

JUSTINE JONES, MPA, MPP

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DIRECTOR OF ADMINISTRATIVE SERVICES

Administrative Leadership | Organizational Improvement | Strategic Planning

PROFESSIONAL SUMMARY

Director-level local government leader with more than 14 years of leadership experience advancing administrative operations, improving organizational performance, and supporting executive leadership across municipal and county government environments. Proven success overseeing complex budgets, leading cross-functional initiatives, implementing strategic priorities, and aligning people, processes, and resources to improve service delivery and operational effectiveness. Recognized for translating complex organizational challenges into practical solutions that strengthen accountability, improve performance, and support informed decision-making. Extensive experience supporting City Managers, County Administrators, executive leadership teams, and governing bodies in complex public-sector environments.

ADDITIONAL LEADERSHIP ROLES OF INTEREST

- Director of Management Services
- Chief of Staff
- Administrative Services Manager
- Assistant Director of Administrative Services
- Strategic Initiatives Director
- Performance & Management Services Director

SELECTED CAREER HIGHLIGHTS

- Oversaw and advised on portfolios and budgets exceeding **\$550 million** across municipal and county government organizations.
- Managed a **\$343 million** departmental portfolio supporting seven departments and more than 1,900 employees.
- Directed strategic and economic development initiatives resulting in **\$61 million** in awarded contracts and approximately **300 jobs created**.
- Improved organizational efficiency by **37%** through operational assessment, process redesign, and implementation of performance improvement initiatives.

- Contributed to **\$25 million** in targeted municipal cost reductions through operational review and performance analysis.
- Facilitated multi-jurisdictional collaboration involving **44 municipalities, 11 counties, and six state agencies**.

KEY ADMINISTRATIVE CAPABILITIES & OUTCOMES

Administrative Leadership

Led complex organizational initiatives, coordinated cross-functional teams, and supported executive leadership in achieving strategic and operational objectives.

Organizational Improvement

Evaluated organizational structures, business processes, and service delivery systems to identify opportunities for increased efficiency, accountability, and performance.

Strategic Planning & Implementation

Facilitated strategic planning initiatives and translated organizational priorities into actionable programs, projects, and measurable outcomes.

Budget Oversight & Resource Management

Managed and analyzed multimillion-dollar budgets and departmental portfolios, supporting informed decision-making, resource allocation, and fiscal stewardship.

Executive Advisory Support

Provided research, analysis, and recommendations to elected officials, executive leadership, and governing bodies on operational, financial, and policy matters.

Performance Management & Accountability

Developed and implemented performance measures, operational assessments, and accountability frameworks to improve organizational effectiveness and service outcomes.

Stakeholder & Intergovernmental Collaboration

Built partnerships among elected officials, departments, agencies, businesses, community organizations, and regional stakeholders to advance organizational objectives.

SELECTED PROFESSIONAL EXPERIENCE

STRATEGIC INNOVATION PARTNERS LLC | Virginia, North Carolina, Washington, DC
Principal / Director of Operations | 2015 – 2025

Provide strategic and operational consulting services to public, private, and nonprofit organizations with a focus on organizational effectiveness, administrative operations, strategic planning, and performance improvement.

- Led organizational assessments and operational reviews to identify inefficiencies, strengthen accountability, and improve administrative performance.
- Evaluated organizational structures, business processes, and communication systems to improve operational effectiveness and support long-term organizational goals.
- Developed and implemented strategic recommendations that resulted in measurable improvements, including a **37% increase in operational efficiency** for a major client.
- Advised executive leadership on organizational design, resource alignment, performance management, and change implementation strategies.
- Built collaborative relationships among executives, employees, community stakeholders, and partner organizations to support organizational objectives.

PROFESSIONAL SABBATICAL & INDEPENDENT CONSULTING | 2025 – Present

Purposeful professional development that strengthened capabilities relevant to Administrative Services leadership.

- Undertook a planned professional sabbatical following a planned career transition, while remaining engaged in independent consulting, research, and professional development activities.
- Focused on advanced study of organizational accountability, internal controls, risk evaluation, compliance oversight, and administrative investigations.
- Continued advising on selected organizational and operational matters while evaluating long-term leadership opportunities in local government administration.
- Developed and published thought leadership focused on governance, organizational effectiveness, accountability, and public-sector performance.

MONTGOMERY COUNTY GOVERNMENT | Rockville, Maryland Fiscal and Policy Analyst | 2023 – 2024

Provided executive-level budget, policy, and operational analysis for a portfolio of seven departments with a combined budget of approximately **\$343 million** and more than **1,900 employees**.

- Advised executive leadership on budget development, resource allocation, organizational performance, and operational effectiveness.

- Evaluated departmental operations, budget requests, and program performance to identify efficiencies, strengthen accountability, and improve service delivery.
- Assessed policy, management, and organizational issues with budgetary implications and developed recommendations for executive consideration.
- Presented analysis and recommendations to senior leadership, department directors, elected officials, and community stakeholders.
- Supported informed decision-making through detailed financial, operational, and policy analysis.

**TOWN OF KENLY – OFFICE OF THE TOWN MANAGER | Kenly, North Carolina
Town Manager | 2022**

Served as chief administrative officer for a full-service municipality, providing executive leadership and oversight of municipal operations, personnel, financial management, strategic initiatives, and organizational performance.

- Directed day-to-day municipal operations and administrative functions, ensuring effective delivery of public services and alignment with organizational priorities.
- Provided leadership and oversight for departmental operations, personnel administration, budget management, procurement activities, and organizational planning.
- Evaluated operational processes, internal controls, and administrative procedures to strengthen accountability, improve efficiency, and reduce organizational risk.
- Led organizational improvement initiatives designed to enhance service delivery, strengthen cross-department coordination, and improve operational effectiveness.
- Conducted administrative reviews and investigations involving personnel matters, policy compliance, and organizational accountability.
- Advised elected officials on administrative, financial, operational, and strategic matters affecting municipal performance and service delivery.
- Implemented process improvements and strengthened administrative controls to support sound governance and organizational effectiveness.

**RICHLAND COUNTY GOVERNMENT – OFFICE OF THE COUNTY ADMINISTRATOR |
Columbia, South Carolina
Department Director / Manager of Research and Policy | 2012 – 2015**

Directed countywide strategic initiatives, performance management efforts, procurement programs, and organizational improvement projects in support of executive leadership and County Council priorities.

- Led cross-functional initiatives focused on organizational performance, strategic planning, process improvement, and operational effectiveness.
- Directed supplier diversity and procurement initiatives, overseeing programs that resulted in more than **\$61 million in awarded contracts** and supported approximately **300 jobs**.
- Developed and implemented performance measurement systems to improve accountability, monitor outcomes, and support informed decision-making.
- Conducted organizational assessments, policy analysis, and operational reviews to identify opportunities for improvement and enhance service delivery.
- Facilitated collaboration among departments, elected officials, community stakeholders, and external partners to advance county priorities.
- Managed special projects and executive initiatives requiring coordination across multiple departments and governmental entities.
- Provided strategic analysis and recommendations to executive leadership regarding organizational effectiveness, resource allocation, and operational performance.

**CITY OF PORTSMOUTH – OFFICE OF THE CITY MANAGER | Portsmouth, Virginia
Management & Budget Administrator | 2012**

Provided executive-level budget and management support for a full-service municipality, assisting leadership in resource allocation, operational analysis, and organizational performance improvement.

- Supported administration of a municipal budget exceeding **\$200 million**, providing analysis and recommendations related to financial and operational priorities.
- Evaluated departmental operations, spending requests, and organizational performance to support effective resource allocation and fiscal stewardship.
- Assisted executive leadership in identifying operational efficiencies and opportunities to improve service delivery and organizational effectiveness.
- Conducted management studies, financial analyses, and operational reviews to support strategic and administrative decision-making.
- Collaborated with department directors and senior leadership to align organizational resources with municipal priorities and objectives.

**HENNEPIN COUNTY – ENVIRONMENTAL SERVICES / HEALTH & HUMAN SERVICES |
Minneapolis, Minnesota
Planning Analyst / Project Manager | 2009 – 2012**

Managed strategic initiatives, organizational projects, and intergovernmental partnerships focused on program effectiveness, operational improvement, and regional collaboration.

- Led complex projects involving multiple departments, jurisdictions, and stakeholder groups to advance organizational and community objectives.
- Developed strategic plans, performance measures, and implementation frameworks to support accountability and operational success.
- Coordinated large-scale intergovernmental initiatives involving 44 municipalities, 11 counties, and six state agencies.
- Conducted program evaluations and operational assessments to identify opportunities for improved efficiency, effectiveness, and service delivery.
- Facilitated stakeholder engagement and consensus-building efforts among public agencies, elected officials, and community partners.
- Managed project budgets, schedules, deliverables, and performance outcomes across multiple initiatives.

CITY OF NORFOLK | Norfolk, Virginia

Executive Assistant to the City Manager / National Urban Fellow | 2008 – 2009

Supported the City Manager's Office in advancing strategic priorities, organizational initiatives, and executive decision-making across municipal operations.

- Conducted research, policy analysis, and operational assessments to support executive leadership and municipal decision-making.
- Evaluated departmental operations and resource utilization, contributing to approximately \$25 million in targeted cost reductions.
- Coordinated special projects and strategic initiatives involving multiple departments and stakeholders.
- Prepared executive briefings, recommendations, and reports on operational, financial, and policy matters.
- Supported implementation of organizational priorities through cross-department coordination and project management.

ADDITIONAL PROFESSIONAL EXPERIENCE

Hennepin County Fourth Judicial District Court (1993-2008)

Progressive leadership and administrative responsibilities within the Criminal Division, culminating in management of court operations, personnel supervision, and accountability functions.

EDUCATION

MPA – Executive Leadership & Human Resources, Baruch College

MPP – Leadership in Public & Nonprofit Organizations, University of Minnesota

BA – Criminal Justice, Summa Cum Laude, Concordia University