

## CCA – Defense, Public Order, and Safety

### Sectoral coverage

This Common Country Analysis (CCA) combines two functional sectors: Defense and Public Order and Safety (DPOS). Defense (D; *Military and civil defense*) concerns providing overarching security mainly externally. Public Order and Safety (POS) entails domestic provision of: *Police services; Fire protection services; Operation of law courts* (civil and criminal); and *Prison and jail systems* (including services to prepare prisoners’ return to society). In combination, DPOS, when supplied effectively in the context of this Long-Term Strategic Plan (LTSP), will ensure that Black Americans remain safe and secure.

The broad strategy reflected in this LTSP is for Black Americans to achieve self-reliance, self-sufficiency, and self-determination in distributed areas of influence throughout the US. Also, because Black Americans will be inside the US, our primary “defense” concern is to protect ourselves from US Governments and their military/police and forces. We must never forget that history reveals how local governments have bombed Black American areas of influence.<sup>1</sup>

On the other hand, this biblical David (Black Americans as interpreted through the *Old Testament’s First Samuel*) vs. Goliath (US Governments and their military force) potential scenario is unthinkable and lopsided. It would take divine intervention to save Black America if fighting ever erupted. Because we believe that we must, to the extent possible, provide our own intervention, it may be in our very best interest to rely on a type of nonviolent defense. This approach involves keeping before the Afrikan Diaspora, Afrika, and the global populace through the international media (especially independent and Black media) a clear view concerning the undeserved treatment of Black Americans as second-class citizens in the US, who experience racial discrimination and are prevented from developing properly as a people. We comprehend that this is the exact opposite of the image that the US sells to the world. However, we must be persistent in conveying the reality so that the world community of nations can come to our rescue/support—at least in principle—as US Governments exhibit increasingly egregious treatment and operationalizes even more dastardly deeds against us.

The primary “Public Order and Safety” concerns are to:

1. Expand Black Americans’ roles in police services and gain control of the provision of police services in our areas of influence.
2. Operationalize a strategy that will reduce Black Americans’ encounters with police officials.
3. Evolve law-related apparatuses in our areas of influence that will be so Afrocentric that, like Afrikan societies of old, we will function without the need for jails/prisons and can come to exclude these terms from our vocabulary.<sup>2</sup>
4. Expand Black Americans’ roles in fire prevention and fire-fighting services and gain control of fire prevention and firefighting operations in our areas of influence.

5. Continue reducing our prison and jail populations and motivate improved methods for preparing Black American prisoners and residents in our areas of influence for the former's return to our society.

By addressing each of these concerns effectively through the eight-phase plan that we will present later in this CCA, we expect to achieve the following DPOS overarching goal—in the context of the 100-year overarching LTSP goal:

**Black Americans residing in distributed and self-determined areas of influence across the US indicate through quality of life (well-being) assessments that they experience the best possible provision of DPOS. Also, existing plans for providing future DPOS are sufficient to ensure safety and security well into the future.**

#### Status of the Black America's DPOS

The following facts about the US Defense military system are germane:

- Fiscal year 2021 spending for defense (operational and capital spending) was \$904 billion.<sup>3</sup>
- According to the US Department of Defense (DOD), there were 1.3 million active-duty military personnel in 2020.<sup>4</sup>
- Based on 2020 statistics from the DOD, Black American comprised 17.2 percent of active-duty personnel, who were unevenly distributed across all ranks. Nineteen percent of active-duty enlisted personnel were Black, while only 9.0 percent of active-duty officers were Black.<sup>5</sup>

The above information paints only a partial picture of the US security apparatus because it does not, for example, account for the size of the Ready Reserve, Retired Reserve, Standby Reserve, or Coast Guard. In addition to “state militias,” according to the DOD in 2020, there were 335,000 National Guards troops serving US states and territories.<sup>6</sup>

As for Black American firms benefitting from the provision of defense services, the US Small Business Administration reported for 2020 that Black firms received less than \$10 billion (less than two percent of the total) in Federal Government contracts, including contracts from the DOD. The US Government issued more than \$550 billion in contracts in 2020.<sup>7</sup>

On the status of Public Order and Safety, in 2021, there were over 750 thousand police officers in the US, with 11.5 percent being Black.<sup>8</sup> There are thousands of criminal courts (civil courts are ignored here for the sake of simplicity) in the US at the Federal, state, and local levels. In May 2021, there were nearly 28 thousand judges/magistrates ruling in the US court system.<sup>9</sup> In 2020, there were 1.7 million incarcerated persons in Federal and state prisons and local jails; 582 thousand (about 34 percent) of those persons were Black Americans.<sup>10</sup> The Federal Bureau of Investigation's *Uniform Crime Report* for 2019 (the last year that the report was prepared) shows that there were 6.8 million arrests on criminal charges during the year; 1.8 million (26.6 percent) of those arrested were Black Americans (we represented less than 13 percent of the total population).<sup>11,12</sup> In 2021, there were 294 thousand firefighters in the country, with 26.2 thousand

or 8.9 percent being Black.<sup>13</sup> For completeness, it is important to note that US Governments (at all levels) spent \$474 billion on Public Order and Safety.<sup>14</sup> It is increasingly clear that Black Americans (our bodies and our lives) are overrepresented as inputs for the production of Public Order and Safety services (especially with respect the provision of police and criminal justice services), while other races and ethnicities benefit richly in the form of firm profits, employment and compensation, retainers, fees, and investment returns.

### Sectoral needs and rationale

#### *Defense*

For the foreseeable future, Black America will appear as a scrawny David against a very mighty Goliath-like US Department of Defense if physical fighting ever erupts. It is an unthinkable outcome that would only occur if many unexpected turns of events materialize. But a plan must consider such unexpected events. Consequently, the relevant question comes: How could Black America defend herself against a US DOD?

As already indicated above, the best defense can often be a high-quality offense. Therefore, it would be wise on the part of Black Americans to expand economic cooperations with the Afrikan Diaspora and the Afrikan Continent and to paint effectively and continuously the reality of life in America for the “average Black American” for the rest of the world to observe. Severe incriminating images and information concerning the treatment of Blacks in America could even cause the rest of the world to empathize with Black Americans and maybe divest in America, much the way America and the world divested in South Africa and imposed sanctions on that country in the 1970s and 1980s.

On the Black “reality” in America, it is true that the “average Black American” can generally secure some form of food, clothing, and shelter. However, the quality of those requirements of life are significantly poorer than the quality of such goods and services enjoyed by the “average American.” But physical conditions are only one aspect of life. The reality of the mental, social, and psychological aspects of life must also be told. When put on display, it will become obvious to the rest of the world that America is a GREAT FALLACY for Black Americans. When all things are considered, average Black Americans have very limited power to live a human life with inalienable rights. We have a limited ability and opportunity to: (1) know who we are; (2) educate ourselves; (3) produce for ourselves; and (4) direct the normal course of our lives. All of this because of the powerful force of the oligarchs and plutocrats who cause government and the media that they control to impose their heavy hands on our lives—overtly and subliminally and directly and indirectly. At the same time, other racial and ethnic groups in America are permitted a freer hand to enjoy their inalienable rights. Therefore, our best defense may be an offense of selling to the world the reality of Black America.

#### *Public Order and Safety*

The most definitive and recent work on Black Americans in the criminal injustice system is *The New Jim Crow: Mass Incarceration in the Age of Color Blindness*, which was authored by

Michelle Alexander and published in 2012. Alexander's work and the subsequent seemingly accelerated extrajudicial murders of Black Americans at the hands of the police point toward a set of critical Black American needs.

1. We should plan to design and execute strategies to reduce substantially contact/encounters between Black Americans and police officials—especially White police.
2. In support of item 1, Black Americans (males and females) should accelerate our efforts to develop area of influence (neighborhood or community) security teams.
3. It is essential that all Black Americans realize that “we all we got.” Therefore, we should promulgate a strong information campaign that promotes Black Americans looking after and taking care of each other when our physical security is challenged.
4. We should move aggressively to clean up our areas of influence because a cleaner environment has an immediate and significant impact on reducing unwanted outcomes—especially crime and criminal behavior.<sup>15</sup>
5. We should promote police/security occupations as viable and important careers among Black Americans and motivate the hiring of more Black police to serve in our areas of influence. There is scholarly evidence that an increase in the number of ethnic police serving ethnic areas of influence is associated with a decrease in crime.<sup>16</sup>
6. In the course of time, as we improve our unity and economic power, we should advocate for establishing police administrations near or in our areas of influence, which are to be controlled by Black police officials. This “control” should not be just in principle, but in practice.

This six-step approach for improving the functioning of police and reducing crime in and around our areas of influence is generally transportable to fire prevention and firefighting.

### *Law and Incarceration Systems*

As self-determined distributed areas of influence, it will be imperative that Afrocentrism prevail. As already hinted, prisons and jails were alien to ancient Afrikan societies. We should make every effort to find the route back to that paradigm.

To move us in that direction, and as is the case with the CCA for Social Protection, this DPOS CCA calls upon Responsible Parties from the Recreation, Religion, and Culture (RRC) CCA to work double time to restore the Nguzo Saba in our areas of influence—in particular, unity (Umoja), collective work and responsibility (Ujima), and cooperative economics (Ujamaa). With these principles and practices at work, Black American socioeconomic life will improve significantly.

Research shows that a substantial proportion of crimes (violent and property crimes) originate for economic reasons and/or are related to education or economic status.<sup>17</sup> It is believed that, if Black Americans can operate collectively to generate robust economies in our areas of influence that produce a high employment environment, then criminal activity will decrease. (The DPOS CCA must collaborate with the Economic Affairs CCA to ensure this outcome.) In time, crime may reach such a low level that the need for prisons or jails will be reduced substantially. Moreover, as we study ancient Afrikan societies in depth, we may discover how they managed to promulgate

societies that produced little-to-no criminal behavior, or they possessed methods for addressing criminal behavior without the need for prisons or jails.

Until we are fully responsible for managing the socioeconomic system in our areas of influence, we should act to ensure that courts, which are stacked against us on the front and back ends of US jurisprudence, have fewer opportunities to engage with us. This will be achieved, in part, by operationalizing strategies to reduce engagement/encounters with police officials that were mentioned above. Another set of strategies involve using our enhanced unity to impact judicial operations. Until we achieve self-determination, we will continue to interact with the larger society. Therefore, we should use all the leverage that we have (voting, capturing judgeships, serving as prosecuting and defending attorneys, and filling other positions in the criminal justice system) to impact the system directly. But the story does not end there. Given increasingly robust economic conditions in our areas of influence, we should not hesitate to use our elevated financial means to sway—even control—decisions that are related to the criminal justice system; especially aspects that affect Black Americans disproportionately.

In the meantime, it is crucial that Black Americans work vigorously and diligently to: (1) Wring Black Americans out of the criminal injustice system; and (2) ensure that formerly incarcerated Black Americans return to the society prepared to contribute positively to our areas of influence. Progress is already underway on reducing the prison/jail count. According to the Bureau of Justice Statistics, the number of Black incarcerated person in the US declined from 851.7 thousand in 2010 to 582.1 thousand in 2020.<sup>18</sup> The relatively low 2020 statistic was aided, no doubt, by early releases in response to the COVID-19 Pandemic. However, the number of Black incarcerated person has trended down for several years.<sup>19</sup>

On preparing incarcerated persons for their return to society, there are multiple strategies that can assist in achieving this objective: (1) Motivating governments to spend additional resources on in-person and virtual training—including making more and better electronic hardware and software available to incarcerated persons;<sup>20</sup> (2) increasing the involvement of Black religious, fraternal, and non-governmental organizations in preparing incarcerated persons for reentry; and (3) prompting family members and other members of Black areas of influence to intensify their engagement with nearby prisons/jails to prepare themselves and incarcerated persons for reentry.

Black Americans have many and very serious needs to address that are related to DPOS. This section has considered several of these needs and proposed a range of strategies to address them. Clearly, things will change over time. New needs and new strategies will arise. However, if the Responsible Parties associated with this CCA remain focused and diligent, we can certainly fulfill the stated 100-year goal.

### Suggested Responsible Parties

The following is a list of Responsible Parties that should be among those entities invited to execute the plan for this DPOS sector.

The Rocks, Inc.  
National Association of Black Veterans, Inc. (NABVETS)  
National Association of Black Military Women  
National Organization of Black Law Enforcement Executives  
National Association of Black Law Enforcement Officers, Inc.  
National Black Police Association  
International Association of Black Professional Fire Fighters  
National Bar Association  
National Conference of Black Lawyers  
National Association of Blacks in Criminal Justice  
National Association of Women Judges  
National Black Prosecutors Association  
Association of Black Prison Wardens  
Association of Black Prison Guards  
Association of Black Prison Chaplains  
National of Islam  
Lost Found Nation of Islam

DPOS overarching goal and objectives

Following the overarching goal and selected supporting goals of the coordinated and integrated eight-phase 100-year LTSP, Table 2 presents the phased 100-year overarching goal and selected objectives for the DPOS sector.

**Table 2. DPOS Phased 100-Year Overarching Goal and Selected Objectives**

No.	Phases	Goals and Subgoals
1	Years 1-5 objectives	<p>Ensure that DPOS Responsible Parties are identified and that this sector is represented properly in the General Public Service (GPS) sectors' National Black Planning Council (NBPC); build strong collaborations with the Economic Affairs, Education, and Recreation, Religion, and Culture (RRC) sectors to evolve detailed plans that will fulfill the objectives of the DPOS sector; support Black American National Black Cleanup Day campaigns to obtain the many benefits that are associated with cleaner areas of influence; develop an information campaign to convince Black "stars" to present Black America's reality to the rest of the world; in cooperation with the Education and RRC sectors, develop and begin to promulgate strategies for motivating Black Americans to pursue careers in defense, security, and fire protection services and criminal justice with specific long-term purposes in mind—to benefit Black America; motivate Education sector Responsible Parties to incorporate into new curriculums that they develop appropriate perspectives about limiting contact with police; establish targets for lower levels of crime in our areas of influence and for the number of Black incarcerated persons and work toward reaching them; motivate RRC sector Responsible Parties to ensure that efforts are undertaken to improve and enhance connections between those in the criminal justice system and those in our areas of influence, which will facilitate smoother returns to the society; motivate Economic Affairs sector Responsible Parties to increase/expand Black entrepreneurs' hiring of Black employees—to include former incarcerated persons; interact with RRC sector Responsible Parties to ignite interest in area of influence citizens to form security teams for crime prevention, which could be a springboard to employment in this field; work with the RRC sector to transform attitudes about Black Americans in the criminal injustice system—especially among religious, fraternal, nongovernmental organizations, and families of incarcerated persons; and in collaboration with the Education and RRC sectors, mount an information campaign that promotes "Blacks Rescuing Blacks," whenever and wherever our physical security is challenged.</p>
2	Year 6-10 objectives	<p>Continue incomplete and ongoing efforts from the previous phase; expand the focus of citizen security teams from crime prevention to include prevention of unwanted external infiltrations into our areas of influence; collaborate with the Education sector to ensure that new curriculums emphasize the need for (military) security in our areas of influence; motivate military veterans to expose Black Americans to basic offensive and defensive military tactics; collaborate with RRC sector Responsible Parties to apply additional pressure for the hiring of more Black Americans as police, fire preventers and fighters, and prison/jail wardens and guards by local governments; in conjunction with the RRC sector, begin to establish area of influence law/justice councils; motivate Black Americans to use our votes to increase Black representation throughout the law enforcement and judicial systems; collaborate with the Economic Affairs sector to improve the absorption of formerly incarcerated persons into the economies of our areas of influence; collaborate with the GPS sector to assess Black Americans' status with respect to DPOS.</p>

No.	Phases	Goals and Subgoals
3	Year 11-15 objectives	Continue incomplete and ongoing efforts from previous phases; collaborate with the RRC sector to motivate Black Americans to apply pressure to local governments to gain greater control of the provision of police, fire prevention, and fire-fighting services—to include locating new police and fire prevention and fighting facilities in our areas of influence that are managed by Black Americans; collaborate with the RRC sector to motivate Black Americans to pressure legislatures to perform a comprehensive review of US criminal law to identify provisions that are classist and anti-Black (racist) and for a rewriting of those laws (Black legal experts should lead this initiative); with the RRC sector, intensify efforts to establish area of influence law/justice councils; Responsible Parties should direct military veterans to intensify their efforts to familiarize Black Americans with war-fighting tactics; collaborate with the Economic Affairs sector to motivate Black and entrepreneurs to consider the production of weaponry.
4	Year 16-20 objectives	Continue incomplete and ongoing efforts from previous phases; collaborate with other sectors (GPS and its NBPC, Economic Affairs, and RRC) to pressure local governments to transfer control of police and fire protection services to our areas of influence—providing relevant shared financial resources to be managed by Black Americans; discontinue citizen security teams, and redirect members of these teams and any related resources to expanding capacity to provide external security for our areas of influence; ensure that law/justice councils are operational in our areas of influence, which can begin to serve as an alternative to the broader criminal justice system; collaborate with the Economic Affairs, Education, RRC, and Social Protection sectors to ensure that most reentering formerly incarcerated persons are absorbed by our areas of influence economies; and in cooperation with the GPS sector, assess the quality of Black America’s DPOS.
5	Year 21-40 objectives	Continue incomplete and ongoing efforts from previous phases; conduct a comprehensive review of the strategies outlined in this CCA and produce a thoroughly revised plan that accounts for 40 years of developments that have occurred under the existing plan; begin implementing the new plan; ensure that Black America’s “non-violent” and “military” strategies are operational through our entertainment “stars” and others who engage international media and through local “militias” that are trained by US military veterans and others who have mastered the art of war; ensure that our areas of influence embody the facilities for, and control the provision of, Public Order and Safety services; establish a new nearly zero target for crimes in our areas of influence and for a near zero presence of Black Americans in the US criminal injustice system; and in cooperation with the GPS sector, assess the quality of Black America’s DPOS to include costs, benefits, and new requirements at the end of this phase.



No.	Phases	Goals and Subgoals
6	Year 41-60 objectives	Continue incomplete and ongoing efforts from previous phases; ensure the continued strengthening of our “non-violent” and “military” positions; collaborate with the Economic Affairs and Education sectors to begin a phased reduction in police services, demand for which should have decreased; analyze law/justice councils in our areas of influence to ensure that their operations are consistent with needs; to the extent possible, ensure that the number of incarcerated Black Americans is near zero due to limited contact with the larger society or because Black legal experts are proficient at extricating them from the US criminal injustice system; begin to share our DPOS model with other Black/Afrodescendant people around the globe; and in cooperation with the GPS sector, assess the quality of Black America’s DPOS.
7	Year 61-80 objectives	Continue incomplete and ongoing efforts from previous phases; conduct comprehensive reviews of DPOS operations to ensure that the latest, most relevant, and safest methods, procedures, and technologies are adopted; initiate a consultancy program to assist other Afrikan people in the development of DPOS infrastructure and systems; and at the end of the period, in collaboration with the GPS sector, perform an assessment of Black America’s DPOS to include the costs, benefits, new requirements, and a comparative analysis of the results of this assessment and the assessment conducted at the end of phase 5;
8	Year 81-100 objectives  OVER ARCHING GOAL	Continue efforts underway from previous phases; ensure that a new 100-year LTSP is prepared for the DPOS sector; and in cooperation with the GPS sector, assess the quality of Black America’s DPOS.  <b>Black Americans residing in distributed and self-determined areas of influence across the US indicate through quality of life (well-being) assessments that they experience the best possible provision of DPOS. Also, existing plans for providing future DPOS are sufficient to ensure safety and security well into the future.</b>

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- <sup>1</sup> Two cases of local US governments bombing Black American areas of influence are: (1) The Tulsa Riots (Black Wall Street) in 1921; and (2) the bombing of a “MOVE” group in Philadelphia in 1985.
- <sup>2</sup> The Swahili word for “jail” is derived from Portuguese, signaling that the language was absent a word for “jail.” Other Afrikan languages reflect this identical reality; i.e., no word for “jail/prison” exists in the original language.
- <sup>3</sup> US Department of Commerce, Bureau of Economic Analysis (2023). “Table 3.9.5. Government Consumption Expenditures and Gross Investment,” line 17. National Income and Product Accounts. <https://www.bea.gov> (Ret. 011923).
- <sup>4</sup> Office of the Deputy Secretary of Defense for Military Community and Family Policy (2020). *2020 Demographics Profile of the Military Community*. US Department of Defense, p. 22. <https://www.militaryonesource.mil/data-research-and-statistics/military-community-demographics/2020-demographics-profile/> (Ret. 011823).
- <sup>5</sup> *Ibid.* (pp. 22 and 24).
- <sup>6</sup> Jim Garamone (2020). “Guardsmen Serve Throughout Nation, World.” *DOD News*; September 14. <https://www.defense.gov/News/News-Stories/Article/Article/2347443/guardsmen-serve-throughout-nation-world/> (Ret. 011823).
- <sup>7</sup> US Small Business Administration (2021). “SBA Releases FY 2020 Disaggregated Contracting Data.” <https://www.sba.gov/blog/sba-releases-fy-2020-disaggregated-contracting-data> (Ret. 011823).
- <sup>8</sup> US Department of Labor, Bureau of Labor Statistics (2021). “Table 11. Employed persons by detailed occupation, sex, race, and Hispanic or Latino ethnicity.” *Current Population Survey*. <https://www.bls.gov/cps/cpsaat11.htm> (Ret. 011923).
- <sup>9</sup> US Department of Labor, Bureau of Labor Statistics (2021). Occupation Employment and Wage Statistics, 23-1023 - Judges, Magistrate Judges, and Magistrates. <https://www.bls.gov/oes/current/oes231023.htm> (Ret. 011923).
- <sup>10</sup> These data reflect combined statistics for jails and prisons. For jails: Todd Minton and Zhen Zeng (2021). “Jail Inmates in 2020 – Statistical Tables.” US Department of Justice, Bureau of Justice Statistics (Table 2, p. 8). <https://bjs.ojp.gov/content/pub/pdf/ji20st.pdf> (Ret. 011222). For prisons: E. Ann Carson (2021). “Prisoners in 2020 – Statistical Tables.” US Department of Justice, Bureau of Justice Statistics (Table 3, p. 10). <https://bjs.ojp.gov/content/pub/pdf/p20st.pdf> (Ret. 011222).
- <sup>11</sup> Federal Bureau of Investigation (2020). “Table 43, Arrests by Race and Ethnicity, 2019.” *2019 Crime in the United States*. <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/tables/table-43> (Ret. 011923).
- <sup>12</sup> US Department of Commerce, Bureau of the Census (2020). “2019 Population Estimates by Age, Sex, Race and Hispanic Origin” (Table NC-EST2019-ASR6H). <https://www.census.gov/newsroom/press-kits/2020/population-estimates-detailed.html> (Ret. 012023).
- <sup>13</sup> *Op. cit.* (US Department of Labor, Bureau of Labor Statistics (2021). *Current Population Survey*.)
- <sup>14</sup> US Department of Commerce, Bureau of Economic Analysis (2023). “Table 3.15.5. Government Consumption Expenditures and Gross Investment by Function, line 7.” National Income and Product Accounts. <https://www.bea.gov> (Ret. 011923).
- <sup>15</sup> Charles C. Branas, *et al* (2018). “Citywide Cluster Randomized Trial to Restore Blighted Vacant Land and Its Effects on Violence, Crime, and Fear.” *Proceedings of the National Academy of Sciences*; March 20. <https://www.pnas.org/doi/pdf/10.1073/pnas.1718503115> (Ret. 011923).
- <sup>16</sup> Sounman Hong (2016). “Representative Bureaucracy, Organizational Integrity, and Citizen Coproduction: Does an Increase in Police Ethnic Representativeness Reduce Crime?” *Journal of Policy Analysis and Management*: Vol 35; No. 1; pp 11-33.
- <sup>17</sup> Danielle Catambay (2013). *Beyond Simply Rational: Essays on Choice and Violence*. University of Pennsylvania. A doctoral dissertation. <https://repository.upenn.edu/dissertations/AAI3565035/> (Ret. 011923).
- <sup>18</sup> These statistics were obtained from the sources cited in endnote 10 above.
- <sup>19</sup> It is important to recognize the natural inertia associated with the criminal injustice system. So many occupations are associated with the system that there is bound to be a natural and purposeful momentum to not only maintain the existing operating level, but to expand operations to generate more opportunities—especially financial benefits.
- <sup>20</sup> The Second Chance Pell Grant Program represents an opportunity in this regard. US Department of Education (2022). “US Department of Education Announces Expansion of Second Chance Pell Experiment and Actions to Help Incarcerated Individuals Resume Educational Journeys and Reduce Recidivism.” <https://www.ed.gov/news/press-releases/us-department-education-announces-expansion-second-chance-pell-program-and-actions-help-incarcerated-individuals-resume-educational-journeys-and-reduce-recidivism> (Ret. 021423).
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