

City of Miami Beach

## City Manager

### Summary of Articles

#### Alfred Jerome Fletcher

(Note: Articles Follow In Reverse Chronicle Order)

#### Articles

- *MoCo Weighs \$5M More for Coronavirus Relief. But the County Has Yet to Deliver Its First \$20M*, Washington Business Journal, April 14, 2020.
- *Council Confirms Two Aides for County Executive's Office*, Bethesda Magazine, March 1, 2019.
- *GSA to Highlight Small Business Forecast Tool to Make it Easier for Small Businesses to Access Forecasting Opportunities Across Government*, State News Service, March 24, 2016.
- *A. Jerome Fletcher II, Special Assistant to the Alexandria City Manager, Resigns to Accept Federal Appointment*, City of Alexandria, November 20, 2015.

#### Websites

- Montgomery County - [https://www.montgomerycountymd.gov/exec/bio/Jerome\\_Fletcher.html](https://www.montgomerycountymd.gov/exec/bio/Jerome_Fletcher.html)
- District of Columbia, Department of General Services - <https://dgs.dc.gov/biography/jerome-fletcher-chief-staff>
- LinkedIn - <https://www.linkedin.com/in/a-jerome-fletcher-ii-mpa-97484625/>

#### Video

- What's happening MoCo – Jerome Fletcher – *YouTube* – June 19, 2020 <https://www.youtube.com/watch?v=xlmQfXcoLT0>
- What's happening MoCo – Marcus Johnson & Jerome Fletcher – *YouTube* – January 21, 2021 <https://www.youtube.com/watch?v=mMw-pl7ixwY>

# MOCO WEIGHS \$5M MORE FOR CORONAVIRUS RELIEF. BUT THE COUNTY HAS YET TO DELIVER ITS FIRST \$20M

## WASHINGTON BUSINESS JOURNAL

Alex Korma  
April 14, 2020

**Montgomery County** is gearing up to send another \$5 million to small businesses reeling from the effects of the coronavirus outbreak, though frustrations persist about delays in distributing the first \$20 million lawmakers previously set aside for that purpose.

The County Council rolled out plans Tuesday to expand a "Public Health Emergency Grant Program" established last month for businesses struggling to survive amid the pandemic-induced economic slowdown, targeting the new funds specifically for restaurants and retailers.

The council seeded the fund with \$20 million last month, setting aside a quarter for those types of businesses - this newest appropriation is designed to supplement that amount, especially after lawmakers clashed over how much to designate to help stores and restaurants hit the hardest by Gov. Larry Hogan's stay-at-home order.

"We agreed on that 25% level, we came to a compromise," said Councilwoman Nancy Navarro, D-District 4, during the council's virtual meeting Tuesday. "But we wanted to come back and see what else we could do."

The county has yet to distribute any of the funds it's earmarked to help local businesses, despite establishing the grant program two weeks ago. A county webpage lays out requirements for businesses, in order to help them prepare for when applications become available, but the delays have left some council members puzzled.

"I want to express my deep disappointment about the delay in getting the full \$20 million out as quickly as possible," said Councilman Andrew Friedson, D-District 1. "I'm a little uncomfortable that we're appropriating additional funding for a program that the executive branch still has not been able to get up and running."

**Jerome Fletcher**, an assistant chief administrative officer for the county, said in an interview that he is targeting Wednesday at 2 p.m. for the full rollout. He said part of the delay stemmed from working with businesses and lawmakers to refine the eligibility criteria, while the rest came down to changes pushed forward by County Executive Marc Elrich.

The council had originally designed the program to allow each business to apply for up to \$75,000 in cash, but Fletcher said the county executive feared that would limit the number of companies that could access the funding. Instead, Elrich's office worked change to the program's requirements so that the first

1,000 companies to demonstrate revenue declines of 50% or more due to the pandemic can get \$10,000 grants.

That will account for half of the \$20 million in initial funding for the program, which Fletcher hopes to get out the door first. Then, he said the county will turn to businesses with smaller losses until the fund is fully drawn down.

Fletcher praised the council for being "proactive" in looking to send the program more money before grants even made it to businesses. And he said the county would not be shy about looking for more assistance moving forward.

"We will keep all that information on file, even for people that don't receive funding initially," Fletcher said. "Because depending on how long this lasts, we may have to go back to end of the line and give out \$5,000 grants to everyone or something like that. ... We just don't know yet and we don't want to box ourselves in."

The District closed applications for a similar grant program on April 1, and officials are hoping to make funding decisions before the month is out. Prince George's County is accepting applications until May 15 for a \$15 million program offering a mix of grants and loans, while several Northern Virginia localities are also still considering creating such programs.

The **Montgomery County** Council is scheduled to approve the additional \$5 million appropriation on April 21.

County lawmakers also introduced a measure Tuesday to freeze rent increases while the public health emergency persists, following a similar move in the District. The bill, backed by Councilman Will Jawando, D-At large, would protect residential tenants, small businesses and nonprofits from rent hikes for up to 30 days after Hogan calls off his emergency measures tied to the virus.

Additionally, lawmakers chose not to act on legislation that would require shoppers to wear masks or other face coverings in grocery stores. The council determined that a previous directive from County Health Officer Dr. Travis Gayles inspired by the proposed legislation would satisfy the county's legal requirements for compelling such a move.

# COUNCIL CONFIRMS TWO AIDES FOR COUNTY EXECUTIVE'S OFFICE

## BETHESDA MAGAZINE

Dan Schere  
March 1, 2019

Two assistant chief administrative officers for Montgomery County government were unanimously approved by the County Council Thursday.

Alfred Jerome Fletcher II and Caroline Sturgis will assist CAO Andrew Kleine in carrying out County Executive Marc Elrich's priorities.

They will have base salaries of \$165,000.

Fletcher, 44, of Woodbridge, Virginia, has spent a career in government, working during the past year as the senior deputy director for the District of Columbia's Department of Small and Local Business development and as an administrator in the District's general services agency for several years. His areas of focus will be working with county departments and staff to grow the economy and make government more sustainable — two key pledges Elrich made during last year's campaign.

Sturgis, 44, of Baltimore, has experience that includes more than one year as deputy budget director for Baltimore City, as well as several other government positions in the city that included chief financial officer for the police department. She will work with the county police department and other agencies to carry out Elrich's goals of improving neighborhood safety and helping youth and families thrive.

Kleine, during a previous meeting, said his assistants differ from previous administrations, in that they are both managers within the county executive's office, but also liaisons to other departments that are responsible for helping the county executive achieve his vision.

This prompted some confusion among council members at Thursday's hearing, particularly from council member Andrew Friedson.

"Who is the ACAO we're supposed to call when there's a DHCA [housing] issue, so Andrew Kleine doesn't get all of the calls? If we don't have very specific areas, I don't think any of us will know who we're supposed to call," he said.

Friedson said he didn't mean the question as a criticism, but as a request for clarity.

"Sometimes it seems like there are specific departments where the ACAO is viewed as directly tied, and sometimes the answer is, 'we're looking for collaboration,'" said.

Elrich has yet to appoint five top-level cabinet officers, which will require council approval.

# GSA TO HIGHLIGHT SMALL BUSINESS FORECAST TOOL TO MAKE IT EASIER FOR SMALL BUSINESSES TO ACCESS FORECASTING OPPORTUNITIES ACROSS GOVERNMENT STATE NEW SERVICE

General Services Administration  
March 24, 2016

The following information was released by the General Services Administration:

Today, the Associate Administrator of the Office of Small Business Utilization **Jerome Fletcher** held a Google hangout around the Forecast of Contracting Opportunities Tool. GSA's internal technology team "18F" created this tool on behalf of the Office of Small Business Utilization, to make it easier for small businesses to locate contracting opportunities with federal agencies. With this tool, small businesses can now easily sort through forecasted contracting data by agency, contract award status, location, North American Industry Classification System Code and Contract Value.

Quote from Jerome : "The Forecast Tool provides a tremendous opportunity for GSA to make it easier for vendors to find forecasting information and opportunities in the federal government. This is a great example of the work the Office of Small Business Utilization does. We are always looking for new ways to improve communication and transparency to give businesses the edge they need to be successful in the federal market."

About the General Services Administration:

The U.S. General Services Administration is an independent agency of the U.S. government whose mission is to deliver the best value in real estate, acquisition, and technology services to government and the American people. The agency's Public Buildings Service is one of the largest and most diversified public real estate organizations in the world. Its portfolio consists of 376.9 million rentable square feet in 8,721 active assets across the United States, in all 50 states, 6 U.S. territories, and the **District of Columbia**.

# A. Jerome Fletcher II, Special Assistant to the Alexandria City Manager, Resigns to Accept Federal Appointment

Page archived as of [November 20, 2015](#)



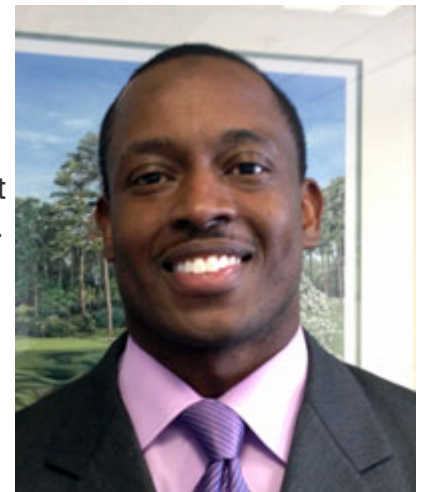
## RELATED CONTENT

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PLEASE NOTE: This page has been archived and will no longer be updated.

*For Immediate Release: October 8, 2014*

City Manager Rashad M. Young has announced that A. Jerome Fletcher II, Special Assistant to the City Manager, will resign effective October 17 to accept appointment as Associate Administrator for the Office of Small Business Utilization of the U.S. General Services Administration.



"Jerome has been an indispensable asset to our organization, and to me as city manager," said Young. "He has helped ensure service excellence for our customers and promoted an engaged community."

Fletcher joined the City in 2012. He currently oversees the Office of Civic and Community Engagement, which includes the City's primary customer service program, *Call.Click.Connect.*, and the City's civic

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engagement framework, *What's Next, Alexandria?* He previously worked to improve the City's legislative workflow processes and staff services to City Council.

"I have truly enjoyed my time here in Alexandria, creating many lifelong professional and personal relationships," said Fletcher. "I'm proud of the work we've done together, and will cherish the people here."



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# ! COVID-19 Updates

## Vaccine and Priority Group Information

### Jerome Fletcher

#### *Assistant CAO*

Since March 2019, Jerome Fletcher has served as an Assistant Chief Administrative Officer for Montgomery County. In this role, he joined Montgomery County and brings more than 20 years of government experience including success in economic impact with the small business community at a local and federal level. Also, an advocate for diversity and inclusion, he will lead the team that ensures residents are given a fair shot to thrive in the County regardless of their economic circumstances. He oversees the Growing Economy and A More Affordable and Welcoming County Outcomes.



Prior to joining the County, at the General Services Administration (GSA) as the Associate Administrator for the Office of Small Business Utilization he led a team of small business specialists and policy experts who advocated nationally for small companies including, those owned by women, minorities, socially and economically disadvantaged individuals, and Armed Forces veterans. Prior to GSA, he served in Alexandria, VA., city government where he had a broad range of responsibilities, ranging from improving operating policies and procedures to implementing consistent civic engagement and customer service practices. Prior to that, he served in City of Greensboro, N.C., City Manager's Office and Financial Department.

Fletcher received his Bachelor of Science in Accounting from North Carolina A&T State University in Greensboro, NC and a Master's degree in Public Administration from the University of Phoenix.

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## Department of General Services

[coronavirus.dc.gov](https://coronavirus.dc.gov)

[Read Mayor Bowser's Presentation on DC's COVID-19 Situational Update: March 4](#)  
[DC Entered Phase Two of Reopening on June 22. View the Guidance.](#)

## Department of General Services



### Office Hours

Monday to Friday, 9 am to 5 pm, except District holidays

### Connect With Us

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Jerome Fletcher, Chief of Staff



Jerome Fletcher comes to DGS with extensive experience in all aspects of managing local city government operations. Mr. Fletcher served as the Associate Administrator for the Office of Small Business Utilization (OSBU) at the U.S. General Services Administration (GSA) as a Presidential Appointee under the Obama Administration. Prior to this role, he served as the Special Assistant to the City Manager & Manager of the Office of Civic & Community Engagement in the City of Alexandria, VA and before that as the Assistant to the Finance Director and City Manager in the City of Greensboro, NC.

While he has extensive experience in local government, the challenge to lead at the federal level really drew him to the job at GSA. His goals at GSA were to expand opportunities for small businesses, develop new talent within the small business and acquisition workforce, and use technology to increase small business participation in government contracting.

Mr. Fletcher received his Bachelor of Science in Accounting from North Carolina A&T State University in Greensboro and a Master's degree in Public Administration from the University of Phoenix.

Contact Email: [jerome.fletcher@dc.gov](mailto:jerome.fletcher@dc.gov)

## Contact

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(LinkedIn)

## Top Skills

Government  
Budgets  
Policy

## Certifications

North Carolina Certified Licensed Government Finance Officer/  
Presidential Leadership Workshop Graduate/International City/County Management Association (ICMA), Leadership ICMA Graduate

## Honors-Awards

Distinguished Professional

# A. Jerome Fletcher II, MPA

Executive Leader with 20+ years' success leading fast-paced local/federal government administrative operations and building top-performing teams.

Washington DC-Baltimore Area

## Summary

Hello, my name is Jerome and I'm a dynamic, versatile, hands-on executive leader with a wealth of knowledge and experience in strategic operations planning, project management, and stakeholder engagement. I strive to cultivate and grow relationships with elected officials, often supervising high ranking leaders. I frequently serve as the organization's designated spokesperson to the media, businesses, community organizations, government officials, and other stakeholders. I often champion organizational development initiatives that shift culture and promote high performance throughout all teams. I systematically deploy structured problem-solving approaches for emerging issues. I maintain engagement throughout stressful situations and environments. I also build and lead teams of top talent through interactive training and mentorship programs.

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## Experience

Montgomery County Government  
Assistant Chief Administrative Officer  
March 2019 - Present (2 years 1 month)  
Rockville, MD

Strategically led daily operations and important decision-making processes as a member of the County Executive's leadership team, which created and managed a budget and programs of \$7B+ annually.

- Formulated a Public Health Emergency Grant (PHEG) that awarded \$21M to 2k+ small businesses, restaurants, retail stores, and non-profit organizations in response to the COVID-19 crisis.
- Re-opened and distributed \$5M in funds to 5k+ businesses out of the Montgomery Grant Program. Streamlined the application and distribution process.

- Provided the highest level of financing in the Housing Initiative Fund's 30-year history. Preserved and sustained operations for 22 multi-family properties that contained 3,254 apartment units and 1,982 affordable housing units.

## DC Government

### Local Business Development

April 2017 - March 2019 (2 years)

Washington D.C. Metro Area

#### Senior Deputy Director/Chief of Staff

Collaboratively led the daily management and growth of critical programs and partnerships. Focused on enhancing small business performance and growth in the District of Columbia.

- Awarded \$15M in grants and loans every year to groups and vendors who re-invested funds in the local community. Encouraged growth from local businesses.
- Achieved and maintained an 85% rate of agency compliance for small business goals. Elevated performance by 10% over the previous year.
- Guided the D.C. Procurement Technical Assistance Center (DCPTAC) that executed 52 workshops with over 2.2k attendees. Successfully distributed contracts that exceeded \$13M in value.

## GSA

### Associate Administrator

October 2014 - January 2017 (2 years 4 months)

Washington D.C. Metro Area

Championed a nationwide program for small business entrepreneurs, encouraging growth through assistance and innovative programs. Held a Top Secret Security Clearance for classified information.

- Established the small business and subcontracting socioeconomic goals for FY 2015 and 2016. Achieved a small business result of 44%, 12% higher than the target of 32%.
- Developed and executed a nationwide workforce training titled "Small Business First." Prioritized small business training based on the procurement lifecycle.

- Utilized social media and appeared on the "Government Matters" TV show. Increased small business hosted events by a total of 45%.

### City of Alexandria

Special Assistant to the City Manager

September 2012 - October 2014 (2 years 2 months)

Alexandria, Virginia, United States

Manager of the Office of Civic & Community Engagement

Influenced and ensured the on-time delivery of large scale projects as a member of the City's senior leadership team. Provided support and strategic decision-making for all aspects of operations highlighted by initiatives aimed at improving communication, performance, & accountability.

- Engaged staff through training, executed important projects, and encouraged online performance through the newly created Office of Civic and Community Engagement. Improved the engagement of key stakeholders with civic engagement framework, "What's Next, Alexandria?"

- Selected, implemented, and continuously improved the City's response to complex requests and emerging issues. Deployed a structured problem-solving approach that drove down the average response time by 25% (Call.Click.Connect)

- Monitored the performance of customer service through dedicated analysis and reporting. Boosted satisfaction with City services across all departments.

### City of Greensboro

Assistant to the City Manager/Assistant to the Finance Director/  
Business Office Manager

July 1998 - August 2012 (14 years 2 months)

Greensboro--Winston-Salem--High Point Area

Functioned in three different roles throughout tenure, all focused on assisting operational excellence for the finance and general operations areas. Acted as a key member and leader of the City of Greensboro's Greensboro Coliseum administrative operations.

- Orchestrated hundreds of requests for information that were aligned with the open records law. Improved accessibility with efficient usage of an electronic tracking software system.
- Actively participated as a Job Evaluation Team Member for the City's compensation study. Clearly defined the structure and requirements for each department. Improved the equality of pay across departments.
- Assembled reports for outstanding debt and debt service analysis. Facilitated compelling presentations to bond rating agencies for decision-making purposes.
- Accurately forecasted and presented the budget proposal to the City's leadership team. Reduced and virtually eliminated unnecessary spending.
- Managed the City's \$25M annual budget. Exercised caution and removed wasteful spending throughout all aspects of operations. Successfully lowered the budget by 15% annually.
- Leveraged a prior investment into a third-party ticketing and concession vendor base/system. Executed capital improvement projects valued at \$10M+

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## Education

University of Phoenix

Master's degree, Public Administration · (2013 - 2014)

North Carolina Agricultural and Technical State University

Bachelor of Science (B.S.), Accounting · (1993 - 1997)