



TERRORISM ATTACKS
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OUTLINE

Thesis: Our Government is failing to protect us from terrorism attacks thru our borders. Our borders remain unprotected, terrorist can enter undetected and cause harm to our country.

I. Southern Border

- A. What agencies are responsible for protecting U.S. borders
- B. Have terrorists tried to cross into the United States from the south

II. Pre-Attack on America

- A. How border agencies responded to the threat of terrorism
- B. Aliens who entered the US on a one month visitor's visa, where able to reside in the US for nine years

III. Changes and Modifications

- A. Assessments of trans-border infrastructure and communications and transportation networks
- B. Develop systems for exchanging information and sharing intelligence

IV. Justification of weakness

- A. The number of U.S. officials working at the border posts
- B. Visa and Passport Fraud

V. It's impossible to check every container entering the United States through our ports.

- A. We have 361 ports in the US.
- B. 95% of our overseas trade comes in by ship.
- C. We download thousands of containers daily at our ports.

VI. The cost of protecting our ports is astronomical, where do we get the money?

- A. The United States Coast Guard estimates the cost to upgrade ports will be 1.125B dollars the first year and 656 million annually.
 - B. Slow downs and backlogs at the port of Los Angeles immediately after 9/11 cost the US 2B dollars daily.
 - C. Security costs at small/mid sized ports have increased 50%
- VII. Who owns the ports?
- A. What State or Federal agency has the responsibility to ensure port is complying with established security laws?
 - B. Currently 21 Federal agencies have overlapping jurisdictions and regulations.
- VIII. Foreign Countries role in our security.
- A. What is the role of other Countries?
 - B. We do not have the resources or jurisdiction to enforce our laws abroad.
- IX. Northern Border
- A. Major entries to the United States.
 - B. Minor entries to the United States
- X. Pre-11 September 2001
- A. Border Security before 11 September
 - B. Border Security after 11 September
- XI. Changes and Modifications
- A. Effective
 - B. Ineffective
- XII. Justification of Northern weakness.

Counterpoint: Since the terror attack on the Twin Towers, our government has taken many steps to protect our country from future attacks. The United States stood up the

Department of Homeland Security which in 3 short years improved our ability to defend our homeland.

XIII. The vision and mission statements, strategic goals and objectives provide the framework guiding the actions that make up the daily operations of the Department of Homeland Security (DHS).

- A. The vision of DHS is preserving US freedoms, protecting America and secure the homeland.
- B. The mission of DHS is to lead the unified national effort to secure the United States of America.
- C. The Strategic goals of DHS are awareness, prevention, protection, response, recovery, service, and organizational excellence.

XIV. The Department of Homeland Security improving ability to defend America's homeland.

- A. DHS providing travel and transportation security.
- B. Immigration prevention and border security.
- C. Detecting and deterring threats to homeland.

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Thesis: Our government is failing to protect us from terrorism attacks thru our borders. Our borders remain unprotected, terrorist can enter undetected and cause harm to our country.

America remains dangerously unprepared to prevent and respond to a catastrophic terrorist attack on U.S. soil. Despite increased awareness, we still offer our enemies a vast menu of soft targets: water and food supplies; borders and ports; and the millions of cargo containers that carry most of the goods we depend upon in our everyday lives. The measures we have cobbled to protect these vital systems are hardly fit to deter amateur thieves, vandals, and smugglers, let alone determined terrorist. Worse still, small improvements are often oversold as giant steps forward, lowering the guard of the average citizen and building an unwarranted sense of confidence. This was the chilling conclusion of an independent, bipartisan task force formed by the Council on Foreign Relations, which included two former secretaries of state, two former chairmen of the Joint Chiefs of Staff, a former director of the Central Intelligence Agency and the Federal Bureau of Investigation, three Nobel laureates, and co-chaired by former Senators Gary Hart and Warren B. Rudman. (Flynn, 133).

Counterpoint: Since the terror attack on the Twin Towers, our government has taken many steps to protect our country from future attacks. The United States stood up the Department of Homeland Security which in 3 short years improved our ability to defend our homeland.

With strong bipartisan support President Bush created the Department of Homeland Security (DHS) – the most comprehensive reorganization of the Federal government in a half-century. The DHS consolidates 22 agencies and 180,000 employees, unifying once

fragmented Federal functions in a single agency dedicated to protecting America from terrorism.

The National Strategy for Homeland Security and the Homeland Security Act of 2002 served to mobilize and organize our nation to secure the homeland from terrorist attacks. This exceedingly complex mission requires a focused effort from American entire society if we are to be successful. To this end, one primary reason for the establishment of DHS was to provide the unifying core for the vast national network of organizations and institutions involved in efforts to secure our nation. In order to better do this and to provide guidance to DHS men and women who work every day on this important task, the Department developed its own high-level strategic plan. The vision and mission statements, strategic goals and objectives provide the framework guiding the actions that make up the daily operations of the department.

U.S. soldiers continue to make the ultimate sacrifice in our war on terrorism overseas. Meanwhile, Americans have been reluctant to take the pragmatic measures to address vulnerabilities at home. There are no fronts in the war on terrorism. The 9/11 attacks highlighted the fact that our borders and ports offer no effective barriers to terrorist intent on bringing their war to our soil. Nor do their weapons have to be imported, since they have proven how easy it is to exploit the modern systems we rely upon in our daily lives and use them against us. For two centuries, geography has been America's biggest security asset. With oceans to the east and west and friendly neighbors to the north and south, the United States has been untrammled by enemy boots on our ground. Inhabiting the most peaceful corner of the world has meant that captains of industry and urban planners have been able to treat security as a marginal issue. Those carefree days are now gone and unfortunately we

have inherited critical infrastructures so open that they offer terrorist a vast menu of soft targets.

The events of September 11th created a new and urgent focus on the worldwide vulnerability of our ports and harbors. In the immediate aftermath of 9-11 a lot of attention was focused on aviation, and rightfully so. However, the Marine Transportation System and our Ports in particular are an essential link in the national goods movement system, and are very important to our economy and our national security. Transportation Security Administration (TSA) Director and former Commandant of the US Coast Guard, Admiral Jim Loy, has stated that of all the transportation nodes, the maritime industry, in particular our ports, are at the same time the most valuable and the most vulnerable in the nation. This is because they represent a low risk-high payoff target. Consider if you will that every container passing through a port is a potential WMD, every vessel a potential delivery device, every crewmember or passenger a potential terrorist, every port a potential target. A terrorist act at one of our ports could lead to economic destabilization, not only within our own nation, but also, because of the global nature of the maritime industry, there would be reverberating impacts worldwide. Let's try to put this potential impact in perspective with respect to the Port of New York and New Jersey. If one looks at the Port of NY and NJ, we see the third largest port in the US, after Los Angeles and Long Beach. In 2002 the ports of NY and NJ handled over 21 million metric tons of general cargo, a 13% increase over 2001, and over half a million vehicles. About 6000 containers come through the port each day. Over 14 ships are handled at the port each day and around 10,000 people go on and off the port each day. This cargo feeds the needs of 18 million consumers in the immediate port region and about 80 million within one day's truck trip from the port.

New Coast Guard vessels and specialized maritime security units have been added.

The Container Security Initiative was developed to allow US inspectors to screen high-risk shipping containers at major foreign ports before they are loaded in ships bound for America.

The National Targeting Center was created to vet passenger lists of aircraft and container shippers to identify high-risk individuals and shipments. Today, 100 percent of high-risk cargo containers are examined by US inspectors

A recent Rutgers University study of the economic impact of the Port concluded that the Port supported roughly 229,000 jobs in the metropolitan area, contributing \$9.4B/yr. in wages and \$2.2B in state and local income taxes. The port's proximity to major rail, highway, and air nodes, enhances its ability to move cargo inland, but also increases the potential consequences of a terrorist attack. Right next to the port is a major freight rail network. Right next to the rail, if you are going east to west, is the New Jersey Turnpike and Interstate 95, a major highway corridor for cargo movement. Adjacent to Interstate 95 is Newark Liberty International Airport. So, as you can see one WMD or one terrorist incident could impact on all of those nodes and have a tremendous impact, both regionally and nationally, with worldwide reverberations.

The Department of Homeland Security must assume that our enemies will soon launch far more deadly and disruptive attacks than we experienced on September 11, 2001. One could easily conclude that a tenacious and unscrupulous enemy might assemble an attack that looks like the following: One day, an Al Qaeda operative may receive marching orders to make his way to Ukraine to pick up a small shielded container of radioactive material. His mission will be to smuggle the material into Germany, where a bomb maker will add it to a conventional explosive device. Then the bomb will be loaded in shipping

container and sent to the United States.

Sound unrealistic? In 2004, ABC news loaded a “fake radioactive” container in Taiwan and shipped it to the United States. The container entered the U.S. through the port of Los Angeles undetected. To prevent terrorism threats, the Coast Guard Sea Marshal teams have boarded only about four percent of all incoming cargo vessels.

Another challenge, who’s in charge of port security, prevention and response at the federal level? What is the Port Authority’s jurisdiction and responsibility? The New York and New Jersey Port Authority have found that security is a multi-agency responsibility for which they “own” very little. Approximately 21 federal agencies, with overlapping jurisdictions and regulations have a role in port security. The Maritime Transportation Security Act (MTSA) of 2002 provided the answer to the first question by placing the Department of Homeland Security in charge at the federal level nationally and the USCG Captain of the Port in charge of port security at the local level. Nevertheless overlapping jurisdictions remain.

An even greater challenge is achieving a better understanding of threat and vulnerability? With respect to vulnerability, most ports encompass thousands and thousands of miles of unprotected shoreline. Most are located in public areas, with open access to the public on any of our roads. The ports attractiveness as a target is heightened by its proximity to major rail, road and air transportation nodes.

In the Norfolk, Virginia where the largest American Naval Station is located, shipping channels are less than 300 feet from the Base. In one scenario that experts have considered, a large 60,000-ton ship, controlled by terrorist, could lurch towards the base, in a deliberate attempt to crash into a warship. This could be virtually impossible to stop. The 30-foot Navy patrol boats that protect the base 24 hours a day would do what they could. But

they would be no match for a moving cargo vessel hundreds of feet long. "It would be like mosquitoes trying to catch an elephant," said Alyn Fife, Hampton Roads maritime surveyor and shipping expert. Even if you killed everyone on the bridge, or boarded the ship took control, the ship is going to keep going, it doesn't stop easily.

(Daily Press, Newport News VA).

There are about 140 land crossings between Canada and the United States with customs stations. About 50 of these are relatively obscure such as those on small country roads that wind across open grasslands or through uncleared forests and across the boundary.

The United States and Canada are the world's two largest trading partners and there are many boundaries used mainly for commercial/private entry as well as those used mainly for tourist entry. Heavy commercial and private traffic crossings include:

Sumas, Washington	~	Huntington, British Columbia
Oroville, Washington	~	Osoyoss, British Columbia
Sweetgrass, Montana	~	Coutts, Alberta
Portal, North Dakota	~	Estovan (North Portal), Saskatchewan
Pemtina, North Dakota	~	Emmerson, Manitoba

Heavy commercial and private traffic rumbles through a tunnel and across a bridge between Windsor and Detroit. Major bridges cross the international boundary between:

Buffalo, New York	~	Fort Erie, Ontario	(Peace Bridge)
Port Huron, Michigan	~	Sarnia, Ontario	(Blue Water Bridge)
Watertown, New York	~	Lansdowne, Ontario	(Thousand Islands Bridge)
Rooseveltown, New York	~	Cornwall, Ontario	(Seaway International Bridge)

Sault Ste. Marie, Michigan ~ Sault Ste. Marie, Ontario
Ogdensburg, New York ~ Prescott, Ontario

Those crossings mainly noted for tourist traffic are Rainbow Bridge at Niagara Falls near one of the continent's major tourist attractions and the crossing at Douglas, British Columbia ~ Blaine, Washington, where a special peace arch commemorates the completion of the boundary from coast to coast and the friendship between the two nations.

In Quebec, major border crossings are the Blackpool (Lacolle) ~ Champlain, New York crossing, south of Montreal, and the Armstrong ~ Jackman, Maine crossing southeast of Quebec City. In Maine-New Brunswick, important crossings are Madawaska ~ Edmunston and Houlton ~ Woodstock. Then there are those many minor crossings too numerous to list. However, it must be noted that many are in remote locations and are used regularly.

The responsibility for patrolling the United States – Canadian Border to ensure there are no illegal crossings lie within two agencies: The Royal Canadian Mounted Police and the United States Border Patrol. These two organizations work hand – in – hand ensuring that people and goods cross the border only at established checkpoints (“Important Canada - U.S. Border Crossings”).

During the years preceding the 11 September 2001 terror attacks on the United States security on the United States – Canadian border was very limited. So much so, that the U. S. Ambassador to Canada, Paul Cellucci, was quoted as stating that, in terms of providing security on the border, “It’s kind of a needle in the haystack approach to think we’re going to stop these [bad] guys at the border.” A U. S. Coast Guard

Commander conducting a pre 9/11 study on border security commented, "Most border control systems on the U. S. – Canadian border don't pass the giggle test. It should be noted that much of the border is essentially unguarded."

Immediately after the 9/11 terror attacks U. S. Senator Byron Dorgan commented that "The only thing stopping potential terrorist from entering the U. S. from Canada after 10:00 pm at 15 of 18 border checkpoints in his home state is an orange road pylon." Before 9/11 all that was needed to pass the border was identification and reason ("Homeland Security makes the crossing a little tougher.").

The President authorized the establishment of the United States Northern Command, to provide for integrated homeland defense and coordinated Pentagon support to Federal, state, and local governments. More than \$18 billion has been awarded to state and local governments to protect the homeland.

The Bush Administration developed a comprehensive National Strategy for Homeland Security, focused on six key areas: intelligence and warning; border and transportation security; domestic counterterrorism; protecting critical infrastructure; defending against catastrophic threats; and emergency preparedness and response.

To support improved border, traveling and transportation security, funding levels have increased by \$9 billion since September 11th.

Since the 9/11 terrorist attacks increased awareness and joint cooperation between the two countries have tighten security. Smart Border agreements were signed in 2001 and 2002 to cover the flow of people and goods, as well as secure physical infrastructure at ports – of – entry. The Canadian agreement also incorporated coordination and information – sharing in the enforcement of these objectives. There have been very few

changes to international law as it relates to crossing the Canadian – US border; however, the existing laws are now being followed to the letter. International travelers are required to carry identification that clearly shows their citizenship and place of residence, and are being asked to produce the documents; more vehicles are being inspected for possible contraband and more travelers are being asked about criminal records than at any time in the last 60 years.

Analysts say the U.S. foreign policy in Latin America has not significantly changed since the attacks in 2001. Aside from strengthening border controls and tightening immigration procedures, U.S. officials have not regarded Latin America as a potential harbor for Islamic terrorists.

"Latin America is really sort of a tertiary theater in the war on terrorism," says Michael Desch, a foreign policy analyst at the University of Kentucky. "Aside from Canada and Mexico which would be good places - or would have been good places for terrorists to sneak into the United States, the rest of the region is not really that receptive to al Qaida or other Islamic groups."

Despite the apparent lack of support in much of Latin America for Islamic terrorism, the region's porous borders, government corruption and established criminal groups may now be grabbing the attention of officials in Washington

When you look at it, if a terrorist organization is looking for a point of relatively easy penetration, just think about it: 55,000 ports of call are made each year," he says.

"And where do these ships come from? They come from places that we know are not really necessarily friendly to the United States and are usually fairly quickly accessible to those who would like to do us damage."

Inspectors search few of the approximately nine million sea containers that enter U.S. ports each year and an attack could have enormous repercussions on international commerce. Smugglers have long trafficked drugs and illicit goods through U.S. ports, and there are now fears that they may be cooperating with terrorists.

Steven Monblatt, Secretary of the Inter-American Committee Against Terrorism, a branch of the Organization of American States that coordinates security policies among countries in the western hemisphere. He says the signs of increasing cooperation between various smuggling and criminal groups in Latin America means fighting those groups has become more complex, but not necessarily more dangerous. "I think one of the differences between drug dealers and terrorists is that drug dealers don't really want to take over a government. They want to be able to influence the government so that they can pursue their businesses and maybe get some protection from the government, but they don't actually want to be the government," says Mr. Monblatt. "Terrorists want to actually be the government. They want all of those responsibilities - they want to actually take over. So it's a different order of complexity, not necessarily a different order of danger for the U.S., but a different order of complexity that you're dealing with."

On March 1, 2003 the responsibility for providing immigration-related services and benefits such as naturalization and work authorization were transferred from the Immigration and Naturalization Service (INS) to the U.S. Citizenship and Immigration Services (USCIS), a bureau of Homeland Security.

The US-VISIT Program is set up to secure our borders and expedite the entry/exit process while enhancing the integrity of our immigration system and respecting the privacy of our visitors.

US-VISIT is a top priority for the U.S. Department of Homeland Security because it enhances security for our citizens and visitors while facilitating legitimate travel and trade across our borders. US-VISIT helps to secure our borders, facilitate the entry and exit process, and enhance the integrity of our immigration system while respecting the privacy of our visitors.

US-VISIT is part of a continuum of security measures that begins overseas and continues through a visitor's arrival in and departure from the United States. It incorporates eligibility determinations made by both the Departments of Homeland Security and State.

Goals of the program are to:

1. Enhance the security of our citizens and visitors.
2. Facilitate legitimate travel and trade.
3. Ensure the integrity of our immigration system.
4. Protect the privacy of our visitors.

The Citizenship and Immigration Services Ombudsman (CIS Ombudsman) was created within the Department of Homeland Security by the Homeland Security Act of 2002. The CIS Ombudsman provides recommendations for resolving individual and employer problems with the U.S. Citizenship and Immigration Services (USCIS).

Investigative and enforcement responsibilities for enforcement of federal immigration laws, customs laws, and air security laws were transferred to the U.S. Immigration and Customs Enforcement (ICE).

The U.S. Customs and Border Protection (CBP) is the unified border agency within the Department of Homeland Security (DHS). CBP combined the inspectional

workforces and broad border authorities of U.S. Customs, U.S. Immigration, Animal and Plant Health Inspection Service and the entire U.S. Border Patrol.

From Mexico, Nicaragua, China, India, the Middle East and Africa; illegal aliens, by the thousands, enter the United States daily.

Hundreds of Mexican citizens suspected of committing violent crimes in the United States have escaped justice by slipping across America's porous southern border into Mexico, which refuses to extradite suspects facing the death penalty or life imprisonment. Authorities have identified more than a dozen cases in which illegal aliens were accused of injuring or killing a U.S. law-enforcement officer but are believed to have fled to Mexico.

President Bush's plan to grant legal status to millions of illegal immigrants employed in the United States raises questions about whether Mexico may agree to start extraditing suspects in all U.S. crimes. U.S. officials don't have information on the number of violent criminals hiding in Mexico, but they believe the number is at least in the hundreds. District attorneys in most states don't keep records of crimes committed by illegal aliens, even ones who have fled.

In California, officials estimate some 350 violent felons have fled south seeking protection of a Mexican Supreme Court ruling that the death penalty and life in prison without parole represent cruel and unusual punishment.

Sen. Diane Feinstein, California Democrat, introduced a Senate resolution last month calling on Mr. Bush to put pressure on Mexico to ensure suspects wanted for serious crimes can be extradited. "Many of these people are living free and unpunished in Mexico," she told reporters in California. "In some cases, we even know where they are."

Perhaps the most high-profile case is the April 2002 murder of Los Angeles Deputy Sheriff David March, who was shot execution-style during a traffic stop. The prime suspect is Mexican national Armando Garcia, said to have fled south after the murder. He's believed to be somewhere in Mexico. Mexico's refusal to extradite criminals applies only to Mexican citizens. There have been cases, of non-Mexican nationals who have been extradited and tried in the United States.

A recent case in Burbank, Calif., involved extradition of David Garcia, the top suspect in a November murder of Burbank police Officer Matthew Pavelka. Mexican authorities arrested Mr. Garcia on Thanksgiving in the border city of Tijuana. As a U.S. citizen, he was extradited almost immediately to the United States, where he most likely will face the death penalty.

CBP includes more than 41,000 employees to manage, control and protect the Nation's borders, at and between the official ports of entry. U.S. Customs and Border Protection are addressing the terrorist threat nationwide," stated by Commissioner Robert C. Bonner. There have been concerns that terrorists will try to enter our country across our Southern Border. These reports are not new to U.S. Customs and Border Protection, and they have been preparing for the possibility and are taking appropriate actions to better secure our borders against the terrorist threat.

U.S. Customs and Border Protection have taken a number of steps to increase security across our borders during the period of increased risk leading up to the presidential election.

These actions and initiatives include a broad range of strategies and defenses that CBP deploys in its anti-terror mission. CBP's protective measures include intensified

activities in the areas of passenger processing, cargo targeting and inspection, non-intrusive technology inspections, as well as a number of initiatives to increase security along the United States – Mexico Border.

CBP works with national intelligence agencies to share data on suspicious activity, and shares information with CBP personnel on the front lines. We are providing extensive anti-terrorism training to uniformed personnel, including specific mention of U.S. – Mexico Border threats. CBP has also increased coordination and intelligence sharing with Mexican contacts through the Mexican Liaison Units on the Southern Borders. CBP's Office of Border Patrol is currently working closely with these units in response to information received and ongoing joint operations.

In conjunction with Immigration and Customs Enforcement's (ICE's) Anti-Smuggling Units and CBP's Office of Intelligence, CBP's Office of Border Patrol focuses its intelligence and surveillance operations on known smuggling operations that have previously trafficked aliens from significant interest countries, and develop operations to target and disrupt these especially high-interest smuggling activities.

CBP provides referrals for criminal prosecutions for aliens possessing fraudulent documents, making false statements, or committing other immigration violations, where there is a suspicion of a connection of terrorism or other national security interest.

CBP works with the FBI and ICE to improve response and feedback to border interdictions that involve individuals that potentially pose a risk for terrorism. CBP uses 2 Unmanned Aerial Vehicles (UAVs) to support the Arizona Border Control Initiative.

With the increased attention on border security one key frustration for government officials has been the lack of visible progress at ports – of – entry, such as

unpredictable delays when crossing, insufficient staffing levels, and inability to access dedicated lanes for regular crossers.

The high and growing levels of traffic continue to pose a challenge not only for inadequate infrastructure but also for homeland security itself. Personal travel results in a great deal of border crossing traffic. In 2001, 68.3 million personal vehicles crossed the U.S.-Canada border along with 13.4 million trucks. To put this traffic volume into perspective, consider that personal vehicle traffic in 2001 averaged 7,799 units per hour over a 24 hour seven day a week year. Truck traffic averaged 1,526 units per hour over a 24X7 year (migration information).

We need to keep in mind that for modern-day terrorists, our northern border offers no real barrier to their slipping into the United States and carrying out a campaign of sabotage. This is because, for our frontline inspectors, border control remains the enforcement equivalent of trying to catch minnows at the base of Niagara Falls. Obviously, not everyone and everything gets checked when entering this country legally. U.S. customs and border-protection inspectors are charged with monitoring compliance with more than four hundred laws and thirty-four international treaties, statutes, and agreements on behalf of forty federal agencies. In general, lacking advance data, frontline agents have only thirty seconds for people and one minute to make a go/no-go decision on vehicles. Official estimates place the number of illegal migrants living in America at over seven million (Flynn 12).

A terrorists need only to find out about the Regis Mohawk Indian Reservation that straddles the Ontario-Quebec-New York border along the St Lawrence River. The tribe owns over 30,000 acres of land, more than 14,000 of which are on the U.S. side of the

border between Franklin and St. Lawrence Counties. The responsibility for patrolling this territory lies with a small tribal police force. But law and order has never really been a priority. Back in the day of Prohibition, the reservation was a magnet for bootleggers. Today, the contraband of choice is cigarettes, illegal migrants, and narcotics (Flynn 25).

The mission of DHS is to lead the unified national effort to secure America. DHS prevents and deters terrorist attacks and protects against and responds to threats and hazards to the nation. DHS ensures safe and secure borders, welcomes lawful immigrants and visitors, and promotes the free-flow of commerce.

The DHS set strategic Goals which are Awareness, Prevention, Protection, Response, Recovery, Service and Organizational Excellence:

1. Awareness – identify and understand threats, assess vulnerabilities, determine potential impacts and disseminate timely information to our homeland security partners and the American public.
2. Prevention – detect, deter and mitigate threats to our homeland.
3. Protection – safeguard our people and their freedoms, critical infrastructure, property and the economy of our Nation from acts of terrorism, natural disasters, or other emergencies.
4. Response – lead, manage and coordinate the national response to acts of terrorism, natural disasters, or other emergencies.
5. Recovery – lead national, state, local and private sector efforts to restore services and rebuild communities after acts of terrorism, natural disasters, or other emergencies.

6. Service – serve the public effectively by facilitating lawful trade, travel and immigration.

7. Organizational Excellence – value our most important resource, our people. Create a culture that promotes a common identity, innovation, mutual respect, accountability and teamwork to achieve efficiencies, effectiveness, and operational synergies.

According to Stephen Flynn, we now know that Osama bin Laden and his cohorts spent five years formulating his plan for 9/11. The need for America to ward off complacency is more compelling than ever. The threat is ongoing, and we must be doing more right now to limit the consequences of future acts of terror. It will take time to implement well-conceived, layered security measures that protect the critical foundations of our society. We have to make judgments about our most immediate vulnerabilities, identify what stop-gap protective measures we can implement in a hurry, and develop and exercise plans to guide our response when the next attacks materialize. (Flynn, 111, 113).

Flynn states; some may think that this undertaking is simply too expensive or too hard. Others may believe that it can be sidestepped altogether if we are assertive enough in going after those who intend to harm us. But the dragnet we cast overseas can only be one part of a layered approach to our security. We have to ensure that the critical systems that support our way of life are harder targets to hit. We cannot dodge the homeland security enterprise. Nor should we be overawed by it. Many of the challenges are issues of policy and coordination. It will take determined executive leadership to keep us on course. Most of all, it will take mobilizing the nation by providing a framework for the sustained engagement of the American people in safeguarding the nation. (Flynn, 133).

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