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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION OF PUBLIC HEALTH SERVICES

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Lori A. Shibinette
Commissioner

Patricia M. Tilley
Director

October 4, 2021

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Pursuant to New Hampshire RSA 94:6, the Department of Health and Human Services, Division for Public Health Services respectfully requests to place Iain Watt at Step 7 for the Deputy Director, Public Health Services, Position #9U516, unclassified salary grade GG, earning $109,408.00, effective November 5, 2021, upon Governor and Council approval. 35% General Funds, 63% Federal Funds and 2% Other Funds.

EXPLANATION

Position #9U516 Deputy Director, Public Health Services, with the Director of the Division of Public Health Services (DPHS), directs, and evaluates the statewide development and implementation of major public health programs, initiatives, policies, and procedures. The Deputy Director supervises the Bureau Chiefs of the Bureau of Emergency Preparedness, Response and Recovery and the Bureau of Public Health Systems, Policy and Equity. This position is charged with coordinating cross-departmental work to improve the health status of New Hampshire residents, modernize DPHS service delivery, and develop operational plans, policies, and procedures. The Deputy Director works horizontally and vertically across DPHS and all divisions within the department to accomplish this role. Because of its breadth of work, the Deputy Director requires a minimum of seven years in the management of public health policy, public administration, emergency preparedness or health care administration.

Mr. Watt earned a Bachelor of Arts degree from the University of Pennsylvania and a Master of Public Policy at Harvard University and brings a decade of government project management, operational planning and emergency preparedness and recovery skills from Los Angeles County and New York City. In his time with DPHS, he has led a newly formed Bureau of Emergency Preparedness, Response and Recovery of 11 full-time and contract staff executing activities across the 15 public health emergency preparedness and response capabilities. As Bureau Chief, Mr. Watt has managed a budget of more than $50 million among various grants and contracts supporting execution of emergency preparedness activities, workforce development, regional public health missions, COVID-19 response, and other activities.

When Mr. Watt began service with DPHS, he negotiated a salary of $104,267.00, LG 33, Step 9 to match his salary from Los Angeles County Office of Emergency Management. With increased responsibilities as Deputy Director, DHHS proposes to compensate Mr. Watt at an unclassified salary grade GG earning $109,408.00.

As DPHS emerges from the COVID-19 pandemic, it is essential that we have competent leadership with expertise in emergency response and recovery, stakeholder engagement, and operational planning. Mr. Watt brings proven experience and success in the public sector managing diverse staff and complex federal grant deliverables and budgets. He is seen as an emerging leader not only within DHHS, but also among partner agencies and community providers. We respectfully request compensation commensurate with his experience and expertise.

Respectfully submitted,

Lori A. Shibinette
Commissioner

IAIN WATT

EDUCATION

Harvard University, John F. Kennedy School of Government — **Cambridge, MA**
Master in Public Policy, May 2013

University of Pennsylvania — **Philadelphia, PA**
Bachelor of Arts in English, Magna Cum Laude, May 2004

SKILLS

Organization building • Project and people management • Strategic planning • Stakeholder engagement
Operations and emergency management • Process improvement • Writing and communications
Change management

EXPERIENCE

March 2021 to Present — **State of New Hampshire, Division of Public Health Services** — **Concord, NH**
Bureau Chief, Emergency Preparedness, Response, and Recovery

- Lead team of 11 full-time and contract staff executing activities across the 15 public health emergency preparedness and response capabilities
- Integrated staff, work plans, and budgets from various pre-existing programs into new organizational structure in DPHS; created org chart and Bureau work plan; in process of establishing additional goals and operational norms as staff return from COVID-19 responsibilities
- Established State's camp and school testing program in partnership with Granite United Way, Dept. of Education, and camp partners; manage grant execution, CDC reporting, and internal coordination of policy and communication activities with DPHS and DHHS staff
- Developed near- and medium-term strategy for management of 93k square feet of warehouse space, $30M in inventory, and associated staff and equipment needs; working with staff on long-term steady state strategy, thorough safety protocols, and other operational needs
- Manage $50M+ across various grants and contracts supporting execution of emergency preparedness activities, workforce development, regional public health missions, COVID response, and other activities

May 2019 to Feb. 2021 — **Los Angeles County, Office of Emergency Management** — **Los Angeles, CA**
Manager, Strategic Initiatives

- Ran countywide Medical Shelter program during initial COVID-19 response; established 8 medical shelter sites in hotels, motels, and RV parks; managed team of 15 direct staff, built operational model and management structure, integrated staff and resources from dozens of departments, including medical staff and first responders; oversaw day-to-day operations for ~900 housing units; managed policy and reporting needs with State and County leadership and 88 local jurisdictions; safely housed almost 2,000 vulnerable individuals
- Managed 86-point Corrective Action Plan in response to the Woolsey Fire, largest in County history; coordinated among County departments to implement process improvements that enhance operational response protocols, inter-agency coordination, and internal and public communication
- Supervised team of four staff in various positions dedicated to planning, technology development, and documentation management for federal reporting
- Served as 24/7 Duty Officer on rotational basis coordinating County resources and communicating situational awareness of incidents to State partners, elected officials, and County departments

July 2017 to April 2019 — **Metropolitan Transportation Authority, New York City Transit** — **New York, NY**
Director, Operations Support

- Led three strategic areas in Department of Subways (DOS), all first-of-their-kind initiatives for the department: Digital Technology, Emergency Management and Preparedness, and Communications
- Developed Save Safe Seconds Campaign to engage frontline employees on improved service delivery and operational modifications; delivered agency's highest on-time performance in 6 years
- Directed department emergency preparedness and event response, including development of operating response plans for 30,000 employees to disruptions such as hurricanes and winter storms
- Served as project supervisor for DOS web applications, including a first-of-its-kind Google Street View-like system for the Subways right-of-way; marketed internally, trained 1,000 users

- Established departmental objectives for internal application development, data management, and integration of digital tools into planning and safety practices
- Responsible for staff of eight, including managers, software developers, analysts, and video team

Oct. 2015 to June 2017 *Director, Recovery & Resiliency (R&R)*

- Oversaw DOS Hurricane Sandy recovery division responsible for planning, oversight, and execution of $5.8B Sandy-related capital program; awarded more than $1.9B in construction
- Partnered with Transit leadership to communicate progress in R&R program with federal and state partners and institute activities to minimize customer impact and maintain public transparency
- Mediated issue resolution among more than a dozen stakeholder departments with attention to operational viability and engineering/cost efficiency in $2.6B Resiliency program; identified and reorganized $400M in project scope to address strategic goals and hedge program risk

Oct. 2014 to Sept. 2015 *Deputy Director, Recovery & Resiliency*

- Guided initiatives including the R&R technology suite, DOS emergency response planning, and project prioritization in evolving multibillion-dollar capital program
- Coordinated prioritization of prospective $6.7B R&R project portfolio engaging Subways senior leadership, affected operating groups, and Capital Planning & Budget to maximize impact of Hurricane Sandy funds on system recovery and operations
- Supervised staff of eight R&R Fellows with focus on project management and career development

June 2013 to Sept. 2014 *Fellow, Recovery & Resiliency*

- Developed model to optimize workforce deployment in $124M Capital Track program
- Created upgraded tool to schedule track access for system-wide maintenance allowing for real time analysis of budget, personnel, and material needs
- Delivered internal audit of various operating groups to justify federal reimbursement of $20M

June 2012 to Aug. 2012 **City of New York, Business Integrity Commission** **New York, NY**

Ash Center Summer Fellow in Innovation

- Conducted market analysis of city's $120M scrap metal industry, evaluating various data sources and legal frameworks and creating targeted outreach plan to engage stakeholders
- Evaluated existing regulatory regime for $700 million trade waste carting industry; provided direction to leadership regarding reform of rate cap governing 1,500 trade waste vendors

Oct. 2005 to May 2011 **Development Counsellors International** **New York, NY**

Account Supervisor, Economic Development

- Executed comprehensive economic development marketing programs for more than a dozen clients with contract renewal rate of 85% and return on investment regularly exceeding 20:1
- Managed multiple junior staff members from intern level to Senior Account Executives
- Directed internal audit of profitability by client and generated new division guidelines for service pricing, work plan development, and contract structure to improve profitability by 15% per client
- Wrote and edited external and internal materials including bylined articles, client work plans, sales proposals, press releases, e-newsletters, and collateral marketing for trade shows