

# MARCUS D. JONES

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## PROFESSIONAL PROFILE

Serve as a respected and effective professional to state and local government leaders. Exhibit exceptional leadership, communication, and decision making skills. Promote fiscal integrity through a comprehensive understanding of financial management best practices, program analysis, and continuous improvement initiatives in government operations. Utilize more than 23 years of public service experience with superior integrity and unquestionable ethics to build collaborative teams delivering innovative programs and services.

## PROFESSIONAL EXPERIENCE

### *2011-present* City Manager *City of Norfolk*

- Lead a highly motivated and community-oriented team in providing innovative programs and services to the residents of Norfolk: Virginia's second largest city serving as the urban core of a region of 1.7 million residents.
- Restructure government operations and engage community to establish vision, priority, and goal setting initiatives ensuring integrity, accountability, and cross departmental collaboration in service delivery.
- Capitalize on Norfolk's competitive advantages and diversity to establish Norfolk as the center for arts and culture, education, health, commerce, and entrepreneurial spirit for the region.
- Champion and negotiate seven major economic development efforts resulting in 6,000 new jobs to city by 2018.
- Establish fiscal stability resulting in structurally balanced budgets, increased reserves, stable pension system, and first general obligation bond rating upgrade in more than 50 years.
- Enter national and international stage as member of the Rockefeller Foundation's 100 Resilient Cities network. Continuously identified as the international leader in city's coastal, economic, and neighborhood resilience efforts.
- As Director of Public Safety, address tough national issues related to crime and create an honest and open dialogue with key community members.
- Establish Neighbors Building Neighborhoods Program focusing on community engagement and capacity building. Use award-winning program to engage neighborhoods as well as business and philanthropic communities.

### *2009-2011* Deputy Chief Administrative Officer for Finance and Administration *City of Richmond*

- Served as key advisor to Mayor and Chief Administrative Officer (CAO) for all financial and administrative functions. Led revenue, treasury, debt, accounting, information technology, budget, procurement, and human resources functions of City.
- Served as primary liaison for Mayor and CAO for all Council-related issues concerning audits, forecasts, assessments, retirement, and performance measurement and goal setting initiatives.
- Addressed previous bond rating agency concerns regarding tax collection rates and use of one-time funds by establishing a comprehensive revenue administration process during first seven months of employment. This process resulted in a significant increase in revenue and broad support from residents and the business community.
- Transitioned City to a comprehensive outcome-based budget process. Engaged and energized a diverse community in embracing this process. The new budget process began with the City's priorities, tied measurable outcomes to these priorities, and tied employee performance to achieving these measurable outcomes.
- Worked closely with Council and the Administration in a collaborative approach to enhance the communication of City priorities with residents. Enhanced the brand of Richmond through this process.

### *2007-2009* Assistant City Manager *City of Norfolk*

- Served as key advisor to City Manager, Mayor, and City Council for municipal operations. Managed a considerable portfolio consisting of: budget, finance (including debt policy and debt service), retirement, personnel (including compensation and benefits), education (including K-12 and higher education), constitutional officers, and municipal and cultural facilities.

- Developed meaningful relationships with City staff and community partners by engaging in comprehensive discussions on City initiatives and the impact on community building.
- Continued to serve as Acting Budget Director as well as provided oversight to Facilities and Fleet Operations.

**2004-2009**     **Director of Budget and Management**  
*City of Norfolk*

- Led a highly motivated team developing, implementing, and monitoring a comprehensive one billion dollar operating and capital budget for the second largest City in the Commonwealth.
- Advised City Manager, Mayor, and City Council on key policy and financial issues including revenue and tax strategies, capital improvement program strategies, personnel, and revenue and expenditure forecasts.
- Established and fostered strong relationships with the community in order to advance City priorities.
- Restructured office to focus on continuous improvement, program and policy analysis, and performance measurement; brought structural balance to budget during first year of employment (three years earlier than projected in the City's five-year forecast).

**2001-2004**     **Deputy Secretary of Finance**  
*Office of the Governor, Commonwealth of Virginia*

- Advised Governor and Secretary of Finance on budget development, budget execution, tax policy, and strategic planning; helped ensure Commonwealth's sound fiscal condition.
- Served as lead Deputy to Secretary of Finance in the following areas of government: taxation, commerce and trade, natural resources, administration, human resources, and public safety.
- Managed operations of Office of Finance, and communicated the management practices of the Commonwealth with various constituent groups and independent evaluators.
- Established credible relationship with Legislature to advance Administration's priorities.
- Helped preserve the Commonwealth's coveted AAA bond rating.

**1998- 2001**     **Assistant Secretary of Finance**  
*Office of the Governor, Commonwealth of Virginia*

- Developed, coordinated, and monitored legislative, strategic planning, and performance measurement activities of the agencies that comprise the Finance Secretariat – the Departments of Accounts, Planning and Budget, State Internal Auditor, Taxation, and Treasury.
- Provided leadership and guidance to Finance agencies on various policy and finance issues.
- Advised Governor's Office on policy and fiscal implications of proposed legislation.
- Managed special studies directed by Legislature and Governor's Office.

**1994-1998**     **Senior Legislative Analyst**  
*Joint Legislative Audit and Review Commission*

- Conducted examinations of a broad range of programs and operations in state agencies for an award-winning legislative oversight agency.
- Completed research activities that required intensive teamwork and comprehensive individual quantitative and qualitative analyses.
- Assisted with developing, coordinating, and presenting report recommendations that resulted in agency efficiencies, program effectiveness, and significant savings for the Commonwealth.

**1993-1994**     **Evaluation Analyst**  
*Virginia Department of Planning and Budget*

- Gained research and analytical experience as a team member on program and policy evaluations.
- Collected quantitative and qualitative data from state agencies and conducted data analysis.
- Prepared comprehensive reports based on findings.
- Assisted in briefing leadership in executive agencies.

**RELATED EXPERIENCE**

- **Community Service Activities**
  - ***Norfolk Forum Board Member, 2015-present***  
Serve as a board member on the oldest publicly-subscribed speakers' forum in America.
  - ***YMCA of South Hampton Roads Metropolitan Board, 2015-present***  
Serve as board member for YMCA established locally in 1885.
  - ***United For Children Board of Directors, 2013-present***

- Serve as board member for public-private partnership designed to increase educational success.
- ***United Way of South Hampton Roads Board of Directors, 2012- present***  
Serve as a board member for region's nationally-recognized United Way entity.
- ***First Presbyterian Church of Norfolk, 2006 –2009***
- Served as a member of Session assisting Church in financial and program areas. Served as co-chair of Daycare Committee and assisted in expanding daycare opportunities for community.
- ***Park Place Child Life Center, 2006 – 2007***  
Served as a board member for center in one of the city's most economically disadvantaged areas.
- ***Our Lady of Lourdes School, 2003 –2004***  
Served as a finance committee member and assisted in budget and program development.
- ***Big Brother Big Sister Services, Incorporated, 2001 --2003***  
Served as a board member and assisted in budget development and execution.
- ***Cooperative Management Services, 2001 -- 2003***  
Served as a board member and assisted in community development.
- ***Grace House, Inc., 1995 - 1998***  
Served as vice president of board of directors and developed budgets and programs.
- **Awards and Recognitions**
  - ***Inside Business 2016 Power List***  
Ranked as one of the top 25 leaders in the region of 1.7 million residents and 17 municipalities.
  - ***2015 International City/County Management Association Annual Conference Presenter***  
Provided North American peers with resilience efforts in Norfolk and across the world.
  - ***2014 Julian F. Hirst Award Winner***  
Award given for distinguished service in public administration.
  - ***2013 All America City Award***  
Received award for Norfolk's efforts in Veterans and Neighbor's Building Neighborhoods programs.
  - ***The Rockefeller Foundation 100 Resilient Cities Network 2013***  
Recognized internationally as one of the first 33 resilient cities in the world.
- **Government Service Activities**
  - ***Hampton Roads Planning District Commission, 2015-present***  
Serve as member (since 2011) and treasurer of the region's planning district commission.
  - ***Greater Norfolk Corporation Board of Directors, 2011-present***  
Serve as member of Norfolk's public/private sector economic development collaborative.
  - ***Peumansend Creek Regional Jail 2010 - present***  
Represented City on regional board designed to address jail overcrowding in Alexandria, Arlington, Caroline, Loudoun, Prince William, and Richmond.
  - ***Richmond Retirement System 2009 - present***  
Served as member of the Investment Advisory Committee for Richmond Retirement System. Provided recommendations to Richmond Retirement Board concerning investment policies and strategies.
  - ***Hampton Roads Regional Jail, 2004 – 2009***  
Represented City Manager on regional board designed to address jail overcrowding in Norfolk, Portsmouth, Newport News, and Hampton. Served on Finance Committee; developed annual budget.
  - ***Old Dominion University, 2006 -2008***  
Served (on contractual basis) as adjunct faculty member for graduate studies in public administration. Provided instructions for core graduate-level budgeting and finance course.
  - ***Chairman of United Way Campaign for Norfolk City, 2005 - 2006***  
Served as Chairman of the City's charitable giving campaign. Developed methods to enhance public and private sector participation. Previously served as Vice Chairman.
  - ***Commonwealth Competition Council, 2003 – 2004***  
Appointed by Governor to serve as a member on independent council comprised of state legislators, public servants, and private citizens. Council is charged with identifying government best practices and seeking public/private partnerships that will cut government costs.
  - ***Virginia Executive Leadership Institute Advisory Council, 2002 – 2004***  
Served as a council member on the Commonwealth's leading professional development and leadership program for senior state government officials.
  - ***Commonwealth of Virginia Campaign Advisory Council, 1998 -- 2004***  
Served as a board member of the Commonwealth's charitable giving campaign. Revised and monitored eligibility guidelines to ensure added emphasis on inclusion and increased contributions.
  - ***Racial Profiling Task Force, 1999 -- 2001***

Served as co-chairman of multi-discipline task force studying the issue of racial profiling by police officers in the City of Richmond. The task force was recognized as a prototype for the nation.

• **Government Operations and Research Reports**

- *Well-Managed Government Report for City of Richmond Operations*
- *Real Estate Tax Relief Strategies for Local Governments*
- *Finance Secretariat Strategic Plan*
- *Decentralization Pilot Projects in Higher Education*
- *Virginia's Welfare Reform Initiative: Implementation and Participant Outcomes*
- *Review of the Comprehensive Services Act*
- *Review of the Department of Corrections' Inmate Telephone System*
- *Minority-Owned Business Participation in State Contracts*
- *The Concept of Benchmarking for Future Government Actions*
- *Oversight of Health and Safety Conditions in Local Jails*

**EDUCATION**

**Virginia Commonwealth University**, Masters of Public Administration, August 1993

**James Madison University**, Bachelor of Science, August 1990