

# WORK MATTERS

# WORK MATTERS

Creating a talent pipeline through probation,  
workforce, and trades alignment

REFORM

# MEET REFORM



# REFORM ALLIANCE OUR STORY

REFORM's story starts with the unjust re-imprisonment of recording artist Meek Mill, who was sentenced to 2-4 years in prison for minor technical violations to his probation.

The shocking sentence Meek received in 2017 spurred the international #FreeMeek movement, which led to his release from incarceration and, eventually, his freedom from probation.

Although Meek had the resources and public platform to fight his case, the vast majority of people trapped in the criminal justice system don't have their stories told or the resources to fight back.



# BOARD OF DIRECTORS

In January 2019, a world-class group of leaders in business, entertainment, and philanthropy *came together to drive change.*

## TOP ROW (LEFT TO RIGHT):

MEEK MILL, FOUNDING PARTNER AND CO-CHAIR, **2019–PRESENT**

MICHAEL RUBIN, FOUNDING PARTNER AND CO-CHAIR, **2019–PRESENT**

SHAWN “JAY-Z” CARTER, FOUNDING PARTNER, **2019–PRESENT**

## SECOND ROW FROM TOP (LEFT TO RIGHT):

DESIREE PEREZ, EXECUTIVE CHAIRMAN OF THE BOARD, **2019 – PRESENT**

ROBERT KRAFT, FOUNDING PARTNER, **2019 – PRESENT**

CLARA WU TSAI, FOUNDING PARTNER, **2019 – PRESENT**

ROBERT F. SMITH, FOUNDING PARTNER, **2019 – PRESENT**

## THIRD ROW FROM TOP (LEFT TO RIGHT):

MICHAEL NOVOGRATZ, FOUNDING PARTNER, **2019 – PRESENT**

LAURA ARNOLD, FOUNDING PARTNER, **2019 – PRESENT**

MICHAEL RAPINO, BOARD MEMBER, LIVE NATION, **2024 – PRESENT**

EMILIA FAZZALARI, BOARD MEMBER, **2024 – PRESENT**

## BOTTOM ROW (LEFT TO RIGHT):

VAN JONES, FOUNDING CEO AND BOARD MEMBER, **2019 – 2021**

DAN LOEB, FOUNDING PARTNER, **2019 – 2021**

PRISCILLA CHAN, BOARD MEMBER, **2021 – 2023**



# OUR MISSION

REFORM Alliance aims to transform supervision by **changing laws, systems, and culture** to create real pathways to work and well-being.

Instead of keeping people trapped in a revolving door from supervision to prison, we're working to **change hearts & minds** and move people from the justice system into **stability**.

**ADVOCACY**

**CULTURE**

**PROGRAMS**



# OUR IMPACT TO DATE

**23** **BILLS**  
**PASSED**



**12** **STATES**



Created pathways for

**850,000+** **PEOPLE**

to exit the system



# WHY WORK MATTERS

- **3.7 million Americans on probation and parole-**  
Twice the size of the US prison population.
- **Simultaneously**, there are persistent labor shortages in construction, trades, logistics, and manufacturing.
- What we know unequivocally is that **employment is one of the strongest reducers of recidivism**. A stable job does more than provide income; it helps **break the crime-poverty cycle**.

# REFORM PILOT PROGRAM

Understanding AJC and Probation Alignment  
Across Pennsylvania and Virginia

## American Probation and Parole Association



Supervision Office



Refer Individuals

## Workforce Development Boards



American Job Centers



Create employment plans  
Wraparound services



## North American Building Trades Union



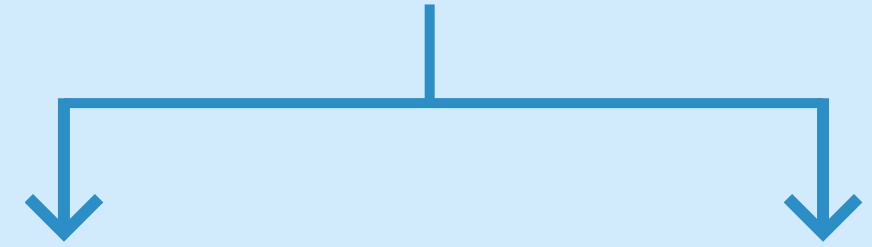
Technical Training Organization



Industry training  
5-10 weeks  
\$250/week stipends  
Uber



## Building Councils



Pre-apprenticeship



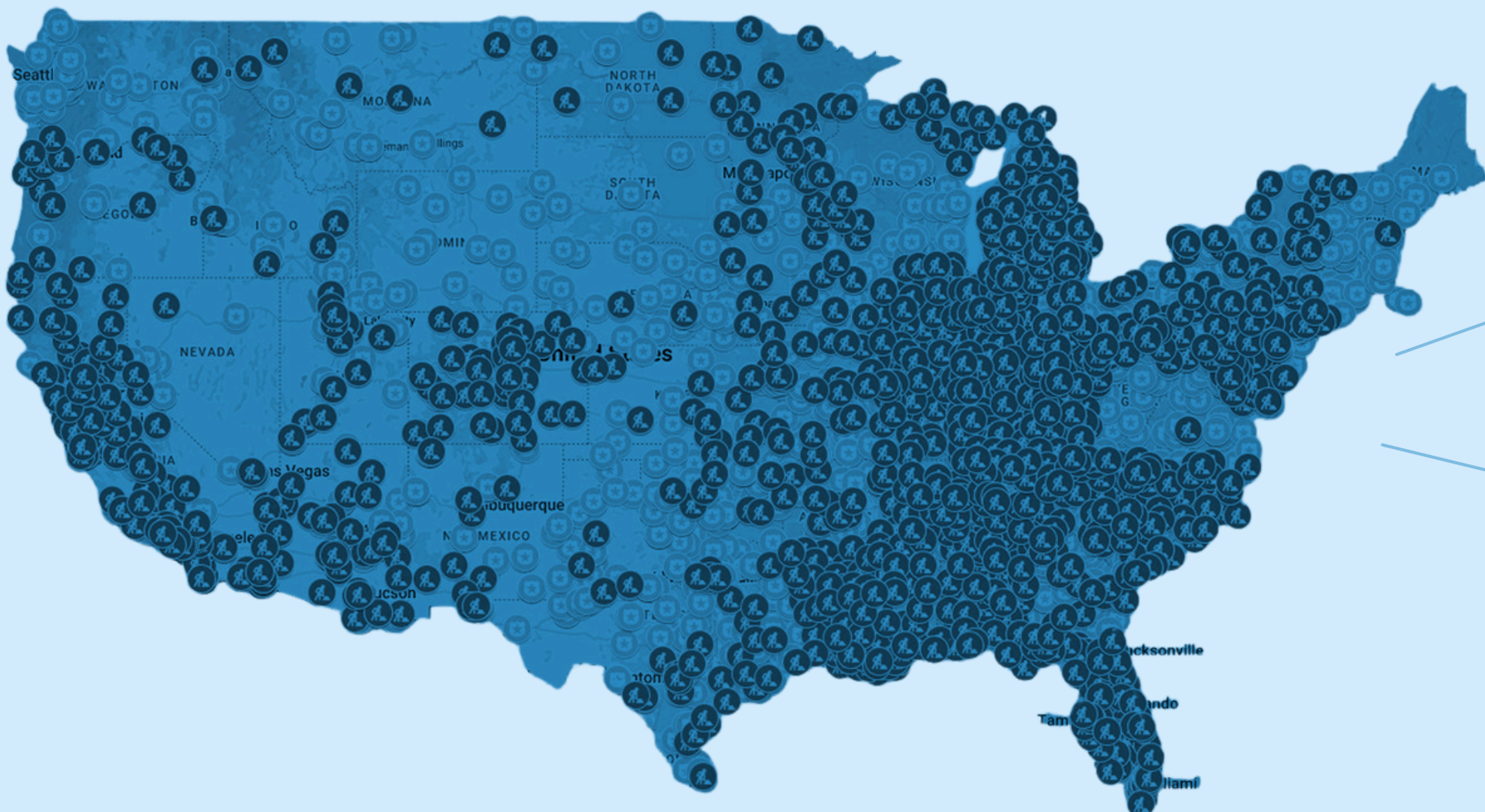
Apprenticeship



# WORK MATTERS

# AMERICAN JOB CENTER (AJC)

Nearly **2,300 AJCs** nationwide help people search for jobs, find training, and answer other employment-related questions.



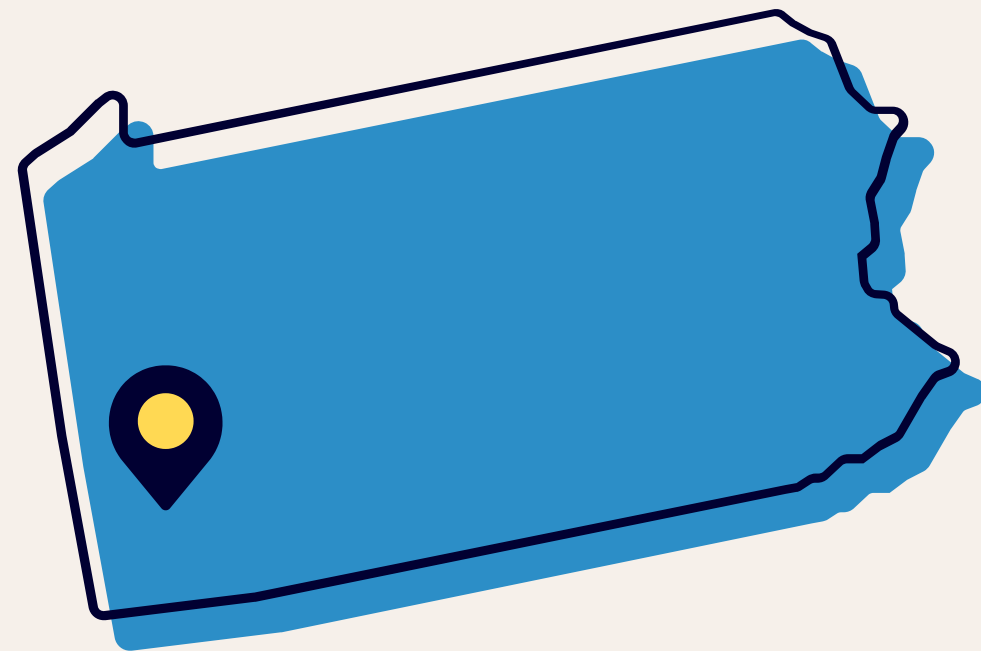
## PENNSYLVANIA

- **65** American Job Centers
- **119** Probation Offices

## VIRGINIA

- **51** American Job Centers
- **115** Probation Offices

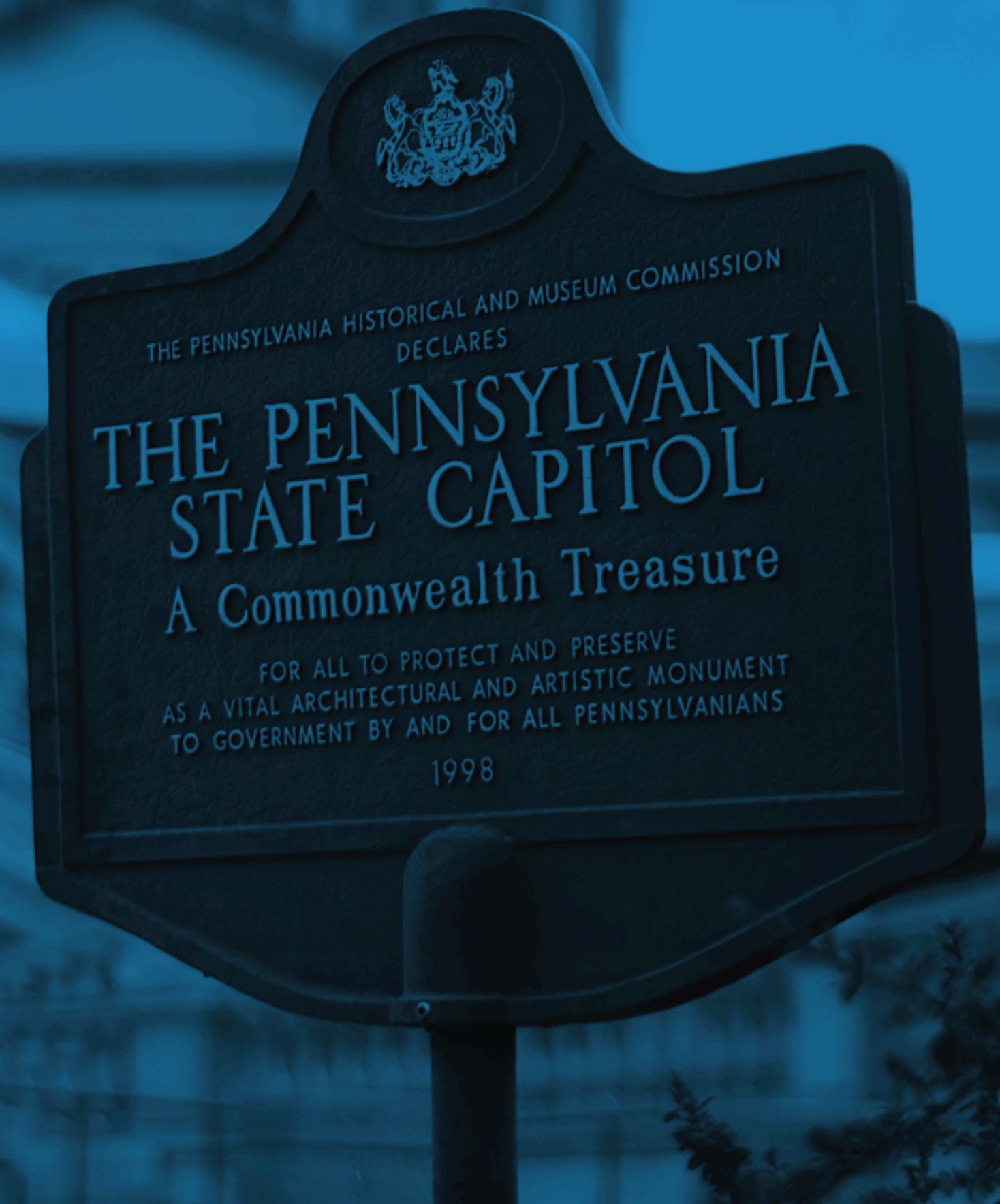
# WORK MATTERS PITTSBURGH PILOT



## Partners:

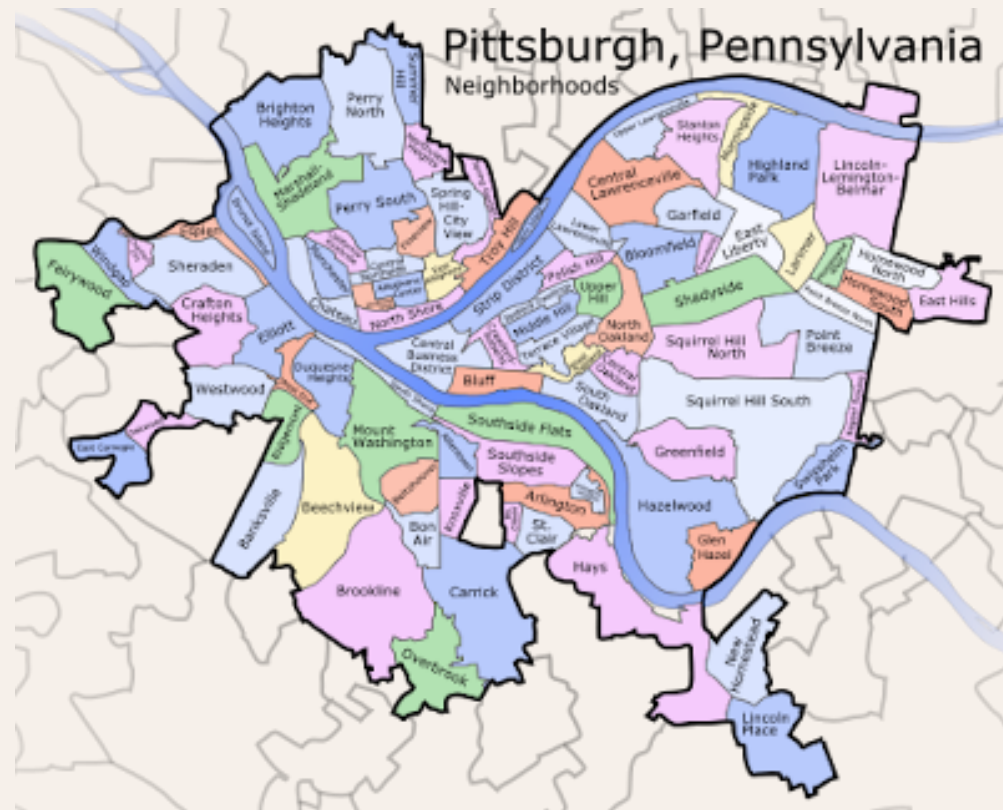
- American Job Center
- Local Workforce Development Board (Partner4Work)
- Pittsburgh Gateways (MC3 training provider)
- Allegheny Adult Probation
- Urban League of Greater Pittsburgh

# MEET ALLEGHENY PROBATION



## WORK MATTERS

# PROBATION AND PAROLE IN ALLEGHENY COUNTY



- Allegheny County – 1.2 million people
  - 300,000 in the city of Pittsburgh
- As of the end of April 2026, **9,059 people** supervised by **110 probation officers**.
- Level of supervision dictated by combination of **risk, geography, court/program requirements, and charge**.
  - Regional field offices
  - Administrative units
  - Specialty units (ex. problem-solving courts, Reentry)

## **WORK MATTERS**

# **SOME HIGH LEVEL METRICS IN ALLEGHENY COUNTY**

### **OUR CASE FLOW TRENDS IN 2025**

- **6,959 NEW CASES.**
- **7,936 CASES CLOSED. 83% CLOSED WITHOUT A NEW CONVICTION OR TECHNICAL REVOCATION.**

### **USING THE OHIO RISK ASSESSMENT SYSTEM (ORAS) TO GAUGE NEEDS.**

- **2,007 FULL ASSESSMENTS (CSTS) COMPLETED, 2,024 SCREENINGS (CSSTS) COMPLETED.**
- **TOP 3 CST NEEDS WERE FAMILY/SOCIAL SUPPORT, EDUCATION/EMPLOYMENT, AND PEERS.**

### **TRADITIONAL MEASURES OF OUTREACH:**

- **73,032 ATTEMPTED CONTACTS (ALL AUDIENCES). 80% SUCCESSFUL CONTACT RATE.**
- **FOR SUPERVISED INDIVIDUALS, 60,288 ATTEMPTS. ALSO 80% SUCCESSFUL.**

**WORK MATTERS**

# **ALLEGHENY COUNTY'S SUCCESS RATE OVER TIME**

<b>Year</b>	<b>Probation Success Rate</b>
2018	79%
2019	81%
2020	84%
2021	84%
2022	82%
2023	71%
2024	74%
2025	83%

- ALLEGHENY COUNTY ADULT PROBATION AND PAROLE MEASURES SUCCESS AT THE CASE LEVEL, ASSESSING THE RATE OF CASE EXITS EACH YEAR WHERE THE SUPERVISED PERSON COMPLETED PROBATION/PAROLE WITHOUT A NEW CONVICTION OR A REVOCATION OF SENTENCE DUE TO TECHNICAL VIOLATIONS DURING THEIR PROBATION/PAROLE PERIOD.
- 2023 REPRESENTED A SIX-YEAR LOW IN DEPARTMENT-WIDE SUCCESS RATE. THIS YEAR OF TRANSITION WAS THE START OF THE DEPARTMENT'S REVAMPED COMMITMENT TO EVIDENCE-BASED PRACTICES THAT CONTINUE INTO 2026.

**WORK MATTERS**

# **ALLEGHENY COUNTY'S SUCCESS RATE OVER TIME**

## **Promote success**

**Help the people we supervise succeed in successfully completing the obligations of their probation/parole.**

## **Reduce risk**

**Do what we can to make sure people we supervise do not escalate their criminal activity and fulfill their obligations to victims and the court.**

## **Change lives**

**Help improve life outcomes related to resource needs, family & relationships, health & wellbeing, and employment & education for the people we supervise.**

## **Ensure safety**

**Maintain the safety & wellbeing of our staff, the people we supervise, and the rest of Allegheny County as best as we can.**

# WORK MATTERS

# RETHINKING OUR ROLE

## The Allegheny County Theory of Change

- Are our use of sanctions (violations) **meaningful responses for long-term change?**
- Is what we prescribe (supervision methods/techniques, court conditions, duration) **working to reduce adverse outcomes?**
- Where do we **want to be** as a probation department in the next 3 years?

## Understanding unintended cycles

- The violation process as a means of **perpetuating** supervision.
- Recent Legislation – **PA Act 44 of 2023** (potential to cap supervision duration).

WORK MATTERS

# OUR EVIDENCE-BASED PRACTICES (EBP) JOURNEY

- A 20-PLUS YEAR ENDEAVOR IMPLEMENTING AND “PERFECTING” EBP.
- FORMER SMART SUPERVISION SITE THROUGH BUREAU OF JUSTICE ADMINISTRATION (BJA).
- SINCE 2024, PARTNERSHIP WITH JUSTICE SYSTEM PARTNERS AND THE NATIONAL INSTITUTE OF CORRECTIONS
  - TRANSITION INTO THE **COACH** (NOT REFEREE) MODEL FOR CHANGE (**CRMC**).
  - CREATING A **PROFESSIONAL PARTNERSHIP** TO REPLACE ONE-SIDED COMPLIANCE MONITORING.
  - WHILE WE STILL CARE ABOUT RECIDIVISM, SUCCESS IS **INDIVIDUALLY-DEFINED** BETWEEN “PLAYER AND COACH” INSTEAD OF EXTERNALLY MANDATED.

## WORK MATTERS

# SUPPORTING OUR PEOPLE WITH EMPLOYMENT OPPORTUNITIES

- **RECALL – EDUCATION/EMPLOYMENT WAS A TOP NEED IN 2025.**
  - ALL-TIME, **79%** OF PEOPLE SCREENED **MODERATE OR HIGH** IN TERMS OF HAVING EDUCATION/EMPLOYMENT AS A NEED.
  - ALL-TIME, **56%** OF PEOPLE WERE **UNEMPLOYED** AT TIME OF ASSESSMENT.
- **WHAT BARRIERS DO WE RUN INTO WITH RECRUITING FOR EMPLOYMENT EFFORTS?**
  - **OPPORTUNITY** – HIRING RESTRICTIONS FOR OUR POPULATION, OFTEN CHANGING OR UNKNOWN.
  - **RESOURCES** – TRANSPORTATION AND FINANCIAL BURDENS LIMIT THE ABILITY TO PARTICIPATE IN CAREER DEVELOPMENT.
  - **TRUST** – PROFESSIONAL ALLIANCES TAKES TIME.
  - **MOTIVATION** – HOW CAN WE PROMOTE GROWTH FOR PEOPLE WHO MAY NOT HAVE BEEN GIVEN MANY CAREER OPPORTUNITIES BEFORE?
- **OUR WORK WITH REFORM ALLIANCE AND OTHER LOCAL PARTNERS ADDRESSES THESE CHALLENGES!**

## WORK MATTERS

# OUR INITIAL COHORT IS LIMITED, BUT THE RECRUITMENT EFFORTS ARE UNLIMITED.

- USED ORAS ASSESSMENT TO IDENTIFY **42 UNEMPLOYED INDIVIDUALS** WHO DEMONSTRATED A HIGH NEED FOR EDUCATION/EMPLOYMENT.
- REFINED THESE 42 PEOPLE TO 10 POTENTIAL CANDIDATES **USING OFFICER INSIGHTS** TO MEET PARTNER NEEDS.
- MOVING FORWARD, WE PLAN TO USE **DEPARTMENT OF LABOR DATA** TO **FURTHER IDENTIFY GAPS** IN DOCUMENTED EMPLOYMENT.
- **HUMAN CONNECTION REMAINS ESSENTIAL FOR THIS PROCESS TO WORK!**

# WORK MATTERS

## WHAT WE'VE LEARNED

**Three primary ways** people on supervision obtain employment:

Probation —————> Temp Agency or Self Directed Search

Probation —————> Community NonProfit or Training Provider

Probation —————> American Job Center

**The disconnect:** The workforce system and supervision system operate in parallel-not in partnership.

# WORK MATTERS

# WHAT WE'VE LEARNED

## **Probation** —————> **American Job Center with Community Support**

- Probation and AJC have a reciprocal relationship, ideally with shared communication or data systems and dedicated point of contacts
- AJC staff is trained on the unique needs of those on supervision and probation is educated on the primary services of an AJC and the ways to obtain those services
- Community Nonprofits and Training Providers are co-located or have strong staff relationships to provide wrap around services

# WORK MATTERS

## WHAT WE'VE LEARNED

- Overcome the intimidation of accessing services by streamlining AJC intake processes, training staff on best practices
- Braiding funds increases services and success
- Peer support, transportation, and stipends remain the critical missing pieces
- Working with local Building Trades Councils from the beginning ensures buy in and support

**IMPROVING WORKFORCE  
OPPORTUNITIES THROUGH**

**POLICY**

**WORKFORCE  
DEVELOPMENT**

*is*

**PUBLIC  
SAFETY**

# Poverty and Its Effect on Crime

**Poverty &  
Unmet Needs**

**Limited  
Opportunities**

**Barriers After  
Conviction**

**System  
Involvement**



# Bridging Employment & Supervision

## The Opportunity

**Employment = one of the strongest predictors of reentry success**

- → First 90 days post-release are critical
- → This window overlaps with community supervision

**→ Supervision is the key intervention point**

## The Solution

**Connect supervision → workforce systems**

- → Expand access to job training
- → Ensure licensing laws aren't unnecessarily restrictive
- → Create pathways for employers and supervision services

## The Problem

**Too many individuals cannot access stable employment + Employment is typically a standard condition of supervision**

- Lack of income can lead to violations (noncompliance)
- POs frequent drop ins

## The Impact

- **Reduces recidivism at the highest-risk moment**
- **Increases earnings & economic stability**
- **Reduces correctional costs**
- **Strengthens workforce & fills labor gaps**

# Improving Workforce Opportunities through Policy

- **Technical Violation Reform:** Enables stable employment and continuity in the workforce
- **Individualizing Supervision Conditions:** Reduces arbitrary restrictions that limit work opportunities
- **Early Termination:** Reduces carceral control, removing some collateral consequences that limit workforce entry
- **Earned Compliance Credits:** Incentivizes positive behavior, shortens supervision terms, and supports long-term job retention
- **Removing Occupational Licensing Barriers:** Expands access to specific jobs and industries; increases candidate pools for employers
- **Employment as a Supervision Success Metric:** Shifts system culture toward rehabilitation

# REFORM in the Commonwealth

## SB 904/905

- Created a remote reporting infrastructure where people on probation may be able to check-in with their probation officer remotely over a cell phone or other electronic device.
- Requires probation departments to adopt standards which consider and account for common conflicts such as employment schedules and essential medical care when scheduling meetings.

## SB 838

- Individualized Conditions: Requires the court to assess and order probation conditions based on a individual circumstances
- Graduated Sanctions / Presumption Against Incarceration: Reducing opportunities for people to be incarcerated for technical violations.
- Early Termination: Sets forth probation review conferences that allow for early termination of probation

**WORKFORCE  
DEVELOPMENT**

*is*

**PUBLIC  
SAFETY**

GET INVOLVED

GET INVOLVED

**GET INVOLVED**

GET INVOLVED

GET INVOLVED

# SAFER SUPERVISION POLICY PROVISIONS

**The Safer Supervision Act (S.3077 / H.R.5883)**  
**was introduced in the 119<sup>th</sup> Congress in October.**

**Ends Presumption of Supervised Release:** Reduces unnecessary supervision orders and focuses resources where needed.

**Restores Judicial Discretion:** Eliminates mandatory revocations for simple drug use or failed drug tests.

**Incentivizes Compliance:** Creates clear criteria for early termination at regular review points.

**Mandates National Study:** Requires a first-ever survey on supervision practices, resource gaps, and outcomes, resulting in a report with actionable recommendations.

## Primary Sponsors

Representative Laurel Lee (R-FL-CD15)

Senator Mike Lee (R-UT)

Senator Chris Coons (D-DE)

## Co-Sponsors

Representative Don Bacon (R-NE-CD02)

Representative Nick Langworthy (R-NY-CD23)

Representative Celeste Maloy (R-UT-CD02)

Representative Lucy McBath (D-GA-CD06)

Representative Barry Moore (R-AL-CD02)

Representative Zach Nunn (R-IA-CD03)

Representative Burgess Owens (R-UT-CD04)

Representative Deborah Ross (D-NC-CD02)

Representative Lloyd Smucker (R-PA-CD11)

Representative Lance Gooden (R-TX-CD05)

Representative Stephanie Bice (R-OK-CD05)

Representative Mary Miller (R-IL-CD15)

Representative Mark Harris (R-NC-CD8)

Senator Cramer (R-ND)

Senator Lankford (R-OK)

Senator Tillis (R-NC)

Senator Wicker (R-MS)

# TAKE ACTION SHARE YOUR STORY





The personal experiences of people impacted by the system ***shape our policy priorities and campaigns.***



Duke Tanner

**From Prison to Pardon:** Now I'm Fighting for Second Chances

Clemency brought me home but Federal supervision kept my family apart. Now, I'm fighting so others won't face the same fight.



**SENT TO PRISON FOR POPPING A WHEELIE.**

HOW MEEK MILL'S STORY CHANGED PA'S PROBATION LAWS FOR GOOD. »

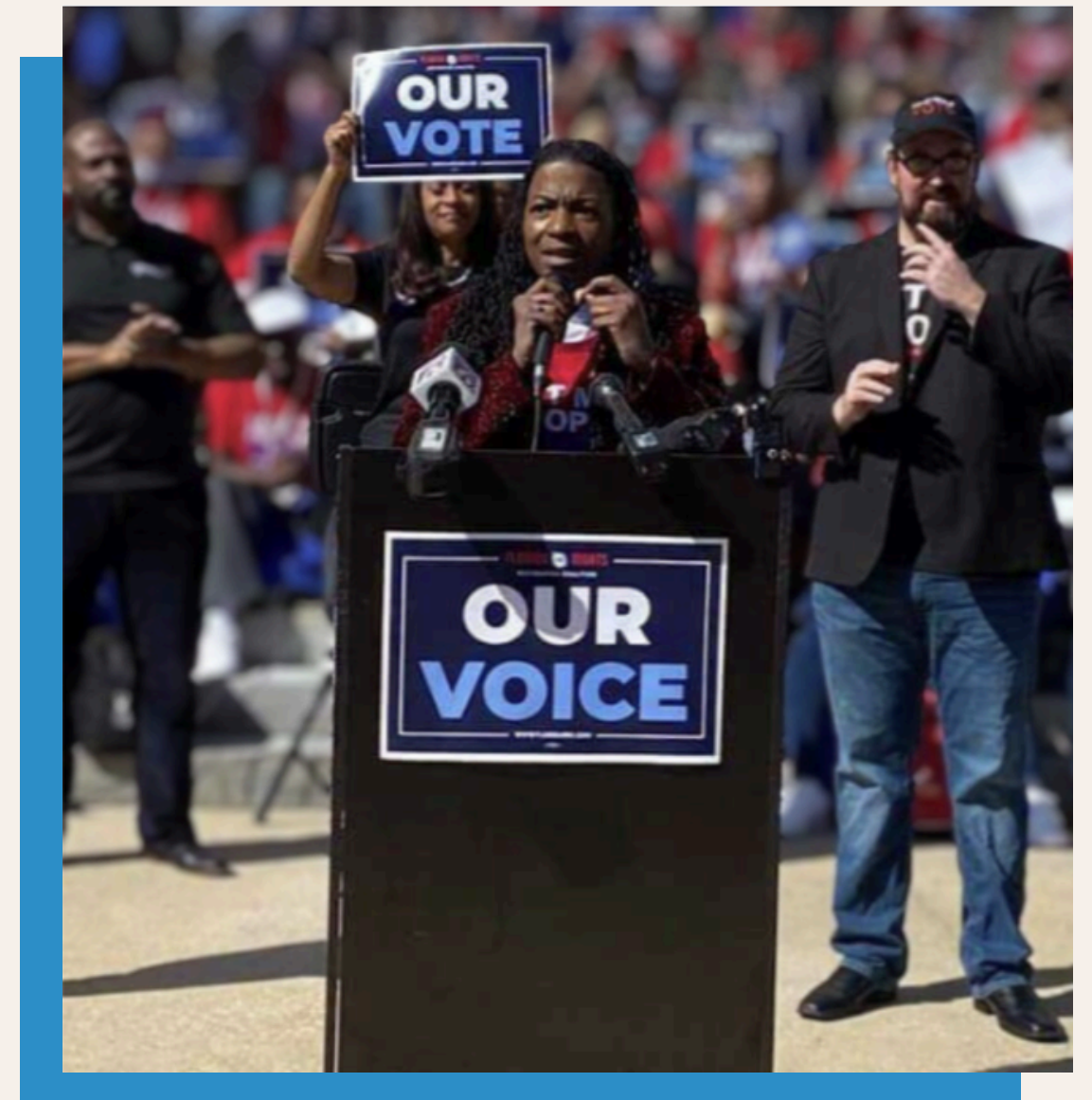
APPLY NOW

# REFORM ADVOCACY INSTITUTE (RAI)



RAI is a hands-on training program that equips passionate justice impacted individuals with the skills, strategy, and support to become effective advocates for supervision reform and drive real change in their communities.

- **Hands-On Advocacy Training**  
Break down complex legislative strategy into clear, actionable steps.
- **Community & Network Access**  
Join an exclusive network of advocates and experts.
- **Grants + Coaching Support**  
Access funding opportunities, 1:1 guidance, and advocacy resources.
- **Professional Recognition**  
Become a certified advocate committed to real reform.
- **Real Impact**  
Help lead efforts to create a more equitable and effective justice system.



THANK YOU

THANK YOU

**THANK YOU**

THANK YOU

THANK YOU

**REFORM**