

JUSTINE JONES, MPA, MPP

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PROFESSIONAL SUMMARY

Strategic and innovative public sector manager and skilled leader with experience overseeing operations; managing and developing staff; leading strategic initiatives; improving departments' key operational programs and administrative processes; developing and administering budgets; conducting research and preparing reports; and ensuring compliance with public laws.

SIGNATURE MUNICIPAL MANAGER QUALIFICATIONS

- Courageous leader who will address tough issues, seek solutions for organizational challenges, and professionally evaluate paths towards efficiency; unfazed by ambiguity and conflict
- Consistent manager of effective, high performing strengths-based teams; particularly identification and cultivation of individuals and their skills within a team
- Drives effective outcomes through careful listening, strong communication, clear direction and focused attention on goals
- Committed to community engagement processes that focus on authentic dialogue, accountability and strong communication
- Compassionate and thoughtful leader who inspires strong teamwork and creative thinking to solve complex issues and problems

KEY ACCOMPLISHMENTS

Developing and Managing Strategic Planning and Economic Development Processes | Richland County, SC

Produced a strategic plan with performance goals and recommendations for program and process improvements to drive advancement opportunities for 22 small businesses, generating \$61M in awarded projects; 125 additional projects worth \$442M; and created roughly 300 jobs over the next five years.

Joined forces with intergovernmental "dream team" of local economic development players, convened monthly city, county, and chamber of commerce economic development leadership to collaborate on development projects, provide participating businesses with a "single point of contact," and optimize use of financial tools for business growth. Presented prospective project opportunities for small businesses to work on publicly funded Countywide projects and facilitated access to sustainable long-term financial success by initiating the County's first program of its kind.

Overseeing the Budget Process / Liaisoning with Other Internal and External Departments | Portsmouth, VA

Coordinated the preparation and execution of the City's annual operating, capital and grant program budgets that totaled approximately \$207 million. Administered the operating and capital budgets by preparing budget reports, oversaw expenditures, budget transfers, forecasting revenues and expenditures to ensure City departments operated effectively and efficiently.

Forged innovative internal cross-sector and cross-functional partnerships to extend city government's capacities through creation of Executive Performance Management Teams of department clusters. Resultant trust initiated conversations with senior leaders to collaboratively establish teams, remove duplication and reduce financial waste in anticipation of major projects.

Public Policy Formulation and Process Improvement | Hennepin County, MN

Worked closely with a cross-sector group of municipal leaders across Minnesota's 11 counties, 6 state agencies, and 44 municipalities comprised of community internal and external customers, governmental units, and departments to understand and integrate potentially competing interests to reach a mutually beneficial outcome.

Facilitated coordination and collaboration for the efficient delivery of services through the completion of a statewide watershed management plan. Built consensus through dialog, negotiation, and conflict resolution while educating policymakers and organizational representatives. The plan translated into an equitable and unified legislative policy, paving the way to local, regional, and state shared planning efforts for future grant funding and partnering opportunities.

HIGHLIGHTS OF RELATED PROFESSIONAL EXPERIENCES

TOWN OF KENLY – OFFICE OF THE TOWN MANAGER | KENLY, NC

2022–2022

Managed day-to-day operations and administrative offices. Broad responsibility for developing and overseeing a \$4 million annual operating budget, financial planning and management, personnel administration for 25 full- and part-time employees, project management, public works, community development, grant administration, and public relations. Coordinated activities across several departments, communicated with the public and business owners, and managed internal affairs. Oversaw and supervised.

WORD OF MOUTH REALTIME, LLC | VIRGINIA, NORTH CAROLINA, CALIFORNIA, TEXAS, GEORGIA AND NEVADA

2020–PRESENT

Provide highly specialized information support services for court proceedings, depositions, administrative hearings, and other legal proceedings that produce certified legal transcripts in support of discovery, litigation, investigation, and appeal cases.

Owner / Principal

- Utilized computer and software systems, including Microsoft Office, to create contemporaneous verbatim records, offered database management services, and provided technical assistance
- Deliver on time, verbatim final, daily copy and rough drafts within full spectrum of assignments, including high-profile, complex litigation cases
- Interfaced virtually with clients up to 8 hours per day using Zoom, Microsoft Teams, Skype, Google Hangouts and other videoconferencing platforms

STRATEGIC INNOVATION PARTNERS, LLC | VIRGINIA, NORTH CAROLINA, AND GREATER DC AREA

2015 – 2020

Established a boutique practice focusing on management and smart governance consulting. Provided strategy development and implementation and program & project management support that exceeded goals and increased operational effectiveness.

Principal / Director of Operations

- MPS Academy - Planned, analyzed, evaluated, and recommended actions for improving the effectiveness of administrative operations for educational equity program; assisted with implementation of Strategic Plan Acceleration 2020
- RJ Enterprises - Helped develop key processes and communications that facilitated program development, outreach, and execution; developed and cultivated relationships with various industry, business, community, and citizens' interest groups
- Global Asset Management Solutions (GAMS) - Conducted strategic operations review of communication issues and operating procedures. A future roadmap with recommendations for innovative growth opportunities increased operational efficiency by 37%, in the first year, through implementing a plan to cross-train employees. Staff engagement also increased; and strategic alliances between employees, senior management, and stakeholders promoted effective and sustainable change

RICHLAND COUNTY GOVERNMENT – OFFICE OF THE COUNTY ADMINISTRATOR | COLUMBIA, SC

2012 – 2015

A full-service \$697.5 million municipal government supporting a community of 400,000 residents and a municipal workforce of 2,000

Department Director / Manager of Research and Policy (MRP)

- Within 10 months on the job, based on demonstrated operational expertise and strong leadership potential, promoted to build from the ground up, plan, direct, and oversee the operations and staff of the Office of Small Business Opportunity, comprised of 7 direct & 15 indirect employees
- Developed \$750K departmental budgeting and procurement process; instituted performance management reporting system that measured the department's response to key indicators and the effectiveness of service delivery to citizens
- Provided management and oversight to support the efficacy and financial integrity of the department's programs, activities, and resources by developing, implementing, and monitoring policies and systems in assigned areas, including coordination of assigned activities with other departments and outside agencies
- Led complex research projects and translated findings into easily understood publications, reports, and presentations; performed public policy analysis, program development, implementation, and evaluation; managed research to identify best practices, collected and analyzed data, and developed complex reports; advised senior management on legislative activities
- Responsible for coordination of policy development, planning and implementation of County goals and objectives; policies and procedures for providing County services; management and economic analysis of programs and services
- Successfully launched an integrated customer support center that provided a "one-stop shop" development services center, and offered a concierge feel in the way of reception, support, and connectivity

A full-service \$207 million local government branch that supports a community of more than 97,500 residents and a workforce of 950

Management & Budget Administrator (Grant Funded Position)

- Collaborated with assigned departments, including police and fire departments, as an objective policy advisor to assess program, fiscal, and performance measures; recommend program and/or process efficiencies; and allocated resources and staffing levels
- Assisted with the preparation of the annual budget requests, monitored fiscal operations, assisted in formulating, presenting, and managing \$207M in operating and capital improvement program budgets; regularly presented research, findings, and recommendations to City leadership to facilitate knowledgeable discussions and foster well-informed decision making
- Analyzed complex problems and situations, developed effective recommendations, and provided guidance and direction to departments for program development; worked with directors in meeting program standards; monitored, evaluated, and improved service delivery; and ensured strategic goals were timely met

A full-service \$77M municipal department supporting a community of more than 1.1 million residents and a workforce of 950

Planning Analyst / Project Manager

- Facilitated consistent improvements in the provision of services, assisted in the development, implementation, and measurement of progress of countywide objectives
- Provided managerial support to assistant director, managed long-term strategic projects, coordinated execution of critical initiatives and assignments, and led grant management activities for assigned units
- Developed management and employee workplace flexibility guidelines, including best practices and policies when working remotely, scheduling flexibility, compressed time, and performance expectations
- Managed multi-year projects, established strategic plans, goals and objectives for areas of oversight ensuring strategic plans supported the broad county mission, goals and objectives, resulting in improved operations
- Received majority approval for a collaborative Joint Powers Watershed Management Agreement, resulting in a unified policy, official controls, and cooperative water quality protection practices

A full-service \$1.2 billion municipal government supporting a community of more than 238,000 residents and a workforce of 2,000

Executive Assistant to the City Manager / National Urban Fellow

- Served as central support staff for multiple core operational departments and provided strategy and direction on behalf of the city manager. Reviewed programs within departments that resulted in \$25M in targeted cost reductions through cuts in expenditures, reduction in services and improved performance

A full-service \$18 million municipal government agency supporting a community of more 1,116,200 residents and a workforce of 650

Transparency and Accountability Administrator | Managing Reporter – Criminal Division and Official Court Reporter

Sampling of previous profession's responsibilities before pivoting career aspirations to local government administration:

- Directed operations and managed, hired, and trained 35 judicial reporters for the Criminal Division; evaluated court operations; and monitored quality improvement initiatives throughout the Division

EDUCATION AND PROFESSIONAL DEVELOPMENT

Master of Public Administration, Executive Leadership and Human Resources (double minor), Baruch College | New York City, NY

Master of Public Policy, Leadership and Management in Public & Nonprofit Organizations, Humphrey School | Minneapolis, MN

Bachelor of Criminal Justice (With Summa Cum Laude Distinction), Concordia University | Saint Paul, MN

National Forum for Black Public Administrators – Hampton Roads and Triad Chapters

US Equal Employment Opportunity Commission – *New EEOC Investigator*, District of Columbia – 2017

Leadership Portsmouth (VA), 2012-2013

Leadership Columbia (SC), 2014-2015

International City County Managers Association – Member / Committee / Task Force Member to the Following Groups:

- Emerging Leaders Development Prog, 2015-2016
- Deputies and Assistants Committee, 2019-Present
- Center for Performance Measurement, 2012-2017
- Welcome Ambassadors, 2012-2014
- Awards Evaluation Committee, 2014-2017
- Conference Planning Committee, 2014-2015

COMMUNITY AND PROFESSIONAL ACTIVITIES

River City Toastmasters International – Member, Elizabeth City, NC, 2019-Present

Junior Achievement - Instructor, Portsmouth (VA) Public Schools, 2015-2018

The Union Mission Ministries - Volunteer, Norfolk, VA, 2015-2017

Sentara Albemarle Medical Center - Volunteer, Elizabeth City, NC, 2018-2020