

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR CHILDREN, YOUTH & FAMILIES

Lori A. Weaver
Commissioner

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May 28, 2026

Her Excellency, Governor Kelly A. Ayotte
 and the Honorable Council
 State House
 Concord, NH 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Children, Youth, and Families (DCYF) to pay the Council of Juvenile Justice Administrators (VC#162101 B001), Hingham, MA in the amount of \$6,391 for annual membership dues effective upon Governor and Council approval for the period from July 1, 2026, through June 30, 2027. Funding source: 100% Federal Funds.

05-95-42-421410-79060000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: DIV CHILDREN, YOUTH & FAMILIES, JUVENILE JUSTICE SERVICES, OJJDP

State Fiscal Year	Class/Account	Class Title	Job Number	Total Amount
2027	026-500251	Organizational Dues	42140625	\$6,391

EXPLANATION

The above action is requested to secure payment for the Division’s membership in the Council of Juvenile Justice Administrators (CJJA) for the 2027 membership period. The Division has determined that membership in this association is critical for the reasons outlined below. The purpose of this association is to unite the nation’s youth correctional chief executive officers to promote and lead advancements in juvenile justice. The Council of Juvenile Justice Administrators advances its mission through education, research, technical assistance, and peer collaboration. It serves as the national voice for state-level juvenile justice leaders working to improve outcomes for youth and families.

Listed below are answers to standard questions required for Governor and Executive Council organization dues and membership approval submissions:

1. How long has this organization been in existence and how long has this agency been a member of this organization?

The Council of Juvenile Justice Administrators (CJJA) is a national non-profit organization formed in 1994. This will be the sixth year of membership in this organization for the Sununu Youth Services Center (SYSC).

2. Is there any other organization which provides the same or similar benefits, which your agency belongs to?

SYSC does not belong to any other organization that provides either the same or similar benefits.

3. How many other states belong to this organization and is your agency the sole New Hampshire state agency that is a member?

CJJA is comprised of juvenile justice chief executive officers in all fifty states, the District of Columbia, and Puerto Rico. SYSC is the sole agency member in New Hampshire.

4. How is the dues structure established? (Standard fee for all states, based on population, based on other criteria, etc.)

CJJA membership fees are calculated using a sliding scale structure and are based on agency budget size. With an annual agency budget of less than \$100,000,000 SYSC is deemed by CJJA as a 'Level 1' member with commensurate fees.

5. What benefit does the state receive from participating in this membership?

1. Reforming Youth Behavior Management

SYSC adopted a phased, progression-based approach to youth behavior management, moving away from purely punitive responses toward a model that recognizes developmental needs and rewards positive growth. This reform was developed with direct input and consultation from peer agencies accessed through the CJJA network. SYSC was able to draw on the real-world experiences of other similar state systems that had already navigated this transition, saving time and resources while improving the quality of the approach.

2. National Benchmarking Data on Critical Safety Metrics

CJJA provides SYSC with access to national comparative data on key operational and safety metrics across peer agencies nationwide. This data is not publicly available elsewhere. It allows SYSC leadership to evaluate where New Hampshire stands relative to other state systems, identify areas requiring focused attention, and set measurable improvement goals grounded in real benchmarks. Without this data, SYSC would be making critical operational decisions without the context needed to understand whether performance is improving, lagging, or in line with national norms.

3. Regional Collaboration on High-Stakes Compliance Issues

Through CJJA's Northeast regional network, SYSC has direct access to peer agencies in neighboring states facing the same regulatory, operational, and population challenges. This regional collaboration has delivered concrete value in two critical compliance areas:

PREA Compliance: Addressing federal Prison Rape Elimination Act (PREA) requirements has grown increasingly complex following the defunding of the national PREA Resource Center, which had previously served as a primary guidance source for agencies nationwide. Rather than navigating this compliance landscape in isolation, SYSC has been able to share strategies, align approaches, and problem-solve collaboratively with Northeast regional peers through CJJA.

4. Education Program Transition: SYSC recently undertook a significant structural change, transitioning from a certified educational program to a tutorial services model delivered in collaboration with local school districts. This type of transition carries substantial regulatory and operational complexity. CJJA's Education Committee provided essential guidance throughout the process — helping SYSC understand legal requirements, anticipate implementation challenges, and avoid pitfalls that other states have encountered. This expertise, drawn from peers who have navigated similar transitions, was directly applied to protect the continuity of educational services for New Hampshire's youth.

5. Vendor Knowledge That Saved Significant Costs on New Facility Furnishings

As SYSC prepares its new facility, furnishing decisions have carried both significant financial and programmatic weight.

It was through CJA's vendor network that SYSC learned about options other similar facilities used to furnish their facilities with cost-effective, durable furnishings with a full range of bright, warm, residential-style colors appropriate for a trauma-informed setting. This knowledge, available only because of SYSC's membership and participation in the CJA community, allowed us to furnish the new facility in a way that supports positive youth outcomes, reflects our therapeutic approach, and avoids the institutionalized aesthetic of traditional correctional environments, all while keeping costs well within responsible limits.

6. Advancing Trauma-Informed Care Practices

SYSC staff participated in a site visit to a Rhode Island facility to observe and study their implementation of trauma-informed care practices. This visit was arranged through the CJA network. Trauma-informed care is widely recognized as a best practice in juvenile justice. It reduces behavioral incidents, improves youth outcomes, and creates safer environments for both youth and staff. Accessing this learning opportunity through CJA avoids the cost of engaging outside consultants and gives SYSC firsthand exposure to a working model in a comparable New England state facility.

6. Are training or educational/ research materials included in the membership? If so, is the cost included? Explain in detail.

Training and materials are included as part of the CJA Membership. Further, as CJA members, SYSC representatives are invited to attend national conferences for voting and governance purposes, including participation in business meetings, position paper votes, and member-only sessions. This participation ensures that New Hampshire's interests and perspectives are represented in national juvenile justice policy discussions.

Attending these conferences supports professional learning and system-level alignment by providing:

- Insight into national juvenile justice priorities and policy direction, including review and voting on CJA position papers.
- Exposure to how other states are addressing shared operational challenges, including staffing, data reporting, family engagement, and facility operations.
- Participation in member-only sessions focused on critical data points, emerging risks, and system accountability.
- Opportunities for regional coordination with Northeast states to share practices, problem-solve, and align approaches.
- Direct engagement with national juvenile justice leaders on legislative trends, evidence-informed practices, and program implementation.

7. Is the membership required to receive any federal grants or required in order to receive or participate in licensing or certification exams? Explain.

Membership in the CJA is required to receive Technical Assistance support from this Association.

8. Is there any travel included with this membership fee? Explain in detail any travel to include the number of employees involved, the number of trips, destination if known and purposes of membership-supported trips.

Included with this membership fee is travel for one representative, which includes; airfare, lodging, ground transportation and meals, for up to two (2) meetings. The purpose of CJA annual meetings is to facilitate interaction between juvenile secure treatment administrators to discuss current issues and

develop a voice for juvenile secure treatment. Meeting presentations include topics surrounding best practices and evidence-based treatments.

Also included is a Leadership Institute in Chicago. The purpose of the Leadership Institute is to gather and educate juvenile justice administrators at a more in-depth level. Past presenters include Models for Change National Resource Bank, National Center for Mental Health and Juvenile Justice, The Juvenile Law Center, The National Youth Screening Assistance Project, and RFK Children's Action Corps Models for Change Initiative. Presentations include Performance Based Standards National data comparisons, trends, themes, and action items to address areas for improvement.

9. Which state agency employees are directly involved with this organization? (Indicate if they are members, voting members, committee members, and/or officers of the organization.)

The Bureau Chief of Secure Treatment Services, Sununu Youth Services Center, is a voting member in this Organization.

10. Explain in detail any negative impact to the State if the Agency did not belong to this organization.

Should the Governor and Executive Council not approve this request, the Department would be unable to access the valuable resources, networking, data, training, and mentoring provided through this membership to facilitate positive youth development in secure settings. Without CJA membership, SYSC would lose access to national benchmarking data that is unavailable through any other source; the peer consultation network that supports our behavioral management reform; ongoing regional collaboration on compliance and emerging issues; learning opportunities and a seat at the national table where juvenile justice policy and best practices are shaped. These are not theoretical losses, they represent direct, demonstrated value that CJA membership has delivered and continues to deliver to SYSC and the youth we serve.

Respectfully Submitted:



for:

Lori A. Weaver
Commissioner

Council of Juvenile Justice Administrators, **Invoice**

Inc

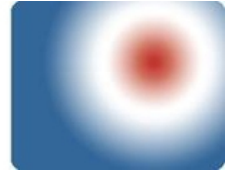
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BILL TO
 New Hampshire
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 Children's Svs
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INVOICE #	DATE	TOTAL DUE	DUE DATE	TERMS	ENCLOSED
10952	03/02/2026	\$6,391.00	04/01/2026	Net 30	

PMT METHOD

Discover

DATE	ACTIVITY	DESCRIPTION	QTY	RATE	AMOUNT
	Level 1 Dues	<p>The Council of Juvenile Justice Administrators, Inc. (CJJA) is a national non-profit organization dedicated to the improvement of youth correctional services and practices. Incorporated in July 1994, CJJA unites the nation's youth correctional chief executive officers to promote and lead advancements in juvenile justice.</p> <p>One-year voting membership for Level 1 member (agency budget less than \$100,000,000). Membership period of July 1, 2026 - June 30, 2027.</p>	1	6,391.00	6,391.00

BALANCE DUE

\$6,391.00