

The Homeland Security Studies and Analysis Institute (HSSAI) is a federally funded research and development center operated by Analytic Services Inc. on behalf of the U.S. Department of Homeland Security (DHS). HSSAI also works with and supports other federal, state, local, tribal, public and private sector organizations that make up the homeland security enterprise.

HSSAI delivers independent, objective analysis and specialized technical expertise to help transform homeland security goals and objectives into meaningful strategies, operational requirements, and metrics.

HSSAI's interdisciplinary research areas are divided into three mission areas:

- **The Counterterrorism, Borders, and Immigration Mission Area** informs the decisions of headquarters and component staffs in reducing risk and allocating scarce resources against terrorist threats to our Nation. The counterterrorism component informs and improves efforts to deter or defeat terrorist operations. It is heavily focused on security operations, law enforcement, investigative activities, and efforts to mitigate unauthorized acquisition and use of chemical, biological, radiological, and nuclear materials. The borders and immigration component develops strategies and improves operations to reduce the flow of illegal immigrants and contraband at our Nation's borders and adjudicate applications for citizenship and legal residence.
- **The Resiliency and Emergency Preparedness/Response Mission Area** supports all activities associated with preparing for, responding to, recovering from, and mitigating incidents across the all-hazards spectrum. Resiliency—including continuity of operations, continuity of government, and individual and community preparedness activities—is a key component. Improving the effectiveness of operations and plans (through the development of doctrine and concepts of operations) while integrating stakeholder perspectives are also priorities.
- **The Departmental Integration/Unification Mission Area** is concerned with the processes used to manage the delivery of services to the homeland security enterprise. It encompasses a wide range of activities, including strategic planning, analysis of capability gaps and mission needs, organizational and programmatic alignment, program and portfolio management, acquisition management, test and evaluation, life-cycle cost analysis, learning management, workforce analysis, and the development of meaningful measures of effectiveness.

Consistent with our original charter and the future needs of DHS, HSSAI continually enhances core capabilities in business enterprise, workforce, policy, operations, program, and threat and risk analysis.

Business enterprise analysis helps link people, information, and systems within the broader operational homeland security community. Our skills and competencies include:

- Requirements development
- Information flow analysis
- Identification of best practices, benchmarking, performance metrics
- Strategic, operational, and tactical planning
- Concept of operations development and assessment

- Integration of planning efforts across DHS, federal agencies, and state, local, and tribal governments
- Applied systems thinking

Workforce analysis helps identify organizational (personnel) performance metrics and supports innovation in, and transformation of, homeland security operations. Our skills and competencies include:

- Workforce assessment / modeling
- Requirements development
- Strategic planning
- Analysis of training, education, and professional development capabilities, needs, and gaps
- Development of training plans and policies
- Exercise development and support

Policy analysis informs homeland security policy through independent and objective analysis across the various stages of the policy process. Our skills and competencies include:

- Strategic analysis, including emerging issues, futures, trends, environmental scanning and monitoring
- Policy analysis, including stakeholder identification, landscape surveys, analysis of authorities, identification of options and alternatives, risk assessment, budget assessment, testing and re-teaming, modeling, and specific issue deep-dives
- Policy development, including strategic planning, requirements development, doctrine development, issue analysis, process coordination across the homeland security enterprise, and stakeholder engagement
- Policy implementation, including stakeholder outreach, and development of enabling process and governance frameworks
- Policy evaluation, including performance measurement, metrics development, outcome and impact analysis, capabilities and gap analysis, and identification of lessons-learned

Operations analysis enhances both effectiveness and efficiency by identifying what does and doesn't work and identifying specific areas for improvement. Our skills and competencies include:

- Observation and analysis of real-world operations
- Requirements development and validation
- Exercise evaluation
- Concept of operations assessment
- Performance measurement
- Gap analysis
- Consequence and vulnerability assessment
- Scenario development
- Applied systems thinking

Program analysis ensures that programs accomplish their intended purpose and contributes to a better understanding of true costs and benefits. Our skills and competencies include:

- Acquisition process analysis
- Requirements process development
- Independent cost assessments
- Policy and process development
- Test and evaluation assessment
- Program review and assessment

Threat and risk analysis improves our understanding of adversaries' organization, capabilities, operations and support mechanisms and informs strategic planning and development of effective countermeasures. Risk analysis considers threat, vulnerability, and consequence for informed decision-making. Our skills and competencies include:

- Analysis of adversary intentions and capabilities/radicalization processes
- Requirements development
- Identification and analysis of emerging threats
- Empirical study of behaviors and threat assessment approaches
- Risk assessment
- Model verification and validation