

# IAN S. RUDGE

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## EDUCATION

### **Master of Public Affairs, 2006**

LBJ School of Public Affairs, Univ. of Texas-Austin

- **Specializations:** Public Finance & Budgeting
- **Professional Report:** State and Local Public Employee Retirement Systems

### **B.A. in Philosophy, Politics & Economics, 2003**

Claremont McKenna College, Claremont, CA

- **Phi Beta Kappa**, Tau of California Chapter
- **Study Abroad:** Hertford College, Oxford University

## SKILLS SUMMARY

- Strategic Financial Planning and Management
- Local Government Fiscal Policy Analysis
- Executive Leadership and Decision Making
- Public Procurement & Vendor Management
- Lean/Six Sigma Yellow Belt
- Extensive Presentation Experience/Facilitation
- Performance Auditing/Organizational Effectiveness
- Data Analytics Development and Integration
- Public Sector Human Resources Procedures
- Written Communication to/for Elected Officials

## PROFESSIONAL EXPERIENCE

### ***Deputy Director-Customer Experience***

**Mar. 2020 –present**

Department of Child Support Services, County of Orange, Santa Ana, California

- Oversee work of 85+ employees serving both internal and external customers, including the Department's call center, onsite customer lobbies, external marketing and outreach teams, as well as research & data analytics.
- Lead Department efforts to execute a multi-year Digital Marketing Grant from the federal Office of Child Support Enforcement, including the scoping, solicitation, and contracting with several marketing vendors to create new marketing strategies and content. In addition, work with California Department of Child Support Services to coordinate funding needs and evolution of local approach.
- Partnered with Department senior leaders to develop, market, and implement a customer lobby reopening plan that balanced employee safety and customer needs in response to the Covid-19 pandemic.
- Worked closely with Customer Service Manager to establish a cross-function Customer Experience (CX) Team, that is documenting and evaluating customer touchpoints and pain points across the Department.

### ***Deputy Director-Program Support Services***

**July 2017 –Mar. 2020**

Department of Child Support Services, County of Orange, Santa Ana, California

- Oversaw work of 75+ employees across program support functions, including budget and financial management, procurement services, facilities and case records management, project management, human resources, information technology, training & career development, and research & data analytics, policy & process management.
- Directed the work of the budget and finance team to prepare, analyze, and monitor a \$60M operating budget that is primarily state and federally funded through rigorous claiming processes.
- Guided the analysis and implementation of changes in state and federal child support policy and practice, including in-depth data research and modeling, training and change management, and strategic communication.
- Led Executive Team initiatives across disciplines, including the increased use of framework and structured decision-making in areas such as IT Investment Governance, Research Governance, Department-wide Project Portfolio Management, and Multi-Year Training and Marketing Plans.

### ***Director of Administrative Services***

**June 2015 –July 2017**

County Executive Office/OC Information Technology (IT), County of Orange, Santa Ana, California

- Oversaw work of 40+ employees across multiple administrative divisions, including budget and finance, vendor management, contracts & purchasing, business analysis, project management and office support.

- Directed the work of the budget and finance team to prepare, analyze, and monitor an \$85M Internal Service Fund budget that collects revenue from all County departments for various IT services.
- Collaborated with the Transition Manager to lead the consolidation of IT staff from five different departments, and created the tactical plan for transferring staff and budgets, as well as building a new job coding structure.
- Worked closely with the Chief Information Officer and internal/external counsel to address vendor management challenges and issues that have high visibility and impact to the County.

***Director of Finance and Administration***

**Sept. 2013 – June 2015**

Probation Department, County of Orange, Santa Ana, California

- Oversaw work of 250+ employees across multiple operations support functions, including budget, accounting, contracts & purchasing, collections, real estate & facilities, and clerical units.
- Directed the work of a team of analysts to prepare, analyze, and monitor a \$150M budget spread across fifteen divisions with 1,300+ employees.
- As a member of the Executive Team, participated in all strategic planning discussions and high-level problem solving to identify key initiatives and set direction for the Department.
- Prepared information, set the agenda, and led discussion of the Orange County Community Corrections Partnership in order to implement the Public Safety Realignment (AB 109) countywide.

***Chief of Staff***

**Jan. 2012 – Sept. 2013**

Orange County Supervisor, John M.W. Moorlach, County of Orange, Santa Ana, California

- Supervised and directed the work of a team of five policy advisors to provide clear decision-making information and thoroughly analyze policy recommendations to Supervisor Moorlach.
- Partnered with the Human Resources Director, Chief Financial Officer, and County Budget Office staff to prepare supporting analysis and documentation for the County's Total Compensation bargaining strategy.
- Provided strategy and logistical support to the Supervisor in his role as the Chairman of the Board.
- Monitor, analyze, and provide recommendations to the Supervisor on all policy-related matters, with a focus on public safety issues and departments, including Prison Realignment.
- Represented the Supervisor on the community stakeholder working group that negotiated a fifteen-year update to the Settlement Agreement that governs the operations of John Wayne Airport.

***Performance/Management Auditor***

**Mar. 2008 – Jan. 2012**

Office of the Performance Audit Director, County of Orange, Santa Ana, California

- Participated in all phases of internal operational reviews and assessments of County departments, including interviewing, data mining and validation, report writing and preparation, and presenting to the County Board of Supervisors.
- Worked with County departments to identify opportunities for cost savings, revenue enhancements, or increased productivity among staff, and developed program monitoring statistics for staff use.
- Managed Office finances and purchasing, in addition to budget preparation and monitoring.

***Fiscal Policy Advisor***

**Dec. 2006 – Mar. 2008**

Orange County Supervisor, John M.W. Moorlach, County of Orange, Santa Ana, California

- Evaluated all expenditure and policy proposals for County departments related to public finance, including Treasurer-Tax Collector, CEO-Budget, Employee Retirement System, Assessor, and Auditor-Controller.
- Prepared policy briefs and fiscal analyses addressing high-priority public finance issues, such as pension obligations, Other Post-Employment Benefit liabilities, and strategic financial planning.

***Consultant***

**Sept. 2006 – Dec. 2006**

Deloitte Consulting, Austin, Texas

- Analyzed financial and operational data and interviewed staff of a large state transportation agency to identify process inefficiencies and prepare a recommendations report.
- Gathered data through extensive client interviewing, government financial statement analysis, and site visits to complete an efficiency study and operational controls analysis for the finance division of a large urban municipality.

***Summer Associate***

**June 2005 – Aug. 2005**

Congressional Budget Office, Washington, DC

- Evaluated legislation for intergovernmental mandates as defined in the Unfunded Mandate Reform Act and authored accompanying cost estimates for utilization by members and committees of the U.S. Congress.
- Conducted two longer-term research projects to model the fiscal effects of changing specific health and tax policies that impact states and localities.

***Research Team Member, Presenter***

**Aug. 2004 – June 2005**

LBJ School of Public Affairs, Austin, Texas, Commissioned by the Congressional Research Service (CRS)

- Researched the economic and environmental impact of military base realignments and closures (BRAC) on rural communities to identify common challenges and opportunities for reuse.
- Analyzed various datasets and co-authored a report to inform and assist the BRAC Commission, Congressional staff, and communities affected by the current BRAC initiative.

***Financial Analyst***

**July 2003 – June 2004**

Desmond, Marcello & Amster, Los Angeles, California

- Conducted business valuations and authored acquisition/condemnation appraisals with a primary focus on business goodwill loss in eminent domain actions by government agencies.

**RELATED EXPERIENCE**

- **Research Consultant**, Texas State Employee Retirement System, Austin, Texas
- **Teaching Assistant**, Dr. W. Spelman, LBJ School of Public Affairs, Austin, Texas
- **Student Manager/Project Manager**, Rose Institute of State and Local Government, Claremont, California

**SELECTED PUBLISHED WORK**

- *Performance Audit of County Executive Office/Information Technology*, Office of the Performance Audit Director, County of Orange, 2010
- *Overtime Audit of the Sheriff-Coroner Department*, Office of the Performance Audit Director, County of Orange, 2008
- *State and Local Government Cost Estimate for S. 864: Nuclear Security Act of 2005*, Congressional Budget Office, 2005