multiple agencies/departments. Proven leader in a variety of governmental, educational, and civic environments.

Education:

Masters of Business & Public Administration, University of California at Irvine
BA – Political Science, University of California at Irvine

Personal Attributes/Qualifications:

- Proven leader in a variety of environments
- Proven decision maker with excellent problem solving skills
- Outstanding written and oral communicator with strong interpersonal skills
- Proven expert in organizational assessment/development, financial/operational planning, performance auditing, and human resource management
- Strong commitment to teamwork and accountability
- Reputation for integrity and credibility

Experience:

Human Resources Director

County of Orange, Human Resources Department (2012 to present)

Direct the provision of countywide human resources services for a 17,000 employee organization with a \$5.6 billion budget. Full range of HR services including classification, compensation, employee relations, labor relations, employee development, recruitment, and employee benefits.

- Planning and implementation of the recentralization of Countywide HR services
- Transformation of department through the implementation of performance audit recommendations

Performance Audit Director

County of Orange, Office of the Performance Audit Director (2008 to 2012)

Reporting to the County Board of Supervisors, independently and objectively conduct performance audits and non-audit advisory services of County operations and programs. Audits have received critical acclaim (including Harvard "Bright Idea" Award), resulting in tens of millions of dollars of savings, revenue enhancements, and discontinuance of risk-laden activities. Audits have also significantly enhanced public accountability and transparency.

- Performance Audit of Correctional Medical Services
- Sheriff-Coroner Overtime Study
- Review of Harbor Patrol Operations
- Performance Audit of Planning & Development Services
- Performance Audit of Information Technology
- Performance Audit of the Human Resources Department
- Performance Audit of Risk Management

Director of Administration

County of Orange, Resources & Development Management Department (2003 to 2007)

Direct the provision of finance, accounting, information systems, contract administration, purchasing, quality assurance, and human resource activities for RDMD (now OC Public Works). RDMD has 1,500 employees, a \$500 million annual budget, and provides Orange County residents with regional parks,

flood control, roads, planning, building and development, watershed management, and facilities, real estate, and transportation services.

- Managed design and implementation of a Weights & Measures fee increase for over 6,000 Orange County businesses
- Oversee the strategic financial planning and performance monitoring of large County Funds such as Road, Flood Control, Watershed, OC Parks, and Planning
- Direct development of new automated budget development IT application
- Lead on financial analysis of Dana Point Harbor revitalization project

Chief, Organizational Assessment/Development

County of Orange, County Executive Office, (1998 to 2002)

At the direction of the County Executive Officer, perform a wide range of special projects addressing critical County issues. Assignments include performance assessments of County departments with problematic issues (i.e., programmatic, human resources, financial, structural) impeding their ability to accomplish goals. Develop strategies and implementation plans designed to optimize organizational efficiency/effectiveness. Act as interim executive in critical County posts to bring about needed changes.

- Registrar of Voters Department – conducted preliminary organization and staffing assessment of the department in response to year 2000 federal and local election issues in Orange County for review by Board of Supervisors; served on evaluation team that recommended selection of the \$26 million E-Slate voting system.
- Office of the District Attorney – during transition of newly elected DA, served as interim Director of Administration, developing the annual budget and Business Plan; completed staffing level assessments of 600-employee Criminal Division and 650-employee Family Support Division; at direction of Board of Supervisors and under oversight of the Orange County Criminal Justice Coordinating Council, conducted financial and operation efficiency review of Office to assist Board in decisions related to allocation of additional General Fund dollars.
- Housing & Community Development Department – performed comprehensive organizational assessment of entire department. After Board of Supervisor review and approval, implemented fiscal, human resource and restructuring recommendations.
- Chairman of DA/Family Support Transition Team – chaired multi-agency team that addressed all issues involved in the transition of Family Support from the DA to a new Child Support Services Department consistent with State law.
- Successful management of complex, sensitive, and high level employee discipline matters

Director of Administration

County of Orange, Integrated Waste Management Department (1997-1998)

Direct the provision of finance, accounting, information systems, contract administration, purchasing, and human resource activities for the Orange County solid waste management system.

- Developed and successfully implemented department reorganization transforming government department into “public business enterprise.”
- Implementation of new automated budget development and monitoring system
- Implementation of Wide Area IT Networks at remote landfill sites

Section Manager, Budget/Finance & Management Services

County of Orange, Integrated Waste Management Department (1996-1997)

Direct the provision of budget, short/long term financial planning, purchasing, performance assessment, and safety inspection of County solid waste management system.

- Member of negotiating team that implemented first 10-year Waste Disposal Agreements with cities/trash haulers as documented in Wall Street Journal
- Developed department Strategic Business Plan outlining department mission, goals, and objectives, and strategy for implementation of department financial, operational and reorganization plans
- Preparation of \$100 million annual budget and five year Strategic Financial Plan

Team Manager, Environmental Management Agency/Human Resources

County of Orange, Human Resources Department (1996)

Team manager responsible for directing the provision of human resource services for the Environmental Management Agency (now OC Public Works)

- Established the Human Resources function as an executive management level function within the department
- Implemented department layoffs due to bankruptcy and restructuring

Division Manager, North & Central Regional Landfill Operations

County of Orange, Integrated Waste Management Department (1993-1995)

Directed the operation of large regional landfills with gate fee receipts in excess of \$26 million annually, through multi-disciplinary staff involved in engineering design, project/construction management, fee collection, regulatory compliance, hazardous materials management, and landfill operations.

- Coordinated planning phase of state's first proposed Vertical Expansion of a landfill under new Subtitle D regulations
- Managed Bowerman Landfill (Irvine), a worldwide leader in state-of-the-art environmental protection systems and quality operations
- Identified need for and initiated the development of master design plans for gas systems and soil management
- Co-developed model to reorganize department around core landfill business operations

Section Manager, Recycling & Hazardous Materials

County of Orange, Integrated Waste Management Department, (1991-1993)

Manage employees responsible for operation of countywide hazardous materials control program, administration of unincorporated area refuse collection and recycling operations, administration of landfill based recycling programs, and provision of comprehensive department safety program.

- Adjusted commercial and residential solid waste hauling rates annually and negotiated establishment of residential recycling program for unincorporated areas
- Negotiated and administered multi-million hazardous materials disposal contract
- Opened and directed operation of permanent household hazardous materials collection centers in strategic County locations.

Manager, Human Resource Services

County of Orange, Human Resources Department (1985-1991)

Direct departmental Human Resource Teams responsible for provision of classification and salary allocation, recruitment, and employee relations issues involving discipline, grievance administration and union negotiations. Assignments included the Sheriff-Coroner, District Attorney, Public Defender, Courts, Purchasing, Libraries, and the Integrated Waste Management Department.

- Significant experience forming, restructuring, and downsizing County agency/departments, including layoff implementation
- Established the Waste Management Department's first HR team
- Developed and implemented innovative approaches to employee discipline

Management Audit Analyst

County of Orange, County Executive Office, (1983-1985)

Performed management audits of County agency/departments to measure the efficiency/effectiveness of operations and recommend appropriate changes to organizational structure and operations.

- Audits of County Clerk, Environmental Management Agency, Probation Department
- Established new County Harbors, Beaches, & Parks Function
- Established new County Office of Protocol

Additional Information:

- Lecturer, University of California at Irvine
- Guest Speaker -- University of California at Santa Barbara, Cal State Long Beach, Biola University, Orange County Taxpayers Association
- Former NCAA & current High School Basketball Official (30 years)
- Member, Patient/Family Advisory Council of St. Joseph Hospital