



Lori A. Weaver  
Interim Commissioner

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

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June 30, 2023

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

**REQUESTED ACTION**

Pursuant to RSA 94:6, the Department of Health and Human Services respectfully requests to place Jeff Fleischer at Step 6 for the position of Director, Division for Children, Youth and Families, Position #9U381, unclassified salary grade II, earning \$133,648.00 effective August 1, 2023, upon Governor and Council approval. 50% General Funds and 50% Federal Funds.

**EXPLANATION**

The Director of the Division for Children, Youth & Families (DCYF) leads a Division of 700 staff that serves 15,000 children and their families annually. The Director provides strategic leadership, programmatic oversight, management, and operational direction for agency-wide programs and staff of DCYF, including Child Protection and Juvenile Justice Services.

Jeff Fleischer is nationally renowned for his work running the nonprofit Youth Advocate Programs (YAP Inc.) for 38 years, 20 at the helm. YAP Inc. is a national/international, nonprofit, community-based organization, and operates community alternatives to incarceration and out-of-home placements on behalf of children, youth, young adults, and their families with the most complex needs. Through Mr. Fleischer's leadership, YAP Inc. scaled up to operate well over 150 program sites, throughout 33 states plus Washington, DC, and several other countries, serving 20,000 youth and their families with the most complex needs each year and employing 2,000 staff, all recruited from the communities where the youth live. Mr. Fleischer has decades of experience partnering with child welfare and juvenile justice county and state government departments across the nation to apply data-driven, family-centered strategies to keep communities safe and reduce the number of youth needing to go to out-of-home placements, detention and youth prison. He holds Bachelor's and Master's in Social Work degrees from Rutgers University.

With his exceptional skills in strategic leadership, programmatic oversight, and executive management, Mr. Fleischer's is uniquely positioned to provide visionary and operational direction for agency-wide programs and staff of DCYF, including Child Protection and Juvenile Justice Services. Having grown and led an internationally influential non-profit dedicated to supporting families in child welfare, juvenile justice, and other situations of trauma and adversity, he is experienced in areas that will be crucial in the next DCYF Director: leading, directing, and supporting high-performing teams; directing and coordinating the agency's activities in conjunction with State and Federal requirements; and establishing positive, solution-oriented relationships with a broad array of internal and external stakeholders.

Mr. Fleischer is prepared and committed to build on major changes and progress to improve the lives of youth and families in the Granite State over recent years. He is a visionary team leader and systems-oriented problem solver with a high degree of emotional intelligence and experience working across sectors to strengthen families, build stronger communities, and ensure access to opportunity. Already nationally recognized for his contributions to child welfare and juvenile justice and eager to apply his skills and experiences to a role directly in State government, Mr. Fleischer is extremely well qualified to lead DCYF and partner with all areas of DHHS and State government to serve the people of New Hampshire.

Mr. Fleischer's education, experience, and extensive leadership experience in the child-serving field supports this request for appointment at Step 6. I respectfully request that he be placed in the Director, Division for Children, Youth and Families position, unclassified salary grade II, at step 6 with an effective start date of August 1, 2023.

Sincerely,



Lori A. Weaver  
Interim Commissioner

**Jeff Fleischer, MSW**

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[REDACTED]  
[REDACTED]

## **Experience**

March, 2003 to September 2022:

**Chief Executive Officer, Youth Advocate Program, Inc.**

YAP Inc. is a national/international, nonprofit, community-based organization, and operates evidence-based/informed community alternatives to incarceration and out-of-home placements on behalf of children, youth, young adults, and their families with the most complex needs. I have years of experience partnering with child welfare and juvenile justice county and state government departments across the nation to keep communities safe and reduce the number of youth needing to go to out-of-home placements, detention and youth prison and helped to address the over representation of youth of color who are incarcerated or placed out-of-home.

## **Achievements:**

**Scaled up to operate well over 150 program sites**, throughout 33 states plus Washington, DC, and several other countries, **servicing 20,000 youth and their families with the most complex needs, each year**, and employing 2,000 staff, all recruited from the communities where the youth live. Most of our staff are justice impacted citizens or with lived experience, as well as licensed clinicians.

Raised well over one billion dollars during tenure as CEO, and managed an \$80 million plus annual budget.

**Utilizing Ballmer Group Foundation funds, YAP designed and seeded new community-based alternatives to detention/youth prison, in partnership with local juvenile justice and child welfare government departments, in 20 counties across the nation. All new programs were evaluated as successful and in all cases the local juvenile justice/child welfare government agencies funded and expanded the programs with government funds that were saved by incarcerating and placing less youth.**

YAP Achieved Council on Accreditation (COA) certification, Annie E Casey Foundation awarded YAP **Gloria Jenkins Award** as Best Juvenile Justice Program in the nation, 2015, John Jay College of Criminal Justice awarded YAP Gold Star award, and **The Ballmer Group awarded YAP \$45 million in unrestricted funds beginning in 2017.**

Developed/Supported International **programs in Guatemala**; working with street children, Sierra Leone; working with former child soldiers and street children, Australia; working with Aboriginal youth to return to families from detention and out-of-home placements, Sweden; working with immigrant youth and families, United Kingdom; working to prevent youth incarceration, Ireland; to reduce reliance on out-of-home placements and institutions for youth. **(Today, YAP/Ireland operates in over 20 counties and in its 20th year)**

Our models **achieved evidence based status** recognized by the Office of Juvenile Justice and Delinquency Prevention.

Created effective interventions in the areas of juvenile justice, child welfare, behavioral health, education, disabilities, adult reentry, substance abuse, anti-violence, 0 to 5 years old home visiting, all focusing on those with the most complex needs and headed for the most restrictive settings.

Created Policy and Advocacy Center and focused on community organizing and systems change work to reduce our nation's reliance on incarceration and out-of-home placements. We developed the concept of Direct Practice Informed Advocacy, by amplifying the voices and experiences and ideas of our thousands of youth and families and our front line staff via organizing, coalition building, testimony, webinars, social media, legislation and policy work.

Initiated and led a movement to change YAP, an organization that was predominantly white led to a person of color led organization, where Board members, field leaders, and front line staff are predominantly people of color, serving mostly youth, young adults and families of color.

Developed methods to train and support other smaller, grassroots organizations to operate our model, and trained government agencies and other nonprofits in our model.

Became a national leader for training in individual service planning, person centered planning and wraparound process planning.

Created and operated alternative to incarceration programs in most urban areas of the USA including; NYC, Newark, Camden, Philadelphia, Baltimore, Washington DC,

Wilmington, Orlando, Tampa, Chicago, Indianapolis, Louisville, Dallas, Fort Worth, Phoenix, Los Angeles, Las Vegas, Denver, New Orleans, Cincinnati, Atlanta, Oakland, Charlotte, Charleston, and many more. **Also created and operated programs in rural areas such as Upstate NY, Maine, Rhode Island, South Jersey, South Carolina, Alabama, Louisiana, Texas, Utah, Arkansas, Arizona, Kansas, Michigan, and more.**

March, 1985 to March, 2003;

**Program Director to Executive Vice President;** Youth Advocate Program Inc. Began as YAP Program Director in Newark, NJ and rose up through the ranks, working with the Founder/CEO to build the foundation of the organization. Developed unique service delivery principles, effective training curriculum and did most of the new program start ups around the country and overseas to build community capacity and alternatives to incarceration and out of home placement.

October, 1981 to March, 1985;

**Director, Youth and Community Development Center, La Casa de Don Pedro**

**Led youth and community development efforts for progressive community based organization serving the Latinx and African American community in north Newark, (Columbus Homes).** Won grant to pay youth and local craftsmen to design and build their own youth center from a burnt out furniture warehouse. Recruited crime involved/substance abuse involved youth for our Construction Training Program and then helped with job placement after the project was complete. Raised equivalent of \$5 million to implement street outreach, recreation, substance abuse counseling, family outreach, martial arts, alternative education, youth construction training, support groups, family preservation, gang intervention programs operating out of the youth center.

**Education:**

MSW (Masters in Social Work) Rutgers Graduate School of Social Work.

BA in Psychology, Rutgers College, New Brunswick, NJ

Certificate, Global Change Agents, Harvard Kennedy School.

**Board Membership;**

Chair, Board of Directors, National Human Service Assembly, 2019 to 2022.

Member, Advisory Board, Monmouth University School of Social Work, 2013 to present.