Alliance for Community and Justice Innovation (ACJI)

The Alliance for Community and Justice Innovation (ACJI) is a national consulting, training, and professional development organization focused on helping community supervision and justice agencies strengthen leadership, organizational culture, workforce capability, and implementation capacity. ACJI's work integrates implementation science, adaptive leadership, organizational development, culture transformation, executive and supervisor coaching, strategic planning, psychological safety, employee engagement and well-being, organizational assessment, implementation team development, and continuous improvement. ACJI uses a flexible, mixed-method approach that combines structured Leadership and Culture Academies with customized technical assistance and direct implementation support, allowing services to be tailored to an agency's readiness, priorities, existing resources, and organizational context. ACJI's goal is not simply to provide training, but to help agencies build the internal leadership and organizational capacity necessary to translate evidence-informed practices into sustainable everyday practice.

For the APPA National Standards Pilot, ACJI has identified Standard 1.2, Implementation and Sustainability Teams; Standard 1.6, Monitoring, Coaching, and Performance Feedback; and Standard 1.1, Strategic Planning, Mission, Vision, Goals, and Values as its three highest-priority areas of expertise. ACJI can assist pilot agencies by strengthening implementation teams and leadership capacity, engaging staff across organizational levels, improving supervisor coaching and feedback practices, supporting psychologically safe learning environments, connecting training to implementation fidelity, translating mission and values into observable organizational behaviors, aligning strategic priorities with implementation activities, and establishing practical measures for learning and continuous improvement. These three Standards represent ACJI's strongest starting points for matching purposes, but they do not define the full scope of ACJI's capabilities. ACJI is also well positioned to support agencies in Section I: The Community Supervision Agency; Section VII: Engagement and Building Relationships; Section VIII: Case Planning; Section IX: Effective Interventions; Section X: Influencing Behavior, specifically Standards 10.1 through 10.7; and Section XI: Performance Measurement. Across these areas, ACJI's contribution is strongest where implementation intersects with leadership development, organizational culture, staff training and coaching, relationship-centered practice, behavior change, strategic implementation, organizational learning, and performance measurement. ACJI can also complement more specialized technical assistance providers when a site's needs extend beyond these core areas.

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AMERICAN PROBATION AND PAROLE ASSOCIATION

Carey Group

Carey Group is a consulting, training, and implementation organization that helps community supervision agencies improve outcomes for individuals, families, and communities through evidence-based practices. For more than two decades, Carey Group has partnered with probation, parole, juvenile justice, behavioral health, child welfare, and court systems across the United States and internationally. Its services include organizational assessment, strategic planning, policy and practice development, staff training, coaching, leadership support, implementation assistance, quality assurance, and continuous improvement. Carey Group emphasizes practical implementation, helping agencies translate research and policy into sustainable day-to-day practices that strengthen workforce effectiveness, agency performance, and public safety.

Carey Group offers services that support implementation across all 11 APPA National Standards for Community Supervision and has identified Standards 1, 8, and 9 as primary areas of expertise and emphasis. Related to Standard 1, The Community Supervision Agency, Carey Group assists community supervision agencies with strategic planning, organizational assessment, workforce development, supervisory coaching, policy alignment, and strengthening quality assurance and continuous improvement systems. For Standard 8, Case Planning, Carey Group helps agencies develop assessment-informed, individualized case-planning approaches that connect identified needs, supervision priorities, and behavior-change goals to clear actions. For Standard 9, Effective Interventions, Carey Group supports the selection, implementation, and sustained use of evidence-based interventions, including staff skill development, coaching, fidelity monitoring, and strategies that encourage successful behavior change. Carey Group can help pilot sites begin with a standards-based assessment, identify priorities and implementation gaps, develop a phased action plan, prepare leaders and staff for practice changes, and establish measures for monitoring progress and sustaining improvements. Standards 1, 8, and 9 represent a starting point for this support, not a limitation on Carey Group's capacity or interest in assisting agencies with the full set of Standards.

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Crime and Justice Institute

The Crime and Justice Institute (CJI) helps community supervision and reentry agencies improve outcomes through evidence-based, data-driven strategies. For decades, CJI has partnered with justice agencies nationwide to identify challenges, strengthen operations, and implement sustainable solutions that improve performance and community safety. Our team works collaboratively with organizations to assess needs, build capacity, and support lasting change. By combining research, practical experience, and implementation expertise, we help agencies translate proven practices into measurable results. CJI has played a leading national role in the development and implementation of APPA's National Standards for Community Supervision. Selected by the National Institute of Corrections and APPA, CJI facilitated the finalization of the Standards, managing the integration of expert feedback and research that informed their publication in 2024. Building on that work, CJI partnered with national experts to develop Putting the National Standards into Action: An Organizational Framework, a companion resource designed to help agencies implement the Standards in practice.

CJI conducts comprehensive reviews of statutes, policies, procedures, and operational data to identify factors contributing to system challenges. We work with agencies to develop actionable recommendations and sustainable strategies for improvement. We also provide customized training, coaching, and implementation support to help agencies successfully adopt new policies, practices, and programs. Our train-the-trainer model builds internal capacity and supports long-term sustainability after technical assistance concludes. CJI's data specialists evaluate risk and needs assessment tools to ensure they are performing as intended for the populations they serve. We analyze agency data, assess implementation practices, and support accurate and consistent use of assessment instruments. In addition, CJI helps agencies establish fidelity measures, performance monitoring systems, and feedback processes that support staff development and continuous improvement. Because of our direct involvement in developing, refining, and operationalizing the Standards, CJI is uniquely positioned to help supervision agencies assess alignment, plan implementation strategies, build organizational capacity, and achieve compliance across all Standards domains.

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Evident Change

Evident Change is a nonpartisan, nonprofit organization that uses data and research to improve social systems. We help community supervision agencies translate data and research into practical improvements in assessment, case planning, supervision, and organizational decision-making. As the developer of proprietary and customized risk and needs assessments, we bring extensive experience connecting assessment findings to individualized supervision strategies. Our broader services include customized training, research and program evaluation, workload studies, decision-support tools, performance measurement, and continuous quality improvement; all tailored to each agency's priorities, population, resources, and local requirements.

Evident Change offers a full breadth of services consistent with the APPA National Standards. We have identified the following three as our primary areas of expertise for this initiative, but we are capable and interested in providing support across all eleven. Please view this as a starting point for how we might help your jurisdiction. Our deepest expertise is in Standard 3 (Risk and Needs Assessment) — connecting assessment findings to individualized case plans, addressing responsivity factors, and informing override and reassessment policy; Standard 8 (Case Planning) — building collaborative, assessment-driven plans with SMART objectives, service matching, and substantive supervisor review; and Standard 9 (Effective Interventions) — strengthening officers' dual roles as behavior-change and compliance agents through structured skill-building, incentives, and purposeful supervision contacts. Agencies can contact Evident Change to discuss an implementation challenge or a broader practice assessment and together identify assistance that advances the goals of the APPA National Standards.

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Justice Initiatives | American University

Justice Initiatives, a center in the School of Public Affairs at American University, works alongside criminal justice leaders and practitioners to implement evidence-based policies and practices. We advance a people-focused justice system through a collaborative approach that is grounded in research and innovation. We use translational research, innovative solutions, and collaboration to advance a fairer, more effective, and equitable justice system. We lead systemic and cultural change to break the cycle of criminal justice involvement, enhance public safety, and improve outcomes, recognizing the dignity of individuals, families, and communities. Our work includes the development and provision of research and program evaluation, training and technical assistance, evidence-based practices, and capacity building. Our center is led by experienced criminal justice professionals, and has worked in partnership with states, national organizations, and local jurisdictions to promote evidence-based policy and practice improvement.

While members of our center have expertise across many of the topics in the National Standards for Community Supervision, we have identified three areas for the provision of technical assistance (TA): Standard III) Assessment, Standard VII) Engagement and Building Relationships, and Standard XI) Performance Measurement. Our office provides TA to help practitioners apply evidence-based practices in their programs to improve outcomes for participants. We provide criminal justice leaders and practitioners with access to robust resources including tools, research, and information to help their agencies run more effectively, build competency, and gain greater efficiency. We rely on research evidence for guidance and decision-making and promote the advancement of evidence-based policies and practices to government agencies and organizations throughout the United States. If you have any questions or would like more information, please email us at justice@american.edu.

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AMERICAN PROBATION AND PAROLE ASSOCIATION

University of Cincinnati Corrections Institute (UCCI)

The University of Cincinnati Corrections Institute (UCCI), established in 2002 within the University of Cincinnati's School of Criminal Justice, is a nationally recognized leader in advancing evidence-based practices in community corrections. UCCI's mission is to research, develop, disseminate, and implement effective correctional strategies that improve outcomes for justice-involved individuals, agencies, and communities. For more than two decades, UCCI has partnered with federal, state, and local agencies to enhance organizational performance through training and technical assistance, implementation support, research and evaluation, leadership development, and continuous quality improvement initiatives. UCCI's work is grounded in the Principles of Effective Intervention and implementation of science, helping agencies translate research into sustainable practices that improve both supervision outcomes and organizational effectiveness.

UCCI's expertise aligns closely with APPA's National Standards for Community Supervision, particularly with the standards of *The Community Supervision Agency*, *Engagement and Building Relationships*, *Effective Interventions*, and *Influencing Behavior*. UCCI has extensive experience supporting agencies in the selection and implementation of validated risk and needs assessments, strengthening staff competencies in effective interventions and behavior change strategies, and developing systems that measure fidelity, performance, and client outcomes. Through a combination of training, coaching, policy review, leadership engagement, and data-driven continuous improvement processes, UCCI helps agencies move beyond compliance to achieve meaningful and lasting practice change. As a technical assistance provider, UCCI can assist pilot sites in implementing any of APPA's National Standards by assessing current practices, identifying implementation priorities, developing action plans, building staff and leadership capacity, and establishing systems that support long-term sustainability and success.

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