

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** seeks to inform the decisions of DHS staffs in reducing risk and allocating scarce resources against terrorist threats. It includes a broad spectrum of security challenges and a diverse sponsor base within and outside DHS. The counterterrorism component informs and improves efforts to deter or defeat terrorist operations. The component also focuses 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, and adjudicate applications for citizenship and legal residence.
- **The Resilience and Emergency Preparedness/Response Mission Area** supports activities associated with preparing for, responding to, recovering from, and mitigating incidents across the all-hazards spectrum. Critical stakeholders in this area include DHS components: FEMA, U.S. Coast Guard, the Offices of Health Affairs and Operations Coordination, and the National Protection and Programs Directorate. Resiliency - including continuity of operations, continuity of government, and individual and community preparedness activities - is a key component of this mission area. Improving the effectiveness of operations and plans (through the development of doctrine and concepts of operations) while integrating stakeholder perspectives are also priorities. To achieve the most effective response possible, this mission area supports DHS's ability to integrate the efforts of federal, state, territorial, and local jurisdictions; nongovernmental organizations; and the private sector.
- **The Maturing and Strengthening the Homeland Security Enterprise Mission Area** is concerned with the processes used to manage the delivery of services to the homeland security enterprise. The mission area encompasses a wide range of activities. These activities include: strategic planning, analysis of capability gaps and mission needs, organizational and programmatic alignment, policy analysis, program and portfolio management, acquisition management, test and evaluation, life cycle cost analysis, learning management, workforce analysis, the development of meaningful measures of effectiveness and other related activities. Key stakeholders are not limited to the DHS Management Directorate since MSE-related studies potentially benefit the entire extended homeland security enterprise. They provide benefits directly through the identification of cost-effective alternatives. In addition, the studies provide indirect benefits by developing conceptual frameworks that promote unity of effort and enable the identification of needed improvements to policy and management systems.

Consistent with our original charter and the future needs of DHS, HSSAI continually enhances core capabilities in business enterprise, policy and programs, operations, and threat and risk analysis. HSSAI analysts are assigned to four divisions representing these capabilities.

Business enterprise analysis helps link people, information, and systems within the broader operational homeland security community.

Policy and program analysis informs homeland security policy through independent and objective analysis across the various stages of the policy process and ensures that programs accomplish their intended purpose. It also contributes to a better understanding of true costs and benefits.

Operations analysis enhances both effectiveness and efficiency by identifying what does and does not work and specific areas for improvement.

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.