

MATTHEW H. FLINNER

EXPERIENCE

PENNSYLVANIA DEPARTMENT OF GENERAL SERVICES (DGS)

Harrisburg, PA

State government agency with 1,000+ employees managing annual state spending of \$4 billion in goods and services; \$300+ million in annual non-highway capital projects; real estate portfolio of 19+ million sq. ft. in owned and leased space; and oversight of nearly 30 state-owned facilities.

Chief of Staff

July 2022 to Present

- Advise the DGS Secretary as agency's number two leader providing management for 1,000+ department employees and a \$200+ million annual budget to enhance service delivery across 100 unique business lines.
- Supervise capital and real estate projects, fleet vehicle and parking operations, procurement, facilities maintenance, workplace safety and security, and visitor services to protect, preserve, develop, and improve the Commonwealth's diverse physical assets, including the 45-acre Pennsylvania Capitol Complex.
- Coordinate IT and HR operations to advance agency goals of expanding public services to digital channels and reducing vacancy rates across skilled trades and technical occupations through targeted recruitment campaigns.
- Oversee the agency's fiscal team to develop annual budget proposal and analysis of spending trends and service level demands that led to the allocation of 8% in additional agency funding over 2+ fiscal years.
- Appointed to lead the agency's 2023 gubernatorial inauguration and transition efforts, including activities related to media services, security, facilities operations, and the Pennsylvania Governor's Residence, and successfully oversaw the safety and movements of a record number of attendees at the Pennsylvania Capitol Complex.

PENNSYLVANIA DEPARTMENT OF LABOR & INDUSTRY

Harrisburg, PA

State government agency with \$1.4 billion budget managing programs for workers and employers, including unemployment insurance, workforce development, vocational rehabilitation, and safety and labor management.

Director of Transformation

March 2020 to July 2022

- Implemented the Secretary's strategic objectives centered on continuous improvement, technological innovation, and waste reduction, translating 29 high-level objectives into 66 actionable goals across 29 program areas.
- Directed the successful implementation of 100+ improvement projects centered on Governor Wolf's customer service, IT modernization, and data management initiatives, leading to an estimated \$31+ million in total cost savings across the agency over a 2+ year period.
- Led the hiring and onboarding efforts for 3,000+ contractors to support the agency's response to the state's unemployment crisis at the height of the COVID-19 pandemic, ultimately reducing commonwealth hiring, onboarding, and training timelines by 75%.
- Led an organizational transformation of the agency's internal audit team and streamlined its investigation processes, improving response times by over 25% and eliminating backlog of about 600,000 fraud claims.

BETTER BUSINESS BUREAU (BBB)

St. Louis, MO

Program Manager

March 2017 to March 2020

- Implemented a strategic plan review process for the BBB Board of Directors to share, track, and measure organization's performance that led to improved metrics around consumer complaint inquiries.
- Led the design, implementation, and oversight of multi-channel training programs on consumer financial protection, financial planning, and entrepreneurship, reaching about 6,400 participants over three years.
- Drove partnerships with external stakeholders, including government agencies, small businesses, educational institutions, and civic organizations, enhancing program outreach impressions by 400% over three years.

ONE3LED (*Operations Manager; Chesterfield, MO; Oct 2014 - Feb 2017*)

SWANK MOTION PICTURES (*Account Executive: St. Louis, MO; Sep 2011 – Sep 2014*)

ENTERPRISE HOLDINGS (*Branch Manager; Rolla, St. Robert, and Lebanon, MO; Nov 2006 – Jun 2011*)

Operations Management

- Coordinated enterprise warehousing operations encompassing daily shipments to and from suppliers and installers, and slashed operational expenses by 30% utilizing a new quality control system.
- Developed and maintained strategic vendor relationships to improve supply chain efficiency, leading sourcing initiatives that reduced procurement timelines by nearly 15%.
- Responsible for the care and maintenance of 275 vehicle fleet assets, the facility management of three branch locations, and transporting assets throughout the region for sale or redistribution.

Revenue Growth

- Grew combined revenue by 20% and led the region in annual sales while achieving one of the highest recorded customer service scores, a 3-month complete satisfaction rating of 97%.
- Increased profitability by 10% in a \$4 million collegiate and recreational film licensing territory through data-driven strategies, operational efficiency improvements, and targeted market expansion initiatives.
- Led the implementation and optimization of an inventory management system that reduced parts and services department costs and drove a 6% increase in company revenue through improved efficiencies.

EDUCATION AND SKILLS

UNIVERSITY OF MISSOURI

Columbia, MO

B.S. in Business Management, Robert J. Trulaske Scholar

SKILLS: Operations Management • Budgeting and Fiscal Operations • Performance Management • Continuous Improvement • Change Management • Strategic Planning • Project Management • Program Evaluation • Talent Acquisition & Retention • Regulatory Compliance • Policy Development • IT Implementation • Crisis Management

November 18, 2024

Dear City of Annapolis Hiring Team:

I am excited for the opportunity to apply for the Director of Central Services position with the City of Annapolis. As the Chief of Staff at the Pennsylvania Department of General Services (DGS), I have the honor of providing administrative leadership for the Commonwealth of Pennsylvania. I have a proven record in advancing strategic operational initiatives for large, complex organizations like the City of Annapolis. My agency oversight includes 1,000+ employees at DGS who collectively work to protect, maintain, procure, and advance the Commonwealth's many physical assets, including supporting the operations of 30 state agencies and their employees and visitors. After building a career in the private and public sectors, I am the right candidate to help the City Manager deliver efficient and effective procurement, facilities, fleet, and other administrative services for the City of Annapolis:

- **Leveraging Operations Management Experience:** As DGS's Chief of Staff, I implemented impactful reforms to significantly improve the delivery of administrative services under two gubernatorial administrations. I led teams in tackling the Commonwealth's most challenging facilities, capital programs, space management, real estate, and procurement objectives and in each of these engagements, we achieved our directives through transparency, a keen management of competing priorities, and a laser focus on the customer's needs. The next Director of Central Services has an opportunity to support the City Manager in driving sustainable and meaningful operational improvements and I am confident my experience managing complex, multimillion dollar initiatives in the public sector will serve to advance the City's goals.
- **Steering Fiscal, Real Estate, and Facilities Management Activities:** I am responsible for managing DGS's most critical projects, working with the agency's cross-divisional budget, programmatic, and legal teams to develop and oversee robust operational plans that control costs while delivering effective services. I have worked behind the scenes to improve the agency's budget management structure from top to bottom, ensuring \$200+ million of the agency's funding is appropriately tied to forecasted spending levels and key priorities with strong internal controls. I have a proven record in rightsizing leased and owned real estate assets to government's operational needs and have overseen changes to the Commonwealth's space management plan to incorporate new and model ways of flexible work environments.
- **Delivering Resilient and Sustainable Operational Change:** My philosophy around operational change is that organizations should be vigilantly oriented to solve practical problems while utilizing the best possible solutions. I have a record of overcoming tough challenges, whether elevating an organization's fiscal performance, fostering a culture of continuous improvement, negotiating complex contracts, or building trust with external stakeholders. With years of experience in both advising and leading C-Suites in dynamic business and political environments, I am confident in my capacity to advance streamlined, reliable, and effective operations for the City of Annapolis.

My collective experiences in leading and problem-solving thorny operational issues for the Commonwealth will allow me to successfully step into the Director of Central Services role. The common thread that unites my professional experiences has been an acute focus on serving organizations like the City of Annapolis with critical missions and broad impact. Thank you for your consideration, and I look forward to hearing from you soon.

Sincerely,



Matt Flinner