



Lori A. Weaver  
Interim Commissioner

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STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
OFFICE OF THE COMMISSIONER

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December 29, 2022

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

**REQUESTED ACTION**

In accordance with RSA 94:6, New Appointments, the Department of Health and Human Services (DHHS) respectfully requests to place Tina Cabana at Step 5 for the position of Deputy Director, Division of Economic and Housing Stability (DEHS), Position #9U391, unclassified salary grade GG, earning \$100,256 annually, effective upon the first day of the first pay period following Governor and Council approval. Funding is 58% Federal Funds and 42% General Funds.

**EXPLANATION**

The DEHS mission is to advance the health, economic and social well-being of individuals, families and communities. DEHS has approximately 600 staff positions in five core Bureaus, two Department-wide programs and the integrated eligibility and enrollment system. Position #9U391 reports directly to the Division Director and provides leadership, direction and oversight in all strategic, business and operational aspects of the DEHS, and performs a key leadership role in a person-centric model, with DEHS staff, federal and state partners, community partners, and constituents. This includes directing and implementing statewide division objectives, programs, policy, and project initiatives, and managing overall staffing, administrative, operational and fiscal functions. The position requires a minimum of ten years of experience in high level supervisory, administrative, or business management work in a large public or private organization having responsibility for policy making decisions, with at least five years of experience in the field of health and human services.

Ms. Cabana offers the Department 30 years' experience in program planning and management, strategic planning and development, operations governance, staff professional development, and employee recruitment, 20 years of which have been at a management or leadership level. She has a Bachelor of Science Degree in Business Management with the highest honors, and is a certified Financial Social Work Coach. Ms. Cabana is highly skilled and experienced in mentorship, stewardship, leadership, and collaboration, with exceptional decision-making skills and leadership, conducting corporate tasks in a collaborative manner and enhancing business vision and performance.

Although it is not the goal for government to compete with private industry, our goal is still to recruit and hire quality, experienced employees to enable the Department to provide services to the citizens of New Hampshire effectively and efficiently. Based on the complexities of the administration and operations of DEHS programs, and the skills and experience we are looking for, the Department request Ms. Cabana be placed in the Deputy Director, DEHS position, unclassified salary grade GG, at Step 5.

Sincerely,

Lori A. Weaver  
Interim Commissioner

# Tina Cabana

## Deputy Director DEHS (Division of Economic and Housing Stability)

Program Planning & Management | Strategy Development & Implementation | Operations Governance | Professional Development

Seasoned, results-oriented, and success-driven professional regarded for more than 20 years of experience in all aspects of functionality pertaining to credit unions, banking, and financial institutions. Adept at managing corporate projects, programs, and products while coordinating with senior board members, and developing and implementing strategic plans and budgets. Efficiently oversaw credit capacity, capital, collateral, conditions, and character for risk portfolio and served in high-performing roles for development of promotions. Showcased expertise in excellent communication, financial funding, documentation and reporting, sustainability, program planning, service delivery, RFPs, budgeting, proposals, fundraising, peer support, human resources, proposal writing, public speaking, fiscal management, program oversight, corporate strategy, program management, project management, strategic planning, and external communications. Excellent mentorship, stewardship, leadership, and collaboration experience with exceptional decision-making skills with leadership experience in conducting corporate tasks in a collaborative manner and enhancing business vision and performance.

- Skilled in employee recruitment, training, and mentoring on corporate products to ensure increased professional development and systems with experience in managing operations related to loan & credit card portfolios, deposit products and service relationships departments.
- Proficient in taking corrective measures and using brilliant judgement skills to address and resolve numerous complications and discrepancies for maximized operational efficiency.
- Demonstrated exceptional skillset in liaising with Chief Executive Officer, formulating pertinent products, cultivating new and effective policies and regulations, and governing compliance, audits, and quality control processes.
- Proven track record to develop new programs, serve as liaison, develop a team, supervise personnel, and coordinate and collaborate with cross-functional professionals while operating in fast-paced environments with passion and confidence.

### CORE COMPETENCIES

- |                                   |                                  |                                 |
|-----------------------------------|----------------------------------|---------------------------------|
| ▪ Operations Management           | ▪ Consultation Services          | ▪ Employee Training & Mentoring |
| ▪ Product & Project Governance    | ▪ Relationship Management        | ▪ Process Development           |
| ▪ Lending & Collections           | ▪ Software System Implementation | ▪ Sales & Service               |
| ▪ Regulatory Compliance           | ▪ Mortgage Processes             | ▪ Process Improvement           |
| ▪ Loan Operations                 | ▪ Administrative Support         | ▪ Team Leadership               |
| ▪ Product Development             | ▪ Quality Control & Reporting    | ▪ Policy Development            |
| ▪ Staff Development               | ▪ Budget Development             | ▪ Business Development          |
| ▪ Articulate Communication Skills | ▪ Demonstrated Commitment        | ▪ Accountability & Coordination |
| ▪ Financial Funding               | ▪ Cross-Functional Coordination  | ▪ Judgment Skills               |

### PROFESSIONAL EXPERIENCE

New Hampshire Federal Credit Union, Concord, NH

1993 – 2022

**Committee Member:** Asset-Liability Management Committee (ALCO) | Credit Committee | Loan Product Development Committee | Delinquent Loan Committee

**Public Educator/Consultant:** Center for Finance and Education Class Instructor and Finance Consultant

#### Vice President of Lending (2016 – 2022)

Managed all aspects of credit union's lending plans, products, policies, and objectives on all available service sites. Governed strategic direction and management of Consumer Loan Department, Mortgage Department, processing and underwriting domains, and collections to optimize workflow. Offered leadership and guidance to Board of Directors with rates and regulations to ensure pertinent comprehension and understanding of associated processes.

- Directed Collection Department with numerous legal operations pertaining to in-house collector and attorney processes.
- Participated in multiple activities for Center of Finance and Education in domains, including credit, auto, and home buying, while acting as Educator and Speaker.

- Spearheaded, coached, and mentored professional team with member consultation and product direction.
- Engaged with corporate employees, members of credit union, and other notable attendees of all educational sessions.

### **Vice President of Lending/Vice President of Sales and Service (2013 – 2016)**

Administered credit union’s lending plans, policies/regulations, products, sales goals, and other activities to maximize operational efficiency. Functioned directly with corporate President and CEO while maintaining loan portfolio and risk management procedures.

- Oversaw functionality of numerous corporate departments, including Sales and Service, Lending, Collection, and Operations Departments at three sites with more than 25 high-performing employees.
- Managed budgetary and financial funding, employee coaching, mentoring, and professional development, product sustainability, and service delivery, while providing executive leadership with fiscal responsibility and public administration, eventually improving organizational structure.
- Completed corporate tasks in collaborative manner

### **Member Service Manager (2006 – 2013)**

Served as both Loan Manager for Mortgage Department and Member Service Manager, supervising over 10 to 12 high-performing employees. Managed yearly revisions, merit enhancements, and employee file documentation to optimize corporate workflow. Acquired comprehension in origination, processing, underwriting, and quality assurance and control while directing audit and compliance operations.

- Conducted employee recruitment, training, and mentoring while planning departmental budgets and finances and facilitating Chief Executive Officer (CEO) with strategy development and execution.
- Governed product-related processes, such as comprehension of deposit accounts, certifications & IRAs, consumer loans, home equity loans, and mortgage loans.
- Employed sales culture in department and cultivated and executed recognition initiatives for organizational employees.

### **Loan/Collection Manager (2003 – 2005)**

Scheduled, trained, and aided day-to-day corporate transactions while supporting Vice President of Lending in numerous functions.

- Spearheaded over 6 to 7 employees in Consumer Loan and Mortgage Departments while administrating compliance and quality assurance and control.
- Operated in coordination with multi-faceted teams, utilizing leadership and creativity to improve corporate vision and inspire new employees in compliance with regulatory protocol and cross-functional collaboration.

### **Mortgage Consultant (2001 – 2003)**

Oversaw mortgage and consumer interviews, applications, processing, and instigation while preparing pertinent documentation for validations, closing, and disbursing. Acquired expertise in underwriting files in adherence to Federal and State policies and laws.

- Conducted numerous operations related to quality service provision to credit union members and completed HMDA reports and documentation on yearly basis.
- Carried out mortgage consultation processes with increased passion and collaboration to build consensus with internal and external teams, chief officer, directors, community leaders, and executive management.
- Communicated actively with attorney’s, paralegals, and appraisers while preparing loans to be sold on secondary market.

#### **ADDITIONAL EXPERIENCE**

**Loan Officer**, New Hampshire Federal Credit Union | **Collector**, New Hampshire Federal Credit Union

#### **EDUCATION**

**Bachelor of Science in Business Management** | Franklin Pierce College, Concord, NH  
**Honors:** Valedictorian, Summa Cum Laude, Sigma Beta Delta, and Alpha Sigma Lambda

#### **CERTIFICATIONS**

Certified Financial Social Work Coach – 2021 | Collecting Legally | Bankruptcy and its Legalities | CUNA Management School | Brick and Associates Strategic Conference

#### **TECHNICAL PROFICIENCIES**

Microsoft Word | Microsoft Excel | Microsoft PowerPoint