

# MUNAPAC'26

## DHS Study Guide

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Department of Homeland  
Security

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PROTECT  
THE HOMETOWN

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## 1. Letter from the Secretary-General

Dear Participants of MUNAPAC'26,

My role as the Secretary-General grants me the distinct honor of contributing to a conference that embodies the principles of education, excellence, and collaboration. Engaging with a team of exceptionally dedicated and talented individuals, I am truly excited to help shape an event that reflects the very best of our community. Motivated by our shared vision, we strive to deliver an experience that captures the spirit and ambition of our club. Rooted in a strong tradition of Model United Nations excellence, this year's conference continues to build upon years of dedication and growth.

Every member of our academic and organizational teams has worked tirelessly to ensure that MUNAPAC'26 becomes an unforgettable experience. Not only do we aim to provide three remarkable days, but also to contribute meaningfully to your academic and personal growth. In this spirit, our conference offers a wide and dynamic range of committees designed to appeal to all styles of debate. Notably, this year we are proud to present 12 unique committees, each crafted with immense care and originality.

Among them are Historical GA1: DISEC where you can relieve the political tension of the breakup of a major state, GA4: SPECPOL which brings you an out-of-this-world debate experience; forming the backbone of our General Assembly and international governance discussions.

Moreover, our special committees consist of UNHRC in which you will be the voice of the unheard, Historical UNSC where the dust of the Middle East can be felt, Historical NATO and the desperate need for a reform, Parlamento Italiano with its unique Mediterranean atmosphere, World Trade Organization where global trade is in your hands, and the Worcester Convention where the fight for equality is born; all bringing diverse political perspectives to the table.

Keeping innovation and adrenaline at the core of our crisis committees; the Department of Homeland Security attempts to maintain public security, FCC: Small Council is challenged with the well-being of Westeros, FCC The Apocalypse of St. John plunges delegates into a world of prophecy and chaos, and JCC: Anglo-Soviet Invasion of Iran takes delegates back to WWII to relive the unjust nature of war.

On behalf of the APAC Model United Nations Team, I truly hope MUNAPAC'26 will be an unforgettable experience for each and every one of you, and eagerly anticipate welcoming you all to our conference this June.

Warm regards,  
Saniyar Safari  
Secretary-General, MUNAPAC'26

## 2. Letter from the Under-Secretary-General

Distinguished delegates of DHS Committee,

I am Defne Dinçel and I am glad to be a part of this unique committee as your Under-Secretary-General. I hope that me and my Academic Assistant can make you experience the most entertaining committee of your MUN career. We had so much fun preparing this scenario for you and it would be my utmost pleasure to enjoy this committee for 3 days with my fellow delegates.

Within these 3 days, you will be experiencing a scenario which is specifically fictioned by us and writing directives as officials of different departments in order to solve the crises throughout your journey. I know that the agenda item you saw on the website is not explaining anything about the process but this study guide is explaining the structure of the Department of Homeland Security and its working principals. Since our agenda is an open agenda, you will be informed about the specific process on the first day of the conference.

Please do not hesitate to ask any questions directly to me or my Academic Assistant. I wish you all a great conference.

Sincerely,  
Defne Dinçel

E-Mail: [dinceldefne1@gmail.com](mailto:dinceldefne1@gmail.com)  
Phone Number: +90 552 352 08 20

### 3. Letter from Academic Assistant

Dear Distinguished DHS Officials,

I am Tuna Kalender and will be serving as your Academic Assistant for these 3 days. It is my utmost pleasure to welcome you all to this unique committee where you will be controlling the foundations under DHS. Me and my Under Secretary General tried to make this committee as entertaining and interesting as possible and I hope you will manage crises efficiently, if you are a crisis first timer make sure to check out the “5. Directives” part to see how a directive should be written.

I highly urge you to read every single part of this guide to have detailed insight about how DHS operates and get an idea of what you are going to be doing in the committee since this committee differs from classic crisis committees. I hope that this guide will help you prepare for the committee and understand your roles in detail. I wish all of you happy studies and hopefully this will be an entertaining committee for you. If you have any questions make sure to contact me through my phone number provided below.

+905421163417

Sincerely,

Tuna Kalender

#### **4. Introduction to the Committee**

The Department of Homeland Security is one of the biggest government bodies of the United States and plays a significant role in protecting the country from some of the biggest threats in the modern world.

The organization collaborates with several different federal agencies, a few of them being; Departments of Human Services, Defense, State, Justice and Health. Apart from collaborating with other organizations, DHS also contains many organizations under itself such as the U.S. Customs and Border Protection (CBP) and the Federal Emergency Management Agency(FEMA). These organizations help the DHS intervene in several different cases to help protect the nation from these threats.

As crime rates reach incredible heights throughout several states and regions, the Department of Homeland Security's burden of responsibility becomes a huge problem for the organization. The department is tasked to solve almost every issue that threatens the future of the United States of America; from cyber crime to illegal migration, from terrorist attacks to drug smuggling, DHS has many problems that need to be addressed for good.

However, there are many obstacles that make these crimes more complicated than they should be. Criminals can abuse the gaps in the interstate system pretty easily while most of the states fail to cooperate between each other about laws and policies, allowing the criminals to escape true justice due to compatibility issues between states.

In this crisis committee, delegates are expected to resolve the main loopholes in interstate security such as jurisdiction problems and state policies while unraveling major crimes, such as fugitive tracking, throughout the homeland to ensure stability and sustainability.

#### **5. Directives**

The procedure of the crisis committees are much different than the GA committees. Firstly, you are not representing a country but representing a character from the date that we will simulate. That means you don't have to use "we" language in these kinds of committees. Crises are the events and updates that the crisis team will give you according to your actions throughout the committee. You will receive lots of them since you will take your next movements according to these crises and updates. One of your aims in the committee will be to solve these crises by taking proper action.

You will take these actions by using your personal or the cabinet's power and write directives instead of the resolution papers, like in the GA committees. Directives are the documents you write to take immediate actions and create short-term solutions and that is the difference between directives and resolution papers. Another aspect of directives differing from resolution papers is that you write multiple directives and write them on your papers via handwriting. Now let's learn what exactly directives are and how to write them.

### 5.1. Directive Types

**Personal Directives:** In personal directives, you take actions as yourself by using your own personal powers. Since you will be using your own powers, you should consider what powers does your character have. For example, a character who is a commander can take some military actions, etc.

**Joint Directives:** Joint Directives are directives that are written by more than one person. You can separate and write the directive part by part. While writing these directives, it is crucial that you work together in coordination and reach a middle ground about your ideas.

**Information Directives:** In information directives, you ask for some data that is not written in the study guide. These types of directives should be short and clear. The Crisis Team will tell you the info you need in the next update if what you ask is necessary and clear. An information directive example:

From: (your allocation name) Cabinet Name

To: Minister of Military Timestamp

I would like to be informed about our troop counts, military bases and the distribution of soldiers to military bases.

**Press Releases:** In press releases, you are addressing the people in the country by using media organs. They are crucial for controlling public opinion so you should use them wisely. Language skills are crucial in order to write a well-structured and effective press release.

**Top Secret Directives:** In top secret directives, you also take actions by using your powers but the difference is that the directive will not be known by anyone in your cabinet. These types of directives are mostly used for assassinating someone in your cabinet or even your chair. You have to give these directives secretly to admins for them to bring your directives to the crisis team members. Since your chair shouldn't see top secret directives find a way to give it to the admins. You can give it via hiding it inside your empty water cup, secretly putting it in their pockets, etc.

## 5.2. How to Write a Proper Directive

Always write your character's name and the committee on the directive. You need to write the timestamp on top of your directive that you are sending. The crisis team will evaluate your directives according to timestamps. It is highly suggested to give enough details in your directives for them to be accepted and evaluated. Your directive must answer the "Five Ws and one H" questions (Who, What, Why, Where, When, and How) Your directive's purpose and aim should be clear. You should use accurate information. If you cannot find the information you want on the internet, you can send an info directive about it. While you are writing your directives do not forget to stay on topic, even if you write a perfectly detailed directive if it's not related to the topic or is unnecessary, the crisis team could reject your directive. Your directives should be realistic. Depending on your committee's topic, the realism of your directives can change.

-> You should not write your directives like writing a story. Using "If, Else Clauses" in your directives will improve the quality of your directives.

-> You should write your directives in readable handwriting for the crisis team members to give your directives fair updates.

### WRONG WRITTEN DIRECTIVE EXAMPLE:

FROM: Kash Patel  
TO: Related Departments

We are establishing a Video Editing Agency (VEA) under the Internet Agency of the USA, as soon as possible. The center place of the Video Editing Agency will be held in Tennessee.

Mistake 1: You cannot write "Related Departments" to "TO:" part. You must specify which department you are writing this directive to.

Mistake 2: There is neither a timestamp nor the name of the cabinet.

Mistake 3: This directive is not detailed enough and does not answer the "Five Ws and One H" questions (Who, What, Why, Where, When, and How). You can see the detailed version of this directive below.

### PROPERLY WRITTEN DIRECTIVE EXAMPLE:

FROM: Kash Patel FBI  
TO: Internet Agency of USA 16.21

We are establishing a Video Editing Agency (VEA) under the Internet Agency of the USA, as soon as possible. We will pick 100 professional video editors and pay them monthly 20.000 USD for educating partisans of the Democratic Party who want to learn how to montage a video. If they do not accept the offer we will increase the offer to 35.000 USD, if they do not accept it again those who reject our offer will not work with us. The education will be given Saturdays and Sundays every week. We will rent 5 schools and use 20 classes for each school. We will pay monthly 10.000 usd for each class we rented. If they do not accept our offer we will offer 15.000 us for each class. If they do not accept our offer we will not work with those schools. In every class, there will be 1 professional video editor and 6 partisans of the democratic party who want to learn how to montage a video. The education will be free for partisans of the democratic party. All of the costs will be paid by the democratic party. The education will be produced until partisans of the democratic party learn how to montage a video.

5 high schools which we will rent if we can agree with the schools:

1. Staten Island Technical High School
2. Bronx High School of Science
3. Townsend Harris High School
4. Stuyvesant High School
5. High School of American Studies at Lehman College

We will try to rent another American school if we cannot agree with the 5 schools written above.

## 6. Key Terms and Definitions

**Federal Bureau of Investigation (FBI):** The domestic intelligence and security service of the U.S. and its principal federal law enforcement agency, operating under the Department of Justice.

**Federal Emergency Management Agency (FEMA):** An agency within DHS responsible for coordinating federal disaster response and recovery efforts when local and state resources are overwhelmed.

**Office of Intelligence and Analysis (I&A):** The civilian national intelligence component within DHS responsible for processing localized security data and bridging information gaps between federal and local authorities.

**Extradition:** The constitutional and logistical process by which a fugitive state offender is formally surrendered by the governor of one state to the authorities of another state holding jurisdiction over the crime.

**Jurisdiction:** The legal boundary and geographic scope within which a specific court system or law enforcement agency has the official authority to enforce laws and administer justice.

**Statute of Limitations:** Statutory time restrictions that place absolute deadlines on how long after an offense occurs that legal proceedings and criminal charges can be brought forward.

**Bail Jumping:** The act of failing to appear before a court for judicial proceedings after being released on bail pre-trial, frequently exploited by fleeing suspects crossing state lines.

## 7. DHS (Department of Homeland Security)'s Structure

The Department of Homeland Security is headed by the secretary of homeland security with the assistance of the deputy secretary. DHS contains operational components, executing specific missions under the purview of the DHS; support components, supporting the mission of the DHS and operational components; and components in the Office of the Secretary, supporting department leadership, DHS components, and the secretary by overseeing and establishing policy.

### 7.1. Core Departments

#### Federal Bureau of Investigation

The Federal Bureau of Investigation (FBI) is the domestic intelligence and security service of the United States and its principal federal law enforcement agency. An agency of the United States Department of Justice, the FBI is a member of the U.S. Intelligence Community and reports to both the attorney general and the director of national intelligence. A leading American counterterrorism, counterintelligence, and criminal investigative organization, the FBI has jurisdiction over violations of more than 200 categories of federal crimes. The FBI maintains a list of its top 10 most wanted fugitives.

Although many of the FBI's functions are unique, its activities in support of national security are comparable to those of the British MI5 and NCA and the Russian FSB. Unlike the Central Intelligence Agency (CIA), which has no law enforcement authority and is focused on intelligence collection abroad, the FBI is primarily a domestic agency, maintaining 56 field offices in major cities throughout the United States, and more than 400 resident agencies in smaller cities and areas across the nation. At an FBI field office, a senior-level FBI officer concurrently serves as the representative of the director of national intelligence.

Despite its domestic focus, the FBI also maintains a significant international footprint, operating 60 Legal Attache (LEGAT) offices and 15 sub-offices in U.S. embassies and consulates across the globe. These foreign offices exist primarily for the purpose of



coordination with foreign security services and do not usually conduct unilateral operations in the host countries. The FBI can and does at times carry out secret activities overseas, just as the CIA has a limited domestic function. These activities generally require coordination across government agencies.

The FBI was established in 1908 as the Bureau of Investigation, the BOI or BI for short. Its name was changed to the Federal Bureau of Investigation (FBI) in 1935. The FBI headquarters is the J. Edgar Hoover Building in Washington, D.C.

### **Mission, priorities and budget**

The mission of the FBI is to "protect the American people and uphold the Constitution of the United States".

### **Priorities**

Currently, the FBI's top priorities are:

- Protect the United States from terrorist attacks
- Protect the United States against foreign intelligence operations, espionage, and cyber operations
- Combat significant cybercriminal activity
- Combat public corruption at all levels
- Protect civil rights
- Combat transnational criminal enterprises
- Combat major white-collar crime
- Combat significant violent crime

## United States Intelligence Community

The United States Intelligence Community (IC) is a group of U.S. federal government intelligence agencies and subordinate organizations that work to conduct intelligence



activities which support the foreign policy and national security interests of the United States. Member organizations of the IC include intelligence agencies, military intelligence, and civilian intelligence and analysis offices within federal executive departments.

The IC is overseen by the Office of the Director of National Intelligence (ODNI), which is headed by the director of national intelligence (DNI) who reports directly to the president of the United States. The IC was established by Executive Order 12333 ("United States Intelligence Activities"), signed on December 4, 1981, by President Ronald Reagan. The statutory definition of

the IC, including its roster of agencies, was codified as the Intelligence Organization Act of 1992

Intelligence is information that agencies collect, analyze, and distribute in response to government leaders' questions and requirements. Intelligence is a broad term that may entail for example:

Collection, analysis, and production of sensitive information to support national security leaders, including policymakers, military commanders, and members of Congress. Safeguarding these processes and this information through counterintelligence activities. Execution of covert operations approved by the president. The IC strives to provide valuable insight on important issues by gathering raw intelligence, analyzing that data in context, and producing timely and relevant products for customers at all levels of national security from the war-fighter on the ground to the president in Washington.

Executive Order 12333 charged the IC with six primary objectives:

Collection of information needed by the president, the National Security Council, the secretary of state, the secretary of defense, and other executive branch officials for the performance of their duties and responsibilities; Production and dissemination of intelligence;

Collection of information concerning, and the conduct of activities to protect against, intelligence activities directed against the US, international terrorist and/or narcotics activities, and other hostile activities directed against the US by foreign powers, organizations, persons and their agents;

Special activities (defined as activities conducted in support of US foreign policy objectives abroad which are planned and executed so that the "role of the United States Government is not apparent or acknowledged publicly", and functions in support of such activities, but which are not intended to influence United States political processes, public opinion, policies, or media and do not include diplomatic activities or the collection and

production of intelligence or related support functions);

Administrative and support activities within the United States and abroad necessary for the performance of authorized activities and such other intelligence activities as the president may direct from time to time.

Before the CIA's establishment, several military intelligence agencies, and the FBI to a limited extent, fulfilled its role.

### **U.S. Citizenship and Immigration Services**

United States Citizenship and Immigration Services (USCIS) is an agency of the DHS that administers the country's naturalization and immigration system.

The USCIS is a successor to the Immigration and Naturalization Service (INS), which was dissolved by the Homeland Security Act of 2002 and replaced by three components within the DHS: USCIS, Immigration and Customs Enforcement (ICE), and Customs and Border Protection (CBP).



In September 2025, the Department of Homeland Security expanded U.S. Citizenship and Immigration Services' law enforcement authority by creating a class of special agent officers who have more militarized freedom to investigate, arrest, and bring to prosecution migrants they believe violate U.S. immigration laws.

In 2025, a policy alert was given for new guidelines that would be enforced immediately for USCIS: immigrant candidates would be assessed for views considered anti-American or antisemitic. The policy was criticized on the grounds that its vagueness could discourage people from applying out of fear of violating the policy.

It also makes adjudicative decisions performed at the service centers, and manages all other immigration benefits functions (i.e., not immigration enforcement) performed by the former INS. The USCIS's other responsibilities include: Administration of immigration services and benefits Issuing employment authorization documents (EAD) Adjudicating petitions for non-immigrant temporary workers While core immigration benefits functions remain the same as under the INS, a new goal is to process immigrants' applications more efficiently. A lawful permanent resident is eligible to become a U.S. citizen after holding the Permanent Resident Card for at least five continuous years, with no trips out of the country of 180 days or more.

## U.S. Coast Guard (USCG)

The USCG is the maritime security, search and rescue, and law enforcement service branch of the United States Armed Forces. It is one of the country's eight uniformed services. The service is a maritime, military, multi-mission service unique among the United States military branches for having a maritime law enforcement mission with jurisdiction in both



domestic and international waters and a federal regulatory agency mission as part of its duties. It is the largest coast guard in the world.

The U.S. Coast Guard protects the United States' borders and economic and security interests abroad; and defends its sovereignty by safeguarding sea lines of communication and commerce across U.S. territorial waters and its Exclusive Economic Zone. Like its United States Navy sibling, the U.S. Coast Guard maintains a global presence with permanently-assigned personnel throughout the world and forces routinely deploying to both littoral and blue-water regions. As a humanitarian service, it provides emergency response and disaster management for a wide range of human-made and natural catastrophic incidents in the U.S. and throughout the world.

The U.S. Coast Guard operates under the U.S. Department of Homeland Security during peacetime. During times of war, it can be transferred in whole or in part to the U.S. Department of the Navy under the Department of Defense by order of the U.S. president or by act of Congress. Prior to its transfer to Homeland Security, it operated under the Department of Transportation from 1967 to 2003 and the Department of the Treasury from its inception until 1967. A congressional authority transfer to the Navy has only happened once: in 1917, during World War I. By the time the U.S. entered World War II in December 1941, the U.S. Coast Guard had already been transferred to the Navy by President Franklin Roosevelt.

The U.S. Coast Guard was formed by a merger of the U.S. Revenue Cutter Service and the U.S. Life-Saving Service on 28 January 1915, under the Department of the Treasury. The Revenue Cutter Service was created by Congress as the Revenue-Marine on 4 August 1790 at the request of Alexander Hamilton, and is therefore the oldest continuously operating naval service of the United States.

In 1939, the U.S. Lighthouse Service was also merged into the U.S. Coast Guard. As one of the country's six armed services, the U.S. Coast Guard and its predecessor have participated in every major U.S. war since 1790, from the Quasi-War with France to the Global War on Terroris

### **U.S. Customs and Border Protection**

United States Customs and Border Protection (CBP) is the largest federal law enforcement agency of the United States Department of Homeland Security. It is the country's primary border control organization, charged with regulating and facilitating international trade, collecting import duties, as well as enforcing U.S. regulations, including trade, customs, and immigration. The CBP is one of the largest law enforcement agencies in the United States. It is headquartered in Washington, D.C.

This organization is responsible for regulating the potential physical threats that may enter the country. It operates in airports, ports and borderlines. CBP minimizes threats like human trafficking, weapon trafficking, drug trafficking, illegal financial transportation, terror related logistic actions etc.

The transportation security dimension reveals the vulnerability created by the high level of mobility in modern society. Air transport, civil aviation infrastructure, cargo inspection, passenger screening systems, and logistics networks must remain open to maintain large-scale economic activity; however, this same openness creates areas that can be exploited by hostile actors. Therefore, the fundamental challenge of this unit is to strike a balance between security and fluidity. An overly lax system creates security vulnerabilities, while an overly tight system can disrupt economic and social life. The importance of this unit in terms of internal security structures stems precisely from the necessity of managing this dual pressure.



### **U.S. Federal Emergency Management Agency**

The Federal Emergency Management Agency (FEMA) is an agency of the United States Department of Homeland Security (DHS), initially created under President Jimmy Carter by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders on April 1, 1979. The agency's primary purpose is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities. The governor of the state in which the disaster occurs must declare a state of



# FEMA

emergency and formally request from the president that FEMA and the federal government respond to the disaster. The only exception to the state's gubernatorial declaration requirement occurs when an emergency or disaster takes place on federal property or to a federal asset, for example, the 1995 bombing of the

Alfred P. Murrah Federal Building in Oklahoma City, Oklahoma, or the Space Shuttle Columbia in the 2003 return-flight disaster.

While on-the-ground support of disaster recovery efforts is a major part of FEMA's charter, the agency provides state and local governments with experts in specialized fields, funding for rebuilding efforts, and relief funds for infrastructure development by directing individuals to access low-interest loans, in conjunction with the Small Business Administration. In addition to this, FEMA provides funds for response personnel training throughout the United States and funds for non-federal entities to provide housing and services for migrants released from Department of Homeland Security custody. Federal emergency management in the U.S. has existed in one form or another for over 200 years.

### **Prior to 1930s**

A series of devastating fires struck the port city of Portsmouth, New Hampshire, early in the 19th century. The 7th U.S. Congress passed a measure in 1803 that provided relief for Portsmouth merchants by extending the time they had for remitting tariffs on imported goods. This is widely considered the first piece of legislation passed by the federal government that provided relief after a disaster. Between 1803 and 1930, ad hoc legislation was passed more than 100 times for relief or compensation after a disaster. Examples include the waiving of duties and tariffs to the merchants of New York City after the great fire of New York in 1835. After the collapse of the John T. Ford's Theater in June 1893, the 54th Congress passed legislation compensating those who were injured in the building.

### **Piecemeal approach (1930s–1960s)**

After the start of the Great Depression in 1929, President Herbert Hoover had commissioned the Reconstruction Finance Corporation in 1932. The purpose of the RFC was to lend money to banks and institutions to stimulate economic activity. RFC was also responsible for dispensing federal dollars in the wake of a disaster. RFC can be considered the first organized federal disaster response agency. The Bureau of Public Roads in 1934 was given authority to finance the reconstruction of highways and roads after a disaster. The Flood Control Act of 1944 also gave the U.S. Army Corps of Engineers authority over flood control and irrigation projects and thus played a major role in disaster recovery from flooding.

### **Department of Housing and Urban Development (1973–1979)**

Federal disaster relief and recovery was brought under the umbrella of the Department of Housing and Urban Development (HUD), in 1973 by Presidential Reorganization Plan No. 2 of 1973, and the Federal Disaster Assistance Administration was created as an organizational unit within the department. This agency would oversee disasters until its incorporation into FEMA in 1978.

Prior to implementation of Reorganization Plan No. 3 of 1978 by E.O. 12127 and E.O. 12148, many government agencies were still involved in disaster relief; in some cases, more than 100 separate agencies might be jockeying for control and jurisdiction of a disaster.

Over the years, Congress increasingly extended the range of covered categories for

assistance, and several presidential executive orders did the same. By enacting these various forms of legislative direction, Congress established a category for annual budgetary amounts of assistance to victims of various types of hazards or disasters, it specified the qualifications, and then it established or delegated the responsibilities to various federal and non-federal agencies.

In time, this expanded array of agencies themselves underwent reorganization. One of the first such federal agencies was the Federal Civil Defense Administration, which operated within the Executive Office of the President. Functions to administer disaster relief were then given to the President himself, who delegated to the Housing and Home Finance Administration. Subsequently, a new office of the Office of Defense Mobilization was created. Then, the new Office of Defense and Civilian Mobilization, managed by the EOP; after that, the Office of Civil and Defense Mobilization, which renamed the former agency; then, the Office of Civil Defense, under the Department of Defense (DoD); the Department of Health, Education and Welfare (HEW); the Department of Agriculture; the Office of Emergency Planning (OEmP); the Defense Civil Preparedness Agency (replacing the OCD in the DoD); the Department of Housing and Urban Development (HUD) and the General Services Administration (GSA) (upon termination of the OEmP).

These actions demonstrated that, during those years, the nation's domestic preparedness was addressed by several disparate legislative actions, motivated by policy and budgetary earmarking, and not by a single, unifying, comprehensive strategy to meet the nation's needs over time. Then, in 1978 an effort was made to consolidate the several singular functions; FEMA was created to house civil defense and disaster preparedness under one roof. This was a very controversial decision.

### **FEMA as an independent agency (1979–2003)**

FEMA was established under the 1978 Reorganization Plan No. 3 and was activated by President Jimmy Carter in an Executive Order on April 1, 1979.

In July, Carter signed Executive Order 12148 shifting disaster relief efforts to the new federal-level agency. FEMA absorbed the Federal Insurance Administration, the National Fire Prevention and Control Administration, the National Weather Service Community Preparedness Program, the Federal Preparedness Agency of the General Services Administration and the Federal Disaster Assistance Administration activities from HUD. FEMA was also given the responsibility for overseeing the nation's Civil Defense, a function which had previously been performed by the Department of Defense's Defense Civil Preparedness Agency.

One of the disasters FEMA responded to was the dumping of toxic waste into Love Canal in Niagara Falls, New York, in the late 1970s. FEMA also responded to the Three Mile Island nuclear accident where the nuclear-generating station suffered a partial core meltdown. These disasters, while showing the agency could function properly, also uncovered some inefficiencies.

In 1993, President Bill Clinton appointed James Lee Witt as FEMA Director. In 1996, the agency was elevated to cabinet rank; this was not continued by President George W. Bush. Witt initiated reforms that would help to streamline the disaster recovery and mitigation

process. The end of the Cold War also allowed the agency's resources to be turned away from civil defense to natural disaster preparedness.

After FEMA's creation through reorganization and executive orders, Congress continued to expand FEMA's authority by assigning responsibilities to it. Those responsibilities include dam safety under the National Dam Safety Program Act; disaster assistance under the Stafford Disaster Relief and Emergency Assistance Act; earthquake hazards reduction under the Earthquake Hazards Reduction Act of 1977 and further expanded by Executive Order 12699, regarding safety requirements for federal buildings and Executive Order 12941, concerning the need for cost estimates to seismically retrofit federal buildings; emergency food and shelter under the Stewart B. McKinney Homeless Assistance Act of 1987; hazardous materials, under the Emergency Planning and Community Right-to-Know Act.

In addition, FEMA received authority for counterterrorism through the Nunn-Lugar-Domenici amendment under the Weapons of Mass Destruction Act of 1996, which was a response to the recognized vulnerabilities of the U.S. after the sarin gas attack on the Tokyo subway in 1995. Congress funded FEMA through a combination of regular appropriations and emergency funding in response to events.

### **Under DHS**

Since March 2003, FEMA has been organized under the Department of Homeland Security, though its relationship to DHS remained politically contentious. During the debate of the Homeland Security Act of 2002, some called for FEMA to remain as an independent agency. Following the failed response to Hurricane Katrina, critics called for FEMA to be removed from the Department of Homeland Security. And as an internal organization FEMA has a central Administrator's office, ten regional offices, and a national FEMA Office of Response and Recovery, Office of Resilience, and the U.S. Fire Administration.

Under the Office of the Administrator are the Office of External Affairs, Office of National Continuity Programs, Office of Policy and Program Analysis, and Office of Mission Support. The Office of National Continuity Programs (formerly the National Continuity Programs Directorate and before that the Office of National Security Coordination (ONSC)) is responsible for developing, exercising, and validating agency-wide continuity of government plans as well as overseeing and maintaining continuity readiness including the Mount Weather Emergency Operations Center. ONSC also coordinated the continuing efforts of other Federal Executive Agencies. FEMA's Federal Insurance and Mitigation Administration, a division of the Office of Resilience, manages the National Flood Insurance Program. Under the Office of Resilience's Grant Programs Directorate, FEMA administers the Homeland Security Grant Program (HSGP) which provides funding to state governments, local governments, Tribal governments, and Territorial governments along with specified Urban Areas and counties along international borders to invest in security enhancements. HSGP is broken out into three primary grant programs: State Homeland Security Grant Program (SHSP), Urban Area Security Initiative (UASI), and Operation Stonegarden.

### **United States Secret Service (USSS)**

The United States Secret Service (USSS or Secret Service) is a federal law enforcement agency under the United States Department of Homeland Security. It is tasked with conducting criminal investigations and providing protection to American political leaders, their families, and visiting heads of state or government.



The Secret Service was, until 2003, part of the United States Department of the Treasury, due to their initial mandate of combating counterfeiting of United States currency. The agency has protected United States presidents and presidential candidates since 1901.

#### **Primary missions**

The Secret Service is mandated by Congress with two distinct and critical national security missions: protecting the nation's leaders and safeguarding the financial and critical infrastructure of the United States.

#### **Protective mission**

The Secret Service is tasked with ensuring the safety of the president, the vice president, the president-elect, the vice president elect, and their immediate families; former presidents, their spouses and their children under the age of 16; those in the presidential line of succession, major presidential and vice-presidential candidates and their spouses; and visiting foreign heads of state and heads of government. By custom, it also provides protection to the secretary of the treasury and secretary of homeland security, as well as other people as directed by the president (usually the White House chief of staff and national security advisor, among others). The Secret Service provides physical security for the White House Complex; the neighboring Treasury Department building; the vice president's residence; the principal private residences of the president, vice president and former presidents; and all foreign diplomatic missions in Washington, D.C. The protective mission includes protective operations to coordinate manpower and logistics with state and local law enforcement in the US, protective advances to conduct site and venue assessments for protectees, and protective intelligence to investigate all manners of threats made against protectees. The Secret Service is the lead agency in charge of the planning, coordination, and implementation of security operations for events designated as National Special Security Events (NSSE). As part of the service's mission of preventing an incident before it occurs, the

agency relies on advance work and threat assessments developed by its Intelligence Division to identify potential risks to protectees.

### **Investigative mission**

The Secret Service is tasked with safeguarding the payment and financial systems of the United States from a wide range of financial and cyber-based crimes. Financial investigations include counterfeit U.S. currency, bank and financial institution fraud, mail fraud, wire fraud, illicit financing operations, and major conspiracies. Cyber investigations include cybercrime, network intrusions, identity theft, access device fraud, credit card fraud, and intellectual property crimes. The Secret Service is also a member of the FBI's Joint Terrorism Task Force (JTTF), which investigates and combats terrorism on a national and international scale. Also, the Secret Service investigates missing and exploited children and is a partner of the National Center for Missing & Exploited Children (NCMEC).

The Secret Service's initial responsibility was to investigate the counterfeiting of U.S. currency, which was rampant following the American Civil War. The agency then evolved into the United States' first domestic intelligence and counterintelligence agency. Many of the agency's missions were later taken over by subsequent agencies such as the Federal Bureau of Investigation (FBI), Central Intelligence Agency (CIA), Drug Enforcement Administration (DEA), Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), and IRS Criminal Investigation Division (IRS-CI).

The Secret Service is also tasked with investigating reports of the existence of specimens of the extremely rare 1933 double eagle gold coin, as only a single example of the thirteen known survivors from this mintage year is authorized to be owned or sold.

### **Dual objective**

Secret Service agents conducting electronic investigations The Secret Service combines the two responsibilities into a dual objective. The two core missions of protection and investigation synergize with each other, providing benefits to special agents during the course of their careers. Skills developed during the course of investigations which are also used in an agent's protective duties include but are not limited to:

Partnerships that are created between field offices and local law enforcement during the course of investigations being used to gather both protective intelligence and in coordinating protection events.

Tactical operation (e.g., surveillance, arrests, and search warrants) and law enforcement writing (e.g., affidavits, after-action reports, and operations plans) skills being applied to both investigative and protective duties.

Proficiency in analyzing handwriting and forgery techniques being applied in protective investigations of handwritten letters and suspicious-package threats. Expertise in

investigating electronic and financial crimes being applied in protective investigations of threats made against the nation's leaders on the Internet.

Protection of the nation's highest elected leaders and other government officials is one of the primary missions of the Secret Service. After the 1901 assassination of President William McKinley, Congress directed the Secret Service to protect the president of the United States. The Secret Service investigates thousands of incidents each year of individuals threatening the president of the United States.

### **The Secret Service is authorized to protect:**

The president, vice president (or the next individual in the order of succession, should the vice presidency be vacant), president-elect and vice president-elect The immediate families of the above individuals Former presidents and their spouses for their lifetimes, except if the spouse remarries Children of former presidents under the age of 16 Visiting heads of state or government and their spouses traveling with them Other distinguished foreign visitors to the United States and official representatives of the United States performing special missions abroad, when the president directs protection be provided Major presidential and vice presidential candidates and, within 120 days of a general presidential election, their spouses Former vice presidents, their spouses, and their children under 16 years of age, for up to six months from the date the former vice president leaves office (the Secretary of Homeland Security can authorize temporary protection of these individuals at any time after that period) In addition to the above, the Secret Service can also protect other individuals by executive order of the president. Under Presidential Policy Directive 22, "National Special Security Events" (NSSE), the Secret Service is the lead agency for the design and implementation of operational security plans for events designated an NSSE by the secretary of homeland security.

There have been changes to the protection of former presidents over time. Under the original Former Presidents Act, former presidents and their spouses were entitled to lifetime protection, subject to limited exceptions. In 1994, this was amended to reduce the protection period to 10 years after a former president left office, starting with presidents assuming the role after January 1, 1997.

Protection of government officials is not solely the responsibility of the Secret Service, with many other agencies, such as the United States Capitol Police, Supreme Court Police and Diplomatic Security Service, providing personal protective services to domestic and foreign officials. However, while these agencies are nominally responsible for services to other officers of the United States and senior dignitaries, the Secret Service provides protective services at the highest-level – i.e. for heads of state and heads of government.

The Secret Service's other primary mission is investigative; to protect the payment and financial systems of the United States from a wide range of financial and electronic-based crimes including counterfeit U.S. currency, bank and financial institution fraud, illicit financing operations, cybercrime, identity theft, intellectual property crimes, and any other

violations that may affect the United States economy and financial systems. The agency's key focus is on large, high-dollar economic impact cases involving organized criminal groups. Financial criminals include embezzling bank employees, armed robbers at automatic teller machines, heroin traffickers, and criminal organizations that commit bank fraud on a global scale.

The USSS plays a leading role in facilitating relationships between other law enforcement entities, the private sector, and academia. The service maintains the Electronic Crimes Task Forces, which focus on identifying and locating international cyber criminals connected to cyber intrusions, bank fraud, data breaches, and other computer-related crimes. Additionally, the Secret Service runs the National Computer Forensics Institute (NCFI), which provides law enforcement officers, prosecutors, and judges with cyber training and information to combat cybercrime.

Following the Civil War, counterfeiting of U.S. currency was a problem. Abraham Lincoln established a commission to make recommendations to remedy the problem. According to a Clinton White House archive, the day that Abraham Lincoln signed the approval of starting the Secret Service, Lincoln was shot. The Secret Service was later established on July 5, 1865, in Washington, D.C., Chief William P. Wood was sworn in by Secretary of the Treasury Hugh McCulloch. It was commissioned in Washington, D.C., as the "Secret Service Division" of the Department of the Treasury with the mission of suppressing counterfeiting. At the time, the only other federal law enforcement agencies were the U.S. Post Office Department's Office of Instructions and Mail Depredations (originally created by the first postmaster general Benjamin Franklin in 1772 as the position of surveyor and becoming an agency in 1830, now known as the United States Postal Inspection Service since 1954), United States Customs Service (formed July 31, 1789), the United States Marshals Service (formed September 24, 1789) and the United States Park Police (originally formed in 1791 as the Park Watchman by George Washington & becoming the Park Police on December 14, 1919). In 1867 Secret Service responsibilities were broadened to include "detecting persons perpetrating frauds against the government" with them investigating the Ku Klux Klan, illegal distillers, smugglers, mail theft and land fraud. In 1870 Secret Service headquarters was moved to New York City but was returned to Washington D.C. four years later in 1874, where it remains to this day.

### **20th century**

After the assassination of President William McKinley in 1901, Congress informally requested that the Secret Service provide presidential protection. A year later, the Secret Service assumed full-time responsibility for presidential protection. In 1902, William Craig became the first Secret Service agent to die while on duty, in a road accident while riding in the presidential carriage.

The Secret Service was the first U.S. domestic intelligence and counterintelligence agency. Domestic intelligence collection and counterintelligence responsibilities were later vested in the Federal Bureau of Investigation (FBI).

### **Taft Mexican Summit (1909)**

In 1909, President William H. Taft agreed to meet with Mexican president Porfirio Díaz in El Paso, Texas, and Ciudad Juárez, Chihuahua, the first meeting between a U.S. and a Mexican president and also the first time an American president visited Mexico. The historic summit resulted in serious assassination threats and other security concerns for the nascent Secret Service, so the Texas Rangers, 4,000 U.S. and Mexican troops, BOI agents, U.S. Marshals, and an additional 250-man private security detail led by Frederick Russell Burnham, the celebrated scout, were all called in by Chief John Wilkie to provide added security. On October 16, the day of the summit, Burnham discovered a man holding a concealed palm pistol standing at the El Paso Chamber of Commerce building along the procession route. The man was captured and disarmed only a few feet from Díaz and Taft.

### **1950s**

In 1950, President Harry S. Truman was residing in Blair House while the White House, across the street, was undergoing renovations. On November 1, 1950, two Puerto Rican nationalists, Oscar Collazo and Griselio Torresola, approached Blair House with the intent to assassinate President Truman. Collazo and Torresola opened fire on Private Leslie Coffelt and other White House Police officers. Though mortally wounded by three shots from a 9 mm German Luger to his chest and abdomen, Private Coffelt returned fire, killing Torresola with a single shot to his head. Collazo was also shot, but survived his injuries and served 29 years in prison before returning to Puerto Rico in late 1979. Coffelt is the only member of the Secret Service killed while protecting a US president against an assassination attempt (Special Agent Tim McCarthy stepped in front of President Ronald Reagan during the assassination attempt of March 30, 1981, and took a bullet to the chest but made a full recovery).

### **1960s**

In 1968, as a result of Robert F. Kennedy's assassination, Congress authorized protection of major presidential and vice presidential candidates and nominees. In 1965 and 1968, Congress also authorized lifetime protection of the spouses of deceased presidents unless they remarry and of the children of former presidents until age 16.

### **1970s**

In 1970, Phyllis Shantz became the first female officer sworn into the United States Secret Service Uniformed Division, then called the Executive Protective Service. In 1971, the first five official female Special Agents were sworn in - Laurie Anderson, Sue Baker, Kathryn Clark, Holly Hufschmidt, and Phyllis Shantz.

### **1980s**

Secret Service analyst examining counterfeit documents In 1984, the US Congress passed the Comprehensive Crime Control Act, which extended the Secret Service's jurisdiction over credit card fraud and computer fraud.

### **1990s**

In 1990, the Secret Service initiated Operation Sundevil, which they originally intended as a sting against malicious hackers, allegedly responsible for disrupting telephone services across the entire United States. The operation, which was later described by Bruce Sterling in his book *The Hacker Crackdown*, affected a great number of people unrelated to hacking, and led to no convictions. The Secret Service, however, was sued and required to pay damages. On March 1, 1990, the Secret Service served a search warrant on Steve Jackson Games, a small company in Austin, Texas, seizing three computers and over 300 floppy disks. In the subsequent lawsuit, the judge reprimanded the Secret Service, calling their warrant preparation "sloppy."

In 1994 and 1995, it ran an undercover sting called Operation Cybersnare. The Secret Service has concurrent jurisdiction with the FBI over certain violations of federal computer crime laws. They have created 24 Electronic Crimes Task Forces (ECTFs) across the United States. These task forces are partnerships between the service, federal/state and local law enforcement, the private sector and academia aimed at combating technology-based crimes.

In 1998, President Bill Clinton signed Presidential Decision Directive 62, which established National Special Security Events (NSSE). That directive made the Secret Service responsible for security at designated events. In 1999, the United States Secret Service Memorial Building was dedicated in DC, granting the agency its first headquarters. Prior to this, the agency's different departments were based in office space around the DC area. The General Services Administration acquired the United States Secret Service Memorial Building's adjoining property, the Webster School, for the Secret Service.

### **21st century**

#### **2000s**

##### **September 11 attacks**

The New York City Field office was located at 7 World Trade Center. Immediately after the World Trade Center was attacked as part of the September 11 attacks, Special Agents and other New York Field office employees were among the first to respond with first aid. 67 Special Agents in New York City, at and near the New York Field Office, helped to set up triage areas and evacuate the towers. One Secret Service employee, Master Special Officer Craig Miller, died during the rescue efforts. On August 20, 2002, Director Brian L. Stafford awarded the Director's Valor Award to employees who assisted in the rescue attempts.

### **Domestic expansion**

The USA Patriot Act, signed into law by President George W. Bush on October 26, 2001, mandated the Secret Service to establish a nationwide network of ECTFs in addition to the one already active in New York. As such, this mandate expanded on the agency's first ECTF, the New York Electronic Crimes Task Force, formed in 1995 which brought together federal, state and local law enforcement, prosecutors, private-industry companies, and academia. These bodies collectively provide necessary support and resources to field investigations that meet any one of the following criteria: significant economic or community impact; participation of organized criminal groups involving multiple districts or transnational organizations; or use of schemes involving new technology.

The network prioritizes investigations that meet the following criteria:

Significant economic or community impact,

Participation of multiple-district or transnational organized criminal groups,

Use of new technology as a means to commit crime.

Investigations conducted by ECTFs include crimes such as computer generated counterfeit currency; bank fraud; virus and worm proliferation; access device fraud; telecommunications fraud; Internet threats; computer system intrusions and cyberattacks; phishing/spoofing; assistance with Internet-related child pornography and exploitation; and identity theft.

The Management Directorate (MGMT) is a component within the United States Department of Homeland Security. DHS-MGMT serves as the central administrative support organization of the department as it fulfills its national security mission.

The Management Directorate is led by the under secretary of homeland security for management, who is appointed by the president of the United States with confirmation by the United States Senate. The position of Under Secretary for Management is currently vacant.

The Management Directorate is responsible for department-wide administrative support services and oversight for all support functions, including: IT, budget and financial management, procurement and acquisition, human capital, security, and administrative services. The Under Secretary also provides the overarching management structure for the Department to deliver customer services, while eliminating redundancies and reducing support costs in order to more effectively and efficiently run the Department in a unified manner.

### **DHS Office of Intelligence and Analysis**

The Office of Intelligence and Analysis (I&A) is the civilian national intelligence component of the United States Department of Homeland Security and one of two statutory

members of the United States Intelligence Community (IC) within DHS, the other being Coast Guard Intelligence. It is the only member of the IC tasked with providing intelligence to state, local, tribal and territorial (SLTT) governments, and private sector entities, and developing national intelligence products from information collected by SLTT entities.



I&A is led by the under secretary for intelligence and analysis, a Senate-confirmed position that is dual-hatted as the department's chief intelligence officer (CINT).

DHS and I&A were established in the wake of the September 11 attacks to address some of the fundamental national security challenges and information sharing gaps identified by the 9/11 Commission. I&A was originally established by the Homeland Security Act of 2002 as the Directorate for Information Analysis and Infrastructure Protection.

I&A collects intelligence from federal law enforcement reports, border surveillance data, financial mobility records, communications analytics, open source reviews and data from other federal establishments. I&A's job is to regulate this information and make it beneficial for use.

However, the unit's task is not merely to collect information; the real challenge is to distinguish genuine threat patterns from scattered and often incomplete data. Especially since the early 2000s, security agencies have begun to face threats far more fragmented than traditional intelligence logic. Small cell structures, individual radicalization processes, transnational financial networks, and illicit organizations exploiting institutional loopholes can evade classical intelligence tracking. Therefore, the Intelligence and Analysis Unit's task is not only to document existing threats but also to create an analytical culture that can identify potential threats before they emerge. However, this process often does not function ideally due to inter-agency competition, limitations on access to information, and restrictions on classified materials.

### **Department of Homeland Security Office of Inspector General**



The Department of Homeland Security Office of Inspector General was established along with the Department of Homeland Security itself in 2002 by the Homeland Security Act. Its website describes its mission as "supervising independent audits, investigations, and inspections of the programs and operations of DHS, and recommends ways for DHS to carry out its responsibilities in the most effective, efficient, and economical manner possible."

The United States Congress enacted the Inspector General Act of 1978 to ensure integrity and efficiency in government. The

Homeland Security Act of 2002, as amended, established an Office of Inspector General (OIG) in the Department of Homeland Security (DHS). The Inspector General is appointed by the President and subject to Senate confirmation.

The Inspector General is responsible for conducting and supervising audits, investigations, and inspections relating to the programs and operations of the DHS. The OIG is to examine, evaluate and, where necessary, critique these operations and activities, recommending ways for the Department to carry out its responsibilities in the most effective, efficient, and economical manner possible.

The office's mission is to serve as an independent and objective inspection, audit, and investigative body to promote effectiveness, efficiency, and economy in the Department of Homeland Security's programs and operations, and to prevent and detect fraud, abuse, mismanagement, and waste in such programs and operations.

## 7.2. Departments Affiliated With DHS

### National Security Agency (NSA)

The National Security Agency (NSA) is an intelligence agency of the United States Department of Defense, under the authority of the director of national intelligence (DNI). The NSA is responsible for global monitoring, collection, and processing of information and data for global intelligence and counterintelligence purposes, specializing in a discipline known as signals intelligence (SIGINT). The NSA is also tasked with the protection of U.S. communications networks and information systems. The NSA relies on a variety of measures to accomplish its mission, the majority of which are clandestine.



Originating as a unit to decipher coded communications in World War II, it was officially formed as the NSA by President Harry S. Truman in 1952. Between then and the end of the Cold War, it became the largest of the U.S. intelligence organizations in terms of personnel and budget. The NSA currently conducts worldwide mass data collection and has been known to physically bug electronic systems as one method to this end. The NSA is also alleged to have been behind such attack software as Stuxnet, which severely damaged Iran's nuclear program. The NSA, alongside the

CIA, maintains a physical presence in many countries across the globe; the CIA/NSA joint Special Collection Service (a highly classified intelligence team) inserts eavesdropping devices in high-value targets (such as presidential palaces or embassies). SCS collection tactics allegedly encompass "close surveillance, burglary, wiretapping, and breaking".

Unlike the CIA and the Defense Intelligence Agency (DIA), both of which specialize primarily in foreign human espionage, the NSA does not publicly conduct human intelligence gathering. The NSA is entrusted with assisting with and coordinating SIGINT elements for other government organizations which Executive Order prevents from engaging in such activities on their own. As part of these responsibilities, the agency has a co-located organization called the Central Security Service (CSS), which facilitates cooperation between the NSA and other U.S. defense cryptanalysis components. To further ensure streamlined communication between the signals intelligence community divisions, the NSA director simultaneously serves as the Commander of the United States Cyber Command and as Chief of the Central Security Service.

The NSA's actions have been a matter of political controversy on several occasions, including its role in providing intelligence during the Gulf of Tonkin incident, which contributed to the escalation of U.S. involvement in the Vietnam War. Declassified documents later revealed that the NSA misinterpreted or overstated signals intelligence, leading to reports of a second North Vietnamese attack that likely never occurred. The agency has also received scrutiny for spying on anti-Vietnam War leaders and the agency's participation in economic espionage. According to the leaked documents, the NSA intercepts and stores the communications of over a billion people worldwide, including United States citizens. The documents also revealed that the NSA tracks hundreds of millions of people's movements using cell phone metadata. Internationally, research has pointed to the NSA's ability to surveil the domestic Internet traffic of foreign countries through "boomerang routing".

### **Formation**

The origins of the National Security Agency can be traced back to April 28, 1917, three weeks after the U.S. Congress declared war on Germany in World War I. A code and cipher decryption unit was established as the Cable and Telegraph Section, which was also known as the Cipher Bureau. It was headquartered in Washington, D.C., and was part of the war effort under the executive branch without direct congressional authorization. During the war, it was relocated in the army's organizational chart several times. On July 5, 1917, Herbert O. Yardley was assigned to head the unit. At that point, the unit consisted of Yardley and two civilian clerks. It absorbed the Navy's cryptanalysis functions in July 1918. World War I ended on November 11, 1918, and the army cryptographic section of Military Intelligence (MI-8) moved to New York City on May 20, 1919, where it continued intelligence activities as the Code Compilation Company under the direction of Yardley.

## United States Marshals Service

The United States Marshals Service (USMS) is a federal law enforcement agency under the United States Department of Justice. It operates under the direction of the United States attorney general. It is tasked with enforcing the decisions of and providing protection for the United States federal judiciary.

United States Marshals are the original United States federal law enforcement officers, created by the Judiciary Act of 1789 during the presidency of George Washington as the "Office of the United States Marshal" under the United States district court. The USMS was established in 1969 to provide guidance and assistance to U.S. Marshals throughout the federal judicial districts.



The Marshals Service is primarily responsible for locating and arresting federal suspects, the administration of fugitive operations, the management of criminal assets, the operation of the United States Federal Witness Protection Program and the Justice Prisoner and Alien Transportation System, the protection of federal courthouses and judicial personnel, and the protection of senior government officials through the Office of Protective Operations. Throughout its history the Marshals have also provided unique security and enforcement services including protecting African American students enrolling in the South during the civil rights movement, escort security for United States Air Force LGM-30 Minuteman missile convoys, law enforcement for the United States Antarctic Program, and protection of the Strategic National Stockpile.

### Origins

The office of United States Marshal was created by the First Congress. President George Washington signed the Judiciary Act into law on September 24, 1789. The act provided that a United States Marshal's primary function was to execute all lawful warrants issued to him under the authority of the United States. The law defined marshals as officers of the courts charged with assisting federal courts in their law-enforcement functions:

And be it further enacted, That a marshal shall be appointed in and for each district for a term of four years, but shall be removable from office at pleasure, whose duty it shall be to attend the district and circuit courts when sitting therein, and also the Supreme Court in the district in which that court shall sit. And to execute throughout the district, all lawful precepts directed to him, and issued under the authority of the United States, and he shall have the

power to command all necessary assistance in the execution of his duty, and to appoint as shall be occasion, one or more deputies.

Six days after signing the act into law, President Washington appointed the first thirteen U.S. Marshals, for each of the then extant federal districts. To each of his appointees for Marshal and District Attorney, the president addressed a form letter:

I have the pleasure to inform you that you are appointed (Marshal or Attorney) for the District of \_\_\_\_\_ and your Commission is enclosed, accompanied with such Laws as have passed relative to the Judicial Department of the United States. The high importance of the Judicial System in our National Government made it an indispensable duty to select such Characters to fill the several offices in it as would discharge their respective trust with honor to themselves and advantage to their Country.

The critical Supreme Court decision affirming the legal authority of the federal marshals was made in *In re Neagle*, 135 U.S. 1 (1890).

For over 100 years marshals were patronage jobs, typically controlled by the district judge. They were paid primarily by fees until a salary system was set up in 1896. Many of the first U.S. Marshals had already proven themselves in military service during the American Revolutionary War. Among the first marshals were John Adams's son-in-law Congressman William Stephens Smith for the District of New York, another New York district marshal, Congressman Thomas Morris, and Henry Dearborn for the District of Maine.

From the nation's earliest days, marshals were permitted to recruit special deputies as local hires, or as temporary transfers to the Marshals Service from other federal law-enforcement agencies. Marshals were also authorized to swear in a posse to assist with manhunts, and other duties, ad hoc. Marshals were given extensive authority to support the federal courts within their judicial districts, and to carry out all lawful orders issued by federal judges, Congress, or the president. Federal marshals were by far the most important government officials in territorial jurisdictions. Local law enforcement officials were often called "marshals" so there is often an ambiguity whether someone was a federal or a local official.

Federal marshals are most famous for their law enforcement work, but that was only a minor part of their workload. The largest part of the business was paper work—serving writs (e.g., subpoenas, summonses, warrants), and other processes issued by the courts, making arrests and handling all federal prisoners. They also disbursed funds as ordered by the courts. Marshals paid the fees and expenses of the court clerks, U.S. Attorneys, jurors, and witnesses. They rented the courtrooms and jail space, and hired the bailiffs, criers, and janitors. They made sure the prisoners were present, the jurors were available, and that the witnesses were on time. The marshals thus provided local representation for the federal government within their districts. They took the national census every decade through 1870. They distributed presidential proclamations, collected a variety of statistical information on commerce and

manufacturing, supplied the names of government employees for the national register, and performed other routine tasks needed for the central government to function effectively.

### **19th century**

During the War of 1812, marshals such as Peter Le Barbier Duplessis played a significant role in communicating intelligence and in defense of key sites such as New Orleans. During the settlement of the American frontier, marshals served as the main source of day-to-day law enforcement in areas that had no local government of their own. U.S. Marshals were instrumental in keeping law and order in the "Old West" era. They were involved in apprehending desperadoes such as Bill Doolin, Ned Christie, and in 1893, the infamous Dalton Gang after a shoot-out that left dead Deputy Marshals Ham Hueston and Lafe Shadley, and posse member Dick Speed. Individual deputy marshals have been seen as legendary heroes in the face of rampant lawlessness (see Notable marshals below) with Wyatt Earp, Bat Masterson, Dallas Stoudenmire, and Bass Reeves as examples of well-known marshals. Bill Tilghman, Heck Thomas, and Chris Madsen formed a legendary law enforcement trio known as "Three Guardsmen" when they worked together policing the vast, lawless Oklahoma and Indian Territories.

Until its repeal in 1864, the Fugitive Slave Act of 1850 tasked marshals to accept an affidavit on its face to recover a fugitive slave.

On October 26, 1881, Deputy U.S. Marshal and Tombstone City Marshal Virgil Earp, his brothers, Deputy City Marshal Morgan and temporary Assistant City Marshal Wyatt, and temporary Assistant City Marshal John "Doc" H. Holliday (the latter two only sworn in by Virgil moments before), gunned down Frank and Tom McLauray and Billy Clanton in the legendary gunfight at the O.K. Corral in Tombstone, Arizona. In 1894, U.S. Marshals helped suppress the Pullman Strike.

### **Marshals of the Consular Court**

During the 19th century, the United States government appointed marshals to be attached to the courts of American consulates in China, the Ottoman Empire, and Siam. The duties of these marshals included settling shipboard disputes and mutinies aboard American vessels, the apprehension of runaway sailors and American crews engaged in the illegal slave trade, adjusting claims for damages caused by American sailors to natives, and the rescue of natives kidnapped for slavery by Americans.

### **20th century**

U.S. Marshals accompanying James Meredith to class Marshals escort six-year-old Ruby Bridges from school.

During the 1920s, U.S. Marshals enforced Prohibition. Marshals registered enemy aliens in wartime, sealed the American border against armed expeditions from foreign countries, and at times during the Cold War also swapped spies with the Soviet Union.

In the 1960s the marshals were on the front lines of the civil rights movement, mainly providing protection to volunteers. In September 1962, President John F. Kennedy ordered 127 marshals to accompany James Meredith, an African American who wished to register at the segregated University of Mississippi. Their presence on campus provoked riots at the university, but the marshals stood their ground, and Meredith registered. Marshals provided continuous protection to Meredith during his first year at Ole Miss, and Attorney General Robert F. Kennedy later proudly displayed a deputy marshal's dented helmet in his office. U.S. Marshals also protected black school children integrating public schools in the South. Artist Norman Rockwell's famous painting *The Problem We All Live With* depicted a tiny Ruby Bridges being escorted by four towering United States Marshals in 1964.

In 1956, the Executive Office for U.S. Marshals was created as "the first organization to supervise U.S. Marshals nationwide". Until 1966, each U.S. district court hired and administered its own marshals independently from all others. The United States Marshals Service was created in 1969. Since June 1975, the Marshals Service has the mission of providing law enforcement support and escort security to United States Air Force LGM-30 Minuteman and missile systems from military facilities.

In 1985, the Marshals Service partnered with local Washington, D.C., law enforcement officers to create Operation Flagship, arresting fugitives by using faked free tickets to a local American football game as a lure. In 1989, the Marshals Service was given jurisdiction over crimes committed relating to U.S. personnel in Antarctica. During the 1992 Los Angeles riots, 200 deputy marshals of the tactical unit Special Operations Group were dispatched to assist local and state authorities in restoring peace and order throughout Los Angeles County, California. In the 1990s, deputy marshals protected abortion clinics.

### **21st century**

Marshals have protected American athletes at Olympic Games, the refugee boy Elián González before his return to Cuba in 2000, and abortion clinics as required by federal law. In 2003, Marshals retrieved North Carolina's copy of the Bill of Rights.

In 2002, the Marshals Service was tasked by the Centers for Disease Control and Prevention (CDC) to provide protective security and law enforcement capabilities in the protection of the Strategic National Stockpile (SNS), such as warehouses, materiel and CDC personnel during deployment. Marshals also provide secure transportation of critical medical supplies and bio-terrorism response resources throughout the nation. Senior Inspectors of the U.S. Marshals Service SNS Security Operations (SNSO) Program deployed to Hurricane Katrina in 2005.

### **Duties and responsibilities**

Bat Masterson (standing second from right), Wyatt Earp (sitting second from left), and other deputy marshals during the Wild West era.

The Marshals Service is responsible for apprehending wanted fugitives, providing protection for the federal judiciary, transporting federal prisoners, protecting endangered federal witnesses, and managing assets seized from criminal enterprises.

The Marshals Service also executes all lawful writs, processes, and orders issued under the authority of the United States, and can command all necessary assistance to execute its duties, as found in 18 USC 564.

Historically, under Section 27 of the Judiciary Act of 1789 U.S. Marshals had the common law-based power to enlist any willing civilians as deputies for necessary assistance in the execution of their duties. In the Old West this was known as forming a posse, although under the Posse Comitatus Act, they could not use military troops in uniform representing their unit or the military service for law enforcement duties. However, if a service member was off duty, wearing civilian clothing, and willing to assist a law enforcement officer on their own behalf, it was acceptable. In contemporary times, the deputation of a civilian would be extraordinarily unusual. However, the director of the United States Marshals Service currently has the statutory authority to deputize (for one year) selected officers of the United States Department of Justice; federal, state, or local law enforcement officers; employees of private security companies to provide courtroom security for the Federal judiciary; or other persons as designated by the United States associate attorney general.

Title 28 USC Chapter 37 564 authorizes United States Marshals, deputy marshals and such other officials of the Service as may be designated by the Director, in executing the laws of the United States within a State, to exercise the same powers which a sheriff of the State may exercise in executing the laws thereof. Title 28 US Code 566 and 18 USC 3053 authorizes the carrying of firearms and powers of arrest (with and without warrants) for violations of law.

Except for suits by incarcerated persons, non-prisoner litigants proceeding in forma pauperis, or (in some circumstances) by seamen, U.S. Marshals no longer serve leading process or subpoenas in private civil actions filed in the U.S. district courts. Under the Federal Rules of Civil Procedure, process may be served by any U.S. citizen over the age of 18 who is not a party involved in the case. The Marshals still levy executions and serve writs of garnishment.

### **Witness Protection Program**

Main article: United States Federal Witness Protection Program

A chief responsibility of the Marshals is the United States Federal Witness Protection Program.

### Justice Prisoner and Alien Transportation System (JPATS)

Main article: Justice Prisoner and Alien Transportation System

The Marshals Service operates the Justice Prisoner and Alien Transportation System (JPATS), an airline used mainly to transport inmates between prisons and courts across the United States; multiple Marshals guard the prisoners on every flight. The service is also used to carry out ordered deportations of undocumented immigrants.

### **Fugitive programmes**

The Marshals Service publicizes the names of wanted persons it places on the list of U.S. Marshals 15 Most Wanted Fugitives, which is similar to and sometimes overlaps the FBI Ten Most Wanted Fugitives list or the Bureau of Alcohol, Tobacco, Firearms, and Explosives Most Wanted List, depending on jurisdiction.

The 15 Most Wanted Fugitive Program was established in 1983 in an effort to prioritize the investigation and apprehension of high-profile offenders who are considered to be some of the country's most dangerous fugitives. These offenders tend to be career criminals with histories of violence or whose instant offense(s) pose a significant threat to public safety. Current and past fugitives in this program include murderers, sex offenders, major drug kingpins, organized crime figures, and individuals wanted for high-profile financial crimes.

The Major Case Fugitive Program was established in 1985 in an effort to supplement the successful 15 Most Wanted Fugitive Program. Much like the 15 Most Wanted Fugitive Program, the Major Case Fugitive Program prioritizes the investigation and apprehension of high-profile offenders who are considered to be some of the country's most dangerous individuals. All escapes from custody are automatically elevated to Major Case status.

### **Special Operations Group**

The Special Operations Group (SOG) was created in 1971, and is the Marshals Service's tactical unit. It is a self-supporting response team capable of responding to emergencies anywhere in the U.S. or its territories.

Most of the deputy marshals who have volunteered to be SOG members serve as full-time deputies in Marshals Service offices throughout the nation, and they remain on call 24 hours a day. The SOG also maintains a small, full-time operational cadre stationed at the Marshals Service Tactical Operations Center at Louisiana National Guard Training Center Pineville, Louisiana, where all deputies undergo extensive, specialized training in tactics and weaponry.

Deputies must meet rigorous physical and mental standards. The group's missions include: apprehending fugitives, protecting dignitaries, providing court security, transporting high-profile and dangerous prisoners, providing witness security, and seizing assets.

### **Office of Protective Operations**

The Office of Protective Operations (OPO) is the United States Marshals Service's preeminent expert on physical protection. OPO provides subject matter expertise, guidance, and direct action support to district offices on high-threat/-profile proceedings and risk-/threat-based protective operations. The footprint is national, covering all twelve federal judicial circuits across the country, with the ability to project globally.

These Senior Inspectors routinely deploy across the U.S. and around the globe to protect the DAG and Secretary of Health and Human Services. They lead security for nominees to the U.S. Supreme Court through the pendency of the nomination, which are often fraught with threats of violence and protests. They also provide security for sitting U.S. Supreme Court Justices, when those Justices are farther than 50 miles from Washington, D.C., where the U.S. Supreme Court Police have statutory protection authority. As a result, they develop a deep expertise in protective operations and partner extensively with the U.S. Secret Service, Diplomatic Security Service, along with local, state, federal, and foreign law enforcement and security agencies.

## **8. Essential Characters**

### **Todd M. Lyons**

One way to view Todd M. Lyons is through the lens of operational rigor within America's domestic enforcement structures. Not rooted in legislative debate or ideological discourse, his role takes shape where policy meets practice. What defines him emerges less in speeches, more in procedures followed at checkpoints, borders, and field offices. Security, in this light, becomes daily routine rather than distant doctrine. Execution matters most when oversight turns into action. Monitoring does not pause; it persists beneath public attention. Control functions quietly, consistently, without announcement. His presence signals a world where rules move beyond paper and take physical form. Authority shows itself not in words, but in motion. Decisions gain weight only when applied. The real test lies not in design, but in delivery.

Lyons stands out due to his focus on putting ideas into practice. Rather than appearances, attention goes toward how decisions move through chains of authority. Uniform application matters, also the constant backing behind rulings. A belief guides him: trust in government grows only when actions follow words. Public visibility takes second place compared to quiet functionality. Influence shows up in smooth operations instead of slogans or debate. What counts lies beneath the surface, revealed by results.

Stability defines his method, rooted in structure rather than reaction. Where change might invite flexibility, here expectations remain fixed. Rules are stated plainly, outcomes follow without delay. The process does not allow room for interpretation. Consistency becomes the measure by which actions are weighed. Clarity governs every stage of execution.

From within the structure, Lyons holds a key position enforcing immigration directives, directly linked to ICE's command framework. Not tasked with shaping laws, his work focuses strictly on implementation - managing detentions, overseeing deportations, while aligning efforts across national and regional agencies. When emergencies arise, enforcement power flows through him; capabilities activate swiftly, scrutiny intensifies on specific populations, outcomes follow decisions without delay.

### **David Richardson**

Security roles of David Richardson highlight steady performance within structured environments. What defines him emerges less through public statements, more through quiet consistency. When procedures face stress, his presence supports continuity. Value appears most during events requiring precise alignment across teams. Execution takes priority over vision in such times - this is where figures like him contribute without notice.

Outcomes appear central to his approach, not stories. Rather than explore abstract ideas about safety, attention stays fixed on practical results - speed in assembling responses shapes decisions, resource distribution follows efficiency, clarity in roles guides structure. From such habits, an operational role emerges quietly within systems meant to protect.

Where decisions must move quickly from order to outcome, he operates without hesitation. Stability grows under his presence, not through change but by quiet consistency. Systems remain intact because clarity guides his steps. Authority finds purpose in execution, not debate. Precision replaces uncertainty wherever he engages.

Not limited to one agency alone, Richardson operates where crisis coordination meets federal oversight, resembling frameworks like those of FEMA. When major disruptions occur - be they storms, system failures, or broader emergencies - he directs how national systems respond. Functioning within advisory groups, his purpose takes shape: restoring order through planning rather than reaction. Resources move when he engages, evacuation routes form under direction, supply chains adjust - all aimed at containment before disorder spreads.

### **John Magaw**

Deep within the framework of federal service, John Magaw takes form - not through flash, but steadiness. Authority, for him, wears the weight of rank and quiet duty. Where order shapes outcome, his presence signals reliance on established paths. Professional conduct is

not chosen; it is inherited. The structure does not bend; it holds. Effectiveness emerges under clear chains, not debate. Tradition speaks louder than change.

What stands out about Magaw is how closely he follows structure and established systems. His approach leans on clear hierarchies, defined procedures, because consistency matters more than flexibility. Where environments lack coherence, someone of his kind brings steadiness simply by holding place. Stability emerges not through change but through persistence.

It is through him that order remains fixed. Where movement might occur, stability takes hold instead.

In the framework of national oversight, Magaw holds a top-tier position in federal law enforcement, rooted in long-standing customs around frontier regulation and state-level safeguarding mechanisms. Because of his standing, authority flows through him to uphold standards across agencies, reshape reporting lines when needed, or enforce tighter supervision on field activities. When disruptions occur, stability often depends on his presence - hierarchy re-forms around him, avoiding systemic disarray. His influence emerges quietly but shapes outcomes where coordination begins to weaken.

### **Sean M. Curran**

Security, when viewed through Sean M. Curran's approach, shifts toward foresight rather than reaction. Precision defines his method, shaped by conditions where outcomes hinge on split-second accuracy. Instead of wide-scale oversight, focus lands on tightly managed operations under extreme pressure. In these settings, error carries consequences too severe to permit. Success depends not on policy volume, but on exact execution.

Execution follows awareness, yet begins with readiness. Individuals such as Curran stand apart due to perception - spotting gaps unseen, irregularities ignored, or threats still forming. What matters emerges only when attention does its work.

Quiet intensity defines his method. Systems see refinement, not control, under his hand. Precision arrives through small corrections, never force.

Inside the framework, Curran holds a leading position in protective operations, tied directly to top-tier federal security groups like the Secret Service. Due to his expertise, he manages the safeguarding of critical individuals, evaluates dangers in real time, while maintaining uninterrupted physical safety for key leaders. When emergencies arise, protection shifts to him; forecasting risks such as targeted attacks, system intrusions, or unforeseen hazards comes naturally. Threats dissolve early - not because of force, but due to timing, awareness, precision.

### **Matthew Kozma**

From street-level actions to policy execution, Matthew Kozoma stands where rules meet reality. Tied firmly to federal mandates, his role emphasizes implementation over discussion. Presence defines much of what he does - less dialogue, more application. Enforcement, particularly within immigration, forms the core of his public identity. Authority, when seen through him, appears immediate, structured, not offered for debate.

What matters to him is not crafting stories about policy, but checking if enforcement matches design. Positioned here, one finds an outlook where predictability outweighs adaptability, where order takes precedence because outcomes must repeat. Control becomes central when consequences need certainty, even if rigidity follows. Deterrence functions best under such conditions, where deviation faces immediate weight.

Kozma appears. That brings tension. Where he moves, rules tighten - sharp edges form where flexibility once lived. Response follows, rigid and unyielding.

Inside the structure, his responsibilities center on high-level oversight of immigration enforcement actions. Where pressure rises, measures grow stricter under his direction. Detention systems operate under continuous review, shaped by evolving operational demands. Federal guidelines form the baseline; adjustments follow policy shifts without delay. Field activities reflect centralized priorities, executed through coordinated movements across regions. When instability emerges, response patterns shift toward containment and structured intervention. Authority consolidates during such phases, aligning actions with broader institutional goals. Oversight remains constant, even as tactics adapt to immediate conditions. Control mechanisms activate based on situational assessments, not fixed timelines. Operations proceed with alignment to legal frameworks, adjusted as circumstances require. Enforcement intensity varies, tied directly to risk evaluation methods applied at each level. Procedures stay consistent, though implementation reflects real-time developments across zones.

### **James Loy**

What stands out about James Loy is how he blends strict routine with practical office management. From quiet confidence grows his influence, shaped by clear systems rather than loud demands. Control follows where he goes, yet never feels heavy-handed - order emerges through steady presence instead of pressure.

Instead of reacting, he brings balance. What stands out is how structure guides his way of leading, not force or tight grip. Calm runs deep where others push hard. Order shapes actions, while many rely on urgency. Strength shows up quietly, built around clarity instead of loud demands. His presence steadies - no spikes, just steady ground. Control comes from planning, never from squeezing. While some lead by pushing, he moves through alignment.

Power sits in preparation, not in pressure here. Stability forms the core, replacing tension with predictability.

When things get tangled, Loy makes sense of them - particularly when different groups need to move as one. Coherence shows up quietly through their work, even when coordination feels out of reach.

Nowhere else would you find someone so deep inside the nation's security framework, moving through layers most never see. Tied tightly to how planes, ships, and borders are kept safe, his presence shapes decisions before they reach the surface. When things go wrong - and they do - he steps without warning, stitching separate groups into one working rhythm. Order does not come by itself; it follows where he directs, quietly, constantly. Systems stay standing because someone like him stays ahead.

### **Eduardo Gonzalez**

What stands out about Eduardo Gonzalez is his grasp of structured processes, especially in immigration enforcement. Not just rules but their inner workings matter to him - the way policies connect with daily operations. Behind the scenes, it is consistency in procedure that he focuses on. Laws gain meaning through execution, something he navigates with precision. How things move inside bureaucratic frameworks - that's where his insight grows.

Sometimes strict, sometimes loose - he leans on quiet judgment to guide his steps. That balance works well where exactness counts more than power ever could.

What you see isn't force, but quiet order built step by step. Instead of pushing, he shapes things slowly, steadily. A rhythm takes hold where tension might have been. Movement comes from sequence, not strain. The way forward feels guided, never rushed.

Inside the setup, Gonzalez works high up in immigration enforcement, linked tight to how ICE runs day to day. Because of his position, rules get followed, steps aren't skipped, things move without jamming. When pressure hits, he adjusts gears - not pushing harder, but making sure moves last and hold up under scrutiny.

### **Louis Freeh**

A name like Louis Freeh lands with gravity, shaping how power is seen. Authority sharpens when he steps into view. Order tends to follow his approach, quiet but firm. The air changes - less give, more structure.

Far from seeing law apart from control, he views it as the very tool that shapes authority. Power moves through legal structures, not beside them.

Firmness marks how Freeh leads, sharp edges in every decision. Not one for shifting with the moment - expect rigidity instead. His role isn't about bending; it's built on pushing rules through. Adaptation doesn't fit his approach - enforcement does.

High up in the federal law enforcement structure, next to the FBI, he holds top responsibility. Oversight of nationwide probes falls to him, along with fighting terrorism and handling dangers from within. When trouble strikes, investigation and enforcement merge under his direction. Large operations begin through his decisions, aimed at those working against the government. Power across federal agencies gathers around his position.

### **Robert Mueller**

A quiet kind of power moves through Robert Mueller's actions. Not loud, never rushing - just steady steps within clear boundaries. Power shows up in what he does not do, just as much as in what he chooses. Rules shape his path, not impulses. Authority grows from how calmly he follows the process. Force takes a back seat when credibility leads. What stands out is the absence of spectacle. Control stays firm because it respects limits. Restraint becomes its own form of impact. Legitimacy, built slowly, holds more weight than any show of strength ever could.

Trust grows when he makes sure things run right, not by pushing to be on top.

A quiet strength shapes Mueller's approach, one that moves with purpose but never rushes ahead. Power shows up measured here, held back just enough to stay in check. Decisions unfold slowly, each step placed on solid ground instead of pushed forward by force. Restraint isn't accidental - it runs deep, built into how things are done. Boundaries aren't broken because they're part of the foundation. Control stays firm, yet it breathes within rules made clear long before action begins.

Nowhere else does power sit so quietly yet move so precisely. Though linked tightly to the FBI, his position stands apart - built on scrutiny, shaped by protocol. When things tilt toward chaos, balance becomes his task. Not through force but through timing, pulling back when needed, pushing forward where required. The institution leans on him without showing it. Legitimacy holds because someone like him watches the edges. Strength here depends less on action than on knowing when not to act.

## **9. Flaws in Interstate Laws**

Occasionally, those fleeing justice across U.S. states find paths through mismatched legal rules. Though national statutes aim at consistency, separate state powers leave openings - scattered yet significant. Not random flaws, these weaknesses form patterns. Together, they shape conditions where avoiding court outcomes becomes possible.

### **Extradition Loopholes**

Among these weaknesses, extradition procedures stand out prominently. While the constitutional provision requires return of fugitives to the jurisdiction of their offense, application often proves uneven. Depending on the governor involved, compliance may or may not occur. Such latitude results in unpredictable outcomes across states. Where a charged act carries little weight locally, officials might decline handover - especially should costs outweigh perceived necessity. What happens behind extradition involves more than paperwork - it demands logistics, personnel, transport, and legal checks. Because of this, authorities tend to focus on serious or notorious cases, leaving minor ones aside. Requests also face tight rules for acceptance. Mistakes such as missing forms or incorrect submissions may stall proceedings or lead to denial, offering those fleeing chances to move further away or vanish completely.

### **Jurisdictional Issues**

Linked to this matter is how state borders shape legal outcomes. Where laws differ across regions, gaps emerge in enforcement. Not every part of the country defines wrongdoing the same way. What counts as serious misconduct in one place might draw a lighter response elsewhere. Movement across boundaries can shift the weight of consequences. Some behaviors labeled severe violations in certain areas face minimal treatment in others - sometimes none at all. Differences like these reshape risk for those avoiding charges. Crossing into another area may reduce exposure to punishment. These contrasts interfere with consistent justice delivery. Legal boundaries become tools that alter accountability. Uniformity suffers when location decides severity.

### **Statute of Limitations**

Time restrictions on legal proceedings play an essential role in shaping outcomes. Depending on the nature of the act and location, these boundaries shift noticeably. Should someone remain undetected beyond a certain duration, charges might no longer apply after deadlines pass. Moving across regions introduces further complexity, especially where timelines are tighter for identical acts. Evidence weakens, memories fade, records disappear - each year reducing chances of court involvement. When too much time passes, consequences vanish despite ongoing efforts elsewhere. Delay itself becomes a silent ally through gaps in enforcement capacity.

### **Identification and Recordkeeping Gaps**

Just as troubling are inconsistencies in how states manage identity records. A single national framework for identification does not exist; rather, individual states set their own rules for producing documents like driver's licenses. Because methods of confirming identity differ, those evading justice can sometimes acquire false names - particularly where oversight is looser. What complicates matters further is that some areas fail to connect smoothly with federal systems including NCIC. If information flows slowly or breaks down, outstanding arrest orders might stay hidden during standard screenings, making it possible for persons of interest to relocate, secure jobs, or engage with public services undetected.

### **Bail Jumping**

Last among common gaps: skipping bail remains widely used. Though release before trial requires returning for hearings, consequences differ greatly by location. Failure to show up gains less attention if someone moves across state lines. Once out of reach, pursuit weakens. Warrants might take weeks to generate or share between regions. Priorities shift - only major crimes prompt fast responses. Time passes. During that stretch, people vanish quietly, settle elsewhere, live under different names, and avoid scrutiny. The system pauses. That pause becomes an opportunity.

Altogether, these gaps point to an underlying pattern - the absence of complete alignment among state frameworks. Though one discrepancy might appear minor on its own, when layered they form a disjointed legal terrain capable of being maneuvered through deliberately. From a fugitive's standpoint, such disunity provides more than mere exits; it opens calculated corridors where delays, locations, and varying processes serve to erode enforcement effectiveness.

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