Great harm has been done to us. We have suffered great loss. And in our grief and anger we have found our mission and our moment.

Freedom and fear are at war. The advance of human freedom, the great achievement of our time and the great hope of every time, now depends on us.

Our nation, this generation, will lift the dark threat of violence from our people and our future. We will rally the world to this cause by our efforts, by our courage. We will not tire, we will not falter and we will not fail.

– President George Bush, September 20, 2001
In this, the 10th anniversary of the tragic events of September 11, 2001, we pay homage not only to the memory of those whose lives were lost in the initial attacks, but also to those gallant and brave individuals who paid the ultimate sacrifice trying to rescue victims. We honor all those men and women whose vigilance and dedication over the last decade has prevented further terrorist attacks, and kept our nation safe. We also owe an enormous debt of gratitude to those involved in responding to disasters (both natural and accidental) that have impacted this country and are an ever-present threat to life and property.

We live and work in a highly complex and interactive society. Man-made and natural disasters pose enormous challenges to the stability and functioning of our society. Rising to those challenges requires the marshaling and application of appropriate scientific and technical expertise. Our knowledge must continue to grow so that we will be well positioned to prevent, protect against, mitigate the effects of, or respond to and recover from incidents efficiently and effectively.

Such application of expertise and knowledge, however, requires more strategic thinking across the Department of Homeland Security and the federal government as a whole. It also requires the department to successfully, succinctly and efficiently communicate its needs to the private sector which has been, and will remain, a strategic ally in dealing with emergencies confronting the United States. The ability of the federal government to rapidly assemble scientific and engineering talent from the private sector and put it to work solving strategic and tactical challenges found a voice in a hybrid concept conceived during World War Two with the formation of National Laboratories. The concept was further reinforced with the establishment of the federally funded research and development center (FFRDC) model immediately after the end of the war. The testimony to the success of the FFRDC model will be its 65th year of service to the United States in 2012.

The Department of Homeland Security currently operates two FFRDCs. They remain integral to the implementation of the overall strategy of the Science and Technology Directorate. In these challenging economic times we need to be careful about what we develop and what we buy. We must continue to employ our best resources, such as FFRDCs, to help people think through critical problems, work collaboratively with the various DHS components, place a real emphasis on developing standards and operations protocols, and succeed in producing an end-to-end requirements driven approach to major technological acquisitions—to effectively meet the future challenges facing the United States.

The Science and Technology Directorate has an obligation to assess, analyze, and advise. The great strength of the FFRDC model is its ability to assemble teams of technical expertise on a project basis. Together they produce one of the most valuable contributions to offer all the components of the department: knowledge. In the years ahead, continuing to build that knowledge base with the aim of preventing another terrorist attack and being better prepared to react, respond and recover from any disaster, will be a fitting tribute to all those whose lives have been lost in the past, to those who are on watch today, and as a down payment for future generations to provide a more secure environment.

Dr. Tara O’Toole, MD, MPH
Under Secretary for Science and Technology
The Homeland Security Studies and Analysis Institute was conceived in the aftermath of the terrorist attacks on 9/11. As the nation came to grips with the implications of those attacks, it became clear that the country needed a more robust knowledge base to inform decisions about the homeland. In its 2002 report, *Making the Nation Safer*, the National Academies proposed the creation of a dedicated not-for-profit studies and analysis institute for homeland security. Months later, the Homeland Security Act of 2002 created the Department of Homeland Security (DHS) and directed the new Secretary to "establish a federally funded research and development center (FFRDC)." Two years later, this organization was born.

In the decade since the tragic events of 9/11, much has occurred in the homeland security arena. For nearly eight of those years, this Institute has been serving DHS. Our report to Congress this year is far more than a collection of our recent activities. It synthesizes what we have accomplished in the past year with all that has occurred over the past decade. This report provides a snapshot of how the vast majority of our work since the Institute’s inception is directly linked to progress in the homeland security arena.

That progress is reflected in the Institute itself, as we have grown and evolved with the Department of Homeland Security to help address the nation’s security challenges. We have doubled in size in five years, from a small cadre of analysts supporting the Under Secretary for Science and Technology to a far more broadly focused network of analysts supporting all the key staff functions and components across DHS. That network now supports numerous others across the homeland security arena, including other agencies of the federal government.

It has been my greatest privilege to lead such a unique organization for the last five years—because that uniqueness stems not only from the people the organization brings together and the talent they bring to this mission, but from the mission itself. Helping to improve the security of our nation is a mission unlike any other.

To mark the tenth anniversary of 9/11, our analysts gathered for a moment of silence to remember the victims and the brave souls that made the ultimate sacrifice that day so that others might live. The truth is we at the Institute remember every day. The murals in our halls, depicting the flags in the aftermath of the attacks on New York City and the Pentagon, give us pause as we come and go from work each day. That memory drives us, gives our work purpose, and strengthens our commitment to serve this great nation.

Our greatest hope is that our work here—whatever its measure—is a fitting tribute to those who perished and their families, and a catalyst to the security of our nation.

Dr. Phil Anderson
Director, Homeland Security Studies and Analysis Institute
The Past Year at the Institute

Many events have occurred in the past decade that have impacted on the security of the United States. In recent years, for example, an increasing number of young people have been indicted for terrorism-related offenses in the United States. The timeline that runs throughout this report reflects in part many of those events, because much of what our work for the department addressed in the past year stemmed from events in the past decade.

That includes the Homeland Security Act of 2002, which called for the creation of the Department of Homeland Security and directed the new Secretary to “establish a federally funded research and development center.” Two years later, this institution was born to assemble scientific and engineering talent dedicated to assisting the department in meeting the rapidly evolving and increasingly complex mission of homeland security. Eight years later, that is still the charge of the Homeland Security Studies and Analysis Institute.

The still-strong presence of Institute staff in the Department of Homeland Security resonates in the essays that follow, evidencing the evolution of this institution along with the department. In its first five years—how long we were initially legislated to operate—the Institute developed a wide array of analytical and technical products and support specifically for the department’s Directorate of Science and Technology. That relationship appears in such ongoing work as the Project Responder program, highlighted in this report.

In the three years since then—after Analytic Services Inc., our parent corporation, competed for and won a new FFRDC contract for the Institute to dedicate itself to homeland security studies and analysis—we have continued to deliver that wide array of products and support. Our work with the Department of Education exemplifies that support. We have also expanded the number of recipients of those products and support, counting many other elements of the Department of Homeland Security as well as entities within the broader federal government, as part of that diversified base. Some of those recipients, like Federal Emergency Management Agency (FEMA) and the Department of State, are also highlighted in the following essays.

Our core values and commitment to our clients—our commitment to the nation—continue to guide our development of such high-quality studies and
analysis products. The valuable knowledge and insights that these products have yielded for the department are not an archive in which we linger. We are indeed historians in addition to being analysts for the department. But such knowledge and insights mean motion that is perpetual and purposeful—to improve and perfect our approach to assessment and analysis. We are always thinking far ahead, “How might we best utilize our people’s experience and expertise and systems to deliver the high-impact analytic support necessary for improving the nation’s security and ability to respond and recover from any catastrophe?”

This, in the following essays about our accomplishments, is how we answered that question this year.

This is how the Institute is making a difference.
Strategic Look at Cyber Security Policy

Recognizing the importance of the cybersecurity mission for the Department of Homeland Security, the Institute embarked on a program of researching the authorities for the mission. The Institute began by examining the primary authorities—legislation and executive orders—that either support or govern the department’s cybersecurity efforts.

The department’s broad and central role in the cybersecurity of the United States was summarized in the department’s own 2010 Bottom-Up Review, which notes that “by statute and Presidential directive, DHS has the lead for the Federal government to secure civilian government computer systems, works with industry to defend privately-owned and operated critical infrastructure, and works with State, local, tribal and territorial governments to secure their information systems.” However, sources in the literature, including those that the government itself produced, suggested that the primary cybersecurity authorities related to the department lack clarity, and that they might be insufficient for what the department needs in its role.

Accordingly, the Institute explored the clarity and sufficiency of those authorities. Specifically, the team identified the primary authorities of greatest relevance to the department’s role, examined their language, and explored ambiguities, conflicts, and gaps that appear to exist. The Institute found that the authorities’ lack of clarity presents certain implications for the department’s cybersecurity activities, such as information sharing and incident response.

March 12 President Bush signs HSPD-3, creating the Homeland Security Advisory System; a color-coded risk advisory scale is created.

September 17 President Bush signs HSPD-4, the National Strategy to Combat Weapons of Mass Destruction.


The National Academies releases its report Making the Nation Safer – The Role of Science and Technology in Countering Terrorism recommending the establishment of an FFRDC dedicated to the homeland security mission.
Radicalization of School-Aged Youth

For the past five years, the Institute has worked with the Department of Education’s Office of Safe and Drug-Free Schools to assess how terrorism and radicalization impact schools and students outside the United States. In 2010, the Institute began focusing its research on the nature and extent of radicalization and violent extremism among school-aged youth in the United States, because of the considerable increase in the number of young people who have been indicted for terrorism-related offenses here. To better understand this emerging threat, the team conducted a comprehensive analysis of recent terrorism cases involving school-aged U.S. youth.

The Institute collected information about the perpetrators, their educational history, their behaviors—and, in particular, radicalization indicators or behaviors that occurred at schools. Findings from this ongoing study will help characterize the threat and help the Office of Safe and Drug-Free Schools determine what role—if any—the U.S. education system could play in addressing and responding to radicalization and violent extremism. Additionally, this study will augment the Department of Education’s existing violence prevention programs for schools.
The Institute developed a framework for national biological defense ("biodefense") on behalf of the Department of Homeland Security’s Office of Health Affairs, because the biodefense system is remarkably complex. The framework graphically depicts all the components of this “system of systems,” illustrating what those components do, individually and collectively, during a catastrophic biological incident.

This framework provides the department with an all-encompassing understanding of capabilities, activities, and decision-making supporting the biological defense mission. That “big picture” allows the national biodefense community to make swifter and more effective decisions, since the biodefense system must respond with great speed in the midst of a biological incident. The framework has also proven to be flexible as the Department of Homeland Security has recognized it as a tool that can not only improve coordination within the department, but also address requirements, capabilities, gaps, and redundancies in biodefense.
PS-Prep™ Program: Improving Private Sector Resilience

The Institute supports the Federal Emergency Management Agency’s efforts to implement the Voluntary Private Sector Preparedness Accreditation and Certification (PS-Prep™) Program, a congressional initiative to improve the resilience and preparedness of the United States’ private sector against all-hazards by promoting conformance to consensus-based standards. The PS-Prep™ Program encourages entities to identify, implement, and maintain a comprehensive management system that addresses business continuity, organizational resilience, emergency management, and disaster management. DHS will provide recognition for entities that meet the requirements of the PS-Prep™ Program.

The Institute plays an instrumental role in the development of the PS-Prep™ program. Current Institute initiatives include drafting a strategic plan, proposing an approach for small business participation, recommending income-based incentives for participation, and crafting a process to establish a unified message for the PS-Prep™ Program.

“...I have been very pleased with [the Institute’s] initiative, taken from the vision and needs, some of which were not apparent; and the program and analytical support provided to address those needs.

– Marcus Pollock, FEMA Sponsor

December
An outbreak of mad cow disease in Washington State results in several countries banning U.S. beef imports.

March 1
The National Incident Management System (NIMS) is created.

March 11
Terrorists bomb four trains during rush hour in Madrid, Spain killing 191.

April 27
The Homeland Security Institute begins operations.

April 28
The White House issues HSPD-10, Biodefense for the 21st Century.

The Institute is tasked with conducting the Biological Net Assessment required under HSPD-10.
Analytic Support to FEMA Response Operations
Doctrine Development

One FEMA subject matter expert described this process as “the best set of workshops for both content and constructive use of the participant’s time.”

Building on previous work for FEMA’s Response Directorate, the Institute has been collaborating with the agency to develop its first integrated set of response and recovery operations doctrine. Previously, those doctrines stood alone even though the principles in them were largely coterminous. Bringing them together stood to improve the agency’s ability to respond to and help the nation recover from disasters both natural and man-made. The Institute helped FEMA identify how the principles of response and recovery could be brought together in a unified set of doctrinal documents.

To integrate that doctrine in an authoritative manner, the Institute developed a workshop process focused on collecting participants’ disparate ideas and lexicons. Coupled with the Institute’s independent analysis of existing guidance and literature on response and recovery operations, the process allowed the Institute to draft a set of validated manuals and planning guides focused on response and recovery. That integrated doctrine includes FEMA’s Incident Management and Support Keystone document on incident action planning and the National Incident Support Manual, both of which are in use today. Additionally, the process is proving so successful that it is now in use in other Institute tasks.

July 21 President Bush signs the Project Bioshield Act.

August 13 Hurricane Charley comes ashore at Cayo Costa, FL, as a category four hurricane, the strongest hurricane to strike the United States since Hurricane Andrew in 1992. 27 people are killed in Florida.
The Institute’s support was described as “exceptional,” far exceeding expectations by producing timely analysis and an innovative approach.

(Left) Briefing clients and delivering presentations is a core aspect of the Institute’s daily work.

The Transportation Security Administration asked the Institute to independently verify and validate its new risk model, known as the Transportation Sector Security Risk Assessment model. This work will inform the development and maintenance of risk-mitigation strategies and actions that impact security standards, grants, programs, countermeasures, and resource allocations.

The Institute assessed the methodology of the risk model by examining its consistency with recommended best practices in risk analysis. The Institute also determined whether the model provides valid, useful results. Finally, the team identified possible improvements and alternative approaches, especially regarding threat calculations. The result of these efforts confirmed for the Transportation Security Administration that the model is adequate and appropriate as an initial effort supporting the administration’s risk-informed decision processes.

September Chechen terrorists take over 1,000 hostages, mostly children. Russian forces storm the school to end the crisis, resulting in 335 deaths and over 700 injuries.

The Institute performs an analysis of terrorist attacks on schools outside the United States for the Department of Education (2006–present).

December 4 The National Response Plan (NRP) is released.

December President Bush directs the Secretaries of the Department of Defense and Homeland Security to lead the federal effort to develop a comprehensive National Strategy for Maritime Security.

The Institute conducts an assessment of the impact on vulnerability of global positioning systems.

The Institute hosts the Homeland Security Cargo Summit on December 16-17 and presents the DHS draft cargo security strategic framework for review by the nation’s cargo industry.
Independent Program Analyses and Evaluations, DHS Grant Programs

Coordinating with the Department of Homeland Security’s Program Analysis & Evaluation Office, the Institute helped inform the department’s decisions on performance management and resource allocation related to the department’s grant programs. The Institute identified programmatic gaps and redundancies and developed a standard methodology for assessing the effectiveness of grant programs in supporting DHS missions. Utilizing the grant data, the Institute used the methodology to evaluate selected Department of Homeland Security grant programs.

The resulting study represented a “bottom-up” analysis of the department’s financial assistance. The analysis included linking grant dollars to specific Quadrennial Homeland Security Review missions, goals, and objectives. The study also laid the groundwork for the department to take a systemic approach to organizational alignment, performance evaluation, and resource allocation in its grant programs. The systemic approach to performance evaluation of grant programs, in particular, stands to impact resource allocation decisions department-wide.
FEMA Workforce Baseline Assessment

The Institute’s assessment of the Federal Emergency Management Agency’s workforce baseline represented phase one of an agency initiative. That initiative is to “develop a capabilities-driven workforce planning effort designed to create the FEMA of the 21st century and beyond.” The Institute identified the requirements for achieving FEMA’s operational capabilities—including addressing capability gaps—in the current workforce.

The Institute’s analysis provided FEMA with accurate data on the makeup of the current federal workforce in the agency. That snapshot of the current workforce, the study concluded, needs to be linked to a larger strategic workforce plan that incorporates FEMA’s vision for its future. The Institute is currently conducting a follow-on study to establish the planning assumptions needed to define the future state of the workforce. That study will also frame the analysis of FEMA’s capabilities, resources, training, education, and career paths necessary to establish those assumptions.

August 29 Hurricane Katrina comes ashore in the New Orleans area; at least 1,836 people are killed and severe damage is sustained along the Gulf Coast.

The Institute conducted a study for Coast Guard to determine what deters terrorists.

September 23 Hurricane Rita makes landfall along the U.S. Gulf Coast, between Texas and Louisiana, causing $11.3 billion in damage.

The Institute released its Wide-Area Biological Restoration Final Report, in which the Institute developed guidelines for an integrative, decision-based approach to the wide-area biological restoration process.
SBInet Block 1 Analysis of Alternatives

Customs and Border Protection (CBP) asked the Institute to lead a formal analysis of alternatives for the Secure Border Initiative network (SBInet)—to take a hard look at the network. The Institute developed a set of metrics for situational awareness, identified alternative solutions for providing border area surveillance (the original purpose for which SBInet was designed), and compared both the operational effectiveness and the life-cycle cost of those solutions.

The Institute’s analysis showed, in measurable terms, how the choice of solution depends on factors such as terrain, vegetation, and infrastructure that vary from one area to another across the Southwest Border. Based on the initial analysis of alternatives findings, together with test results and inputs from the Border Patrol, Secretary Napolitano decided to end SBInet as originally conceived—in favor of an approach that uses a mix of existing technology solutions tailored to each border region.

(left) Teams of Institute analysts frequently travel to project sites. (right) The US border region. (opposite page left) A team of Institute analysts prepare for a first-hand aerial look at the southern border. (opposite page right) Meeting with officials on-site provides valuable first-hand insights and observations.

April 5 The first case of avian flu is discovered in the United Kingdom.

May President Bush sets a goal of increasing the number of border patrol agents from 12,000 to 18,000.

The Institute develops a model that estimates the flow of illegal immigrants.

2006

The Institute develops and hosts DHS 101 and CBRN training courses.

The Venture Capital Concept Analysis is conducted, which analyzes the potential applicability of the U.S. government venture capital models in discovering, spurring, and fostering technological innovation to meet homeland security mission needs.
The Institute develops a strategic risk management methodology in use by S&T.

October 4 President signs the Post-Katrina Emergency Reform Act into law, adding functions to FEMA.

October 13 Congress passes the Security Accountability for Every Port Act, or SAFE Port Act of 2006.

The Institute releases Deterring Terrorist Attacks: Analytic Techniques for Modeling Tactical Deterrence Effects of Ferryboat Screening Methods. In it, the Institute developed for USCG analytic techniques for quantifying the tactical deterrent effects of screening methods in use by the nation’s ferryboat operators, or that could be implemented in the future.

The Institute assesses the vulnerability of homeland security related advanced sensors and their supporting systems.
The Institute conducted, on behalf of Customs and Border Protection’s (CBP) Office of Technology Innovation and Acquisition, a study to measure the impact of border fencing. Prior to the study, the Government Accountability Office had publicly criticized the Department of Homeland Security for failing to measure the impact of its investment in border fencing.

Analyzing flow, apprehensions, and Border Patrol agent presence by border zone, the Institute found that apprehensions decreased at a statistically significant rate in a sizeable majority (at least 75 percent) of fenced areas. The Institute’s findings gauged the impact of fencing while controlling for the major decrease in apprehensions and increase in agent strength of the past several years. The Institute provided these findings to the Government Accountability Office. This analysis led to a follow-on task where the Institute is developing a broader Border Control Index that incorporates the larger border environment as well as other measures of Department of Homeland Security performance.
Since 2010, the Institute has supported two key acquisition tasks for the Transportation Security Administration. For the first effort, the administration’s capability gap/requirements process, the Institute conducted workshops on deriving gaps from adversary risks, prioritizing gaps and identifying requirements, and developing integrated mitigation packages to address the gaps. That effort led to the Institute developing a process description for future Transportation Security Administration acquisitions.

The second acquisition effort involved a consortium of national labs and the federally funded research and development center related to systems engineering for the Department of Homeland Security. This effort—the Aviation Security Enhancement Program—was created to apply a systems engineering approach to solving the Transportation Security Administration’s capability problems in aviation security. The Institute developed metrics for air transportation security then assisted in constructing a “dashboard,” to support operational decisions by combining metrics, operational status, asset allocation and investment support. This effort led to a follow-on study aimed at the development of metrics and the dashboard.

**Transportation Security Administration Capability Determination**

The Institute develops, on behalf of Department of Education, the Emergency Management and Incident Response Planning in International Schools Report.

**June 17** Congressional appropriations committee directs DHS to allocate funds for “independent, peer-reviewed program evaluations throughout DHS conducted by outside entities.”

**August 3** President Bush signs into law the Implementing the 9/11 Commission Recommendations Act of 2007 legislation, which requires the DHS Secretary to establish a system to screen 100 percent of cargo within three years.

The Institute begins a series of independent program assessments with an evaluation of TSA’s air cargo security programs.

The Institute is asked to analyze the adequacy of the plans and resources that TSA identified to meet the congressional air cargo screening mandate.
The Institute chairs an independent review team asked to inform a decision as to whether DHS could certify to Congress that the deployment of the Advanced Spectroscopic Portal system would achieve a significant increase in operational effectiveness over first-generation radioactive isotope detection and identification devices.

The Institute conducts an assessment of the Safety Act Program.

I just want to mention our risk management efforts and the great support we’re getting from [the Institute]. The Coast Guard’s Operational Risk Assessment Model (ORAM) has been used by senior leadership to make informed decisions based on risk. Since January, the formal support...has been exceptional. [The Institute] has advanced the complexity of our mission element models while balancing the assessments with what data is available. Their efforts have ensured alignment with our service’s strategic goals and we look forward to continued work with the [Institute] team.

—RADM James Watson, Deputy Commander, Coast Guard Atlantic Area

October 21-28 Wildfires in Southern California spread over seven counties, consuming more than 510,000 acres.
Operational Risk Assessment Model

The Coast Guard tasked the Institute with analyzing its Operational Risk Assessment Model, to improve the service’s ability to make critical resourcing decisions. The model is intended to inform decision-makers about how allocating assets across missions and geographic regions affects operational risk.

The Institute developed a methodology for improving the model’s “mission-centric” submodel. The improvement lay in analyzing relationships among inputs (Coast Guard resources, such as asset hours), outputs (direct effects of Coast Guard operations), and outcomes (ultimate goals of the operations).

The Institute redesigned a number of the mission-centric submodels to be transparent, enabling users not only to understand both their functionality and modeling assumptions, but also to change the latter. The redesigned model was so successful that both the Coast Guard Atlantic and Pacific area commands are using this revised model.

The Institute and the Coast Guard are cohosting a December 2011 symposium designed to inform other Department of Homeland Security components about how they can apply similar methodologies.

US COAST GUARD PHOTO BY PETTY OFFICER 3RD CLASS KEVIN METCALF

2008

The National Capitol Region Blodetection Notification Final Report is delivered.

January The White House issues HSPD-23, creating the National Cyber Security Center within DHS.

February Tornado outbreak across the southeastern United States kills 58.

March 22 The National Response Framework becomes effective.

May Cyclone Nargis makes landfall in Myanmar, killing over 130,000 people and leaving millions homeless.

The Institute works closely with FEMA on the revision of the NRF.
May
An earthquake in Sichuan Province, China, kills over 69,000 people.

June-August
Pirates attack German, Japanese, and Iranian cargo vessels off the coast of Somalia.

October
The $700 billion bailout for the U.S. financial system is signed into law by President Bush.

2008
The Institute begins a series of tasks focused on the public’s acceptance of critical technologies designed to enhance homeland security by devising a process to improve the likelihood of acceptance.

Project Responder 3: Toward the First Responder of the Future

The Institute played a key role in helping the Department of Homeland Security’s Science and Technology Directorate and FEMA’s Preparedness Directorate to identify the most critical needs of first responders for catastrophic incident response. Project Responder 3 was built upon the methodology from the original Project Responder program (created in 2004; revisited in 2008). The Institute worked with first responder leaders from state, local, and tribal agencies to identify gaps in response capability and to determine the highest priorities that need to be addressed to improve catastrophic incident response. The effort culminated in a list of 40 capabilities needed for enhancing response to catastrophes while also improving responder health, safety, and performance.

Unique to this third iteration of Project Responder was a partnership with the InterAgency Board, comprised of emergency preparedness and response practitioners from various professional disciplines representing all levels of government and the volunteer organizations, to envision the needs of the “First Responder of the Future.” The effort is an explicit recognition of the importance, in a constrained budget environment, of prioritizing today’s investments to ensure that responders are equipped to meet the threats and hazards they will face in the future. Project Responder, therefore, helps to guide investments in technology, training, and policy—to ensure that they lead towards the capabilities needed for future catastrophic incident response, as validated by the emergency responder community itself.
Small Vessel Standoff Detection Analysis of Alternatives

The Domestic Nuclear Detection Office tasked the Institute to complete an analysis of alternatives to help both the Coast Guard and Customs and Border Protection improve their combined capability to detect radiological or nuclear materials aboard small vessels. This ongoing study, which involves an evaluation of four alternatives for improvement, is the first in a series of analysis of alternatives. These analyses are designed to aid the Domestic Nuclear Detection Office in quantifying the value that existing capabilities add to the radiological and nuclear detection mission. The series of studies also aims to identify the cost associated with obtaining improved capability.

This first study has already defined a concept of operations and stimulated thought regarding the tactics that might be used to complete the mission. The findings of this analysis will inform the planned 2012 budgeting and acquisition decisions on which type of system best meets the requirements of the Coast Guard and Customs and Border Protection.

November 4 Barack Obama is elected the 44th President of the United States.

Support provided to the Transition Planning Team within DHS focused on systematically addressing DHS specific issues associated with its first presidential transition.

November 26-29 A series of coordinated attacks in Mumbai by a group of Pakistan-based Islamic militants, using small boats to come ashore and evade security forces, kills 195 and injures over 250.

The Biodefense Net Assessment capability studies are conducted.

December The NIMS revision is released.

In collaboration with FEMA, the Institute leads the review and revision of the NIMS document.
Tactical Law Enforcement Teams Training Model

The Coast Guard’s Deployable Operations Group tasked the Institute with analyzing the training time for its law enforcement detachments and port security units. The analysis would estimate the days required for unit training and inform the Deployable Operations Group’s use of thresholds in employment capacity.

The team built two quantitative models to simulate different staffing and training configurations. Results from the Institute’s models have influenced decision-making as the Deployable Operations Group tackles policy, training, and organizational changes to meet training and deployment requirements. Those changes have included the 2011 Commandant-directed “stem to stern” review of deployable specialized forces, which examined these units’ capabilities.

The flexibility built into the models has allowed the Deployable Operations Group to apply the models to other units or agencies beyond the group.

January 15 Following a bird strike at takeoff, Flight 1549 makes an emergency landing in the Hudson River. All passengers and crew survive.

January 20 Barack Obama is sworn in as the 44th President of the United States.

January 20 Governor Janet Napolitano is sworn in as the Secretary of Homeland Security.

The biosurveillance concept of operations is developed, in part, by the Institute to be used in the National Capitol Region.

The Core Competency Framework for Multiagency Coordination Systems is developed.
The Institute conducts a study to examine the Israeli approach to public engagement in counterterrorism efforts. The study points to some successful practices used by Israel to foster and leverage a resilient and capable public.

Analytic Services Inc. wins the contract to operate the Homeland Security Studies and Analysis Institute.

The Nuclear Incident Communications Planning report is released.

April 4 H1N1 influenza, commonly called “swine flu,” breaks out in Mexico.

The Institute develops a report for the Office of Health Affairs entitled “Pandemic Influenza Strategic Programming and Analysis.”
The Department of State’s Office of Export Control Cooperation asked the Institute to evaluate the effectiveness of the Export Control and Related Border Security Assistance program, particularly the efficacy of participating countries’ export control systems. The program helps foreign governments bring their export control systems up to international standards.

The Institute developed a proof-of-concept assessment tool and supporting performance measures. To create the assessment tool, the Institute developed a baseline list of international standards and best practices for the enforcement of strategic trade controls. The tool itself consists of a series of surveys based on those standards and practices—a tool that the Institute will test through a series of tabletop exercises, followed by visits to select Export Control and Related Border Security Assistance countries for field-testing. Our analysis focused on operational tasks, particularly the enforcement of customs and border security-related activities (e.g., interdicting the shipment of dangerous items).

July The Statue of Liberty reopens to the public for first time since September 11, 2001.

July Seventy-two fusion centers become operational around the nation.

2009 The Institute conducts an evaluation of the air cargo security program.

The Institute co-hosts a conference exploring the development of objectives and capabilities for the fusion centers (February 2010).

The Institute assesses the CBP Office of Air and Marine’s surge surveillance operation, in a report entitled “Operation Empire Shield: Reconstruction and Analysis.”
The Institute develops the report Concept Development: Community-Based Countering Radicalization Initiatives in the United Kingdom and gains insight into the UK’s use of community partnerships to prevent terrorism.

The Department of Homeland Security’s Program Analysis & Evaluation Office tasked the Institute to develop a conceptual framework and conduct a cost-effectiveness analysis for the department regarding U.S. land ports of entry. Such efforts would help the department understand the effects of changes in labor and capital on throughput times and interdiction rates at those points of entry.

The Institute’s framework for analyzing cost-effectiveness provides a rational method for comparing alternative means of performing the point of entry mission—how to mix labor and capital to achieve the most cost-effective outcome. The analysis will give the department a set of viable alternatives to consider along with useful measures of effectiveness and estimated life-cycle costs for each alternative. This work will continue in fiscal year 2012 with the team providing input to help the department optimize resources for land ports of entry. This systematic analysis stands to enable the department to face land port-of-entry issues, such as how to achieve predetermined performance thresholds within a fixed budget. The framework will also support resource-related decisions concerning future budget requests.

The Institute conducts a portfolio review of HSARPA.

The Institute develops the report Concept Development: Community-Based Countering Radicalization Initiatives in the United Kingdom and gains insight into the UK’s use of community partnerships to prevent terrorism.

October 30 DHS commences operation of the National Cybersecurity and Communications Integration Center.

November 5 Maj. Hidal Hasan, an Army psychiatrist, kills 13 people and wounds 43 on a military base in Ft. Hood, TX.

The Institute releases its Internet as Terrorist Tool for Recruitment and Radicalization of Youth report (April 2009).
The Institute at Present

The steady growth of the Institute is a trajectory we have maintained through a diversified base of task sponsors, as the graphic to the right shows. A substantial portion of our task sponsors have become repeat customers. In addition to the base funding that the Science and Technology Directorate and individual task sponsors have provided for specific analytic tasks, the Institute receives supplemental base funding. That funding allows the Institute to address longer-term issues that are important but less urgent than many of the specific tasks directly funded by sponsors. According to the Institute’s contract, five percent of all funds provided outside of base funding is to be applied to address three particular areas: (1) emergent, crosscutting integrative issues, (2) strategic concepts and capabilities, and (3) best practices and lessons learned.

In the last year, for example, we used supplemental funding to examine a number of issues associated with the following three areas—mission areas, as we dubbed them here at the Institute and on which we have focused for the department: department integration and unification; emergency preparedness, response, and recovery; and counterterrorism, borders, and immigration. The three studies highlighted below illustrate both the importance of the issues

**December 25** A passenger onboard Northwest Flight 253 from Amsterdam to Detroit, MI, attempts to detonate explosives concealed in his underwear; when it fails to detonate properly he is restrained by other passengers.

The Institute participates in an interagency working group scoping the issue of air domain awareness, which culminates in the release of the *Air Domain Awareness Summary of Findings Report*.

**January 8** Secretary Napolitano orders a comprehensive reassessment of the SBInet virtual border fence program in Arizona after an internal evaluation revealed unacceptable delays in the program.

The Institute conducts an independent analysis and evaluation of the cost and mission effectiveness of the SBInet program.

**January 12** A 7.0 magnitude earthquake hits Haiti and destroys a major part of the capital Port-au-Prince. The confirmed death toll is over 230,000.
examined, and the longer-term value of the studies that the Institute offers the department:

- *Developing Resilience Profiles:* The Institute developed an analytically based method for relating estimated features of a resilient system to the creation of a “resilience profile.” The profile characterizes the behavior of that system in terms of a set of defining parameters, with emphasis on community systems.

- *DHS Requirements Generation Process:* The Institute initiated a process for the Department of Homeland Security to conduct rigorous, standardized analyses to determine requirements. This process is foundational, as the department can use it to determine optimal, cost effective, and operationally efficient solutions for any of its mission needs.

- *A Strategic Look at Cybersecurity Policy:* The Institute assessed the complex policy issues surrounding the department’s role in cybersecurity and recommended strategies for improving the department’s implementation of those policies.

February 1

The first Quadrennial Homeland Security Review (QHSR) is released, establishing the framework for DHS mission and goals.

The Institute supports the DHS Office of Policy with the development of the first ever QHSR.

February 18

A small plane crashes into an office building housing IRS offices in Austin, TX.

The Institute conducts a damage analysis on behalf of TSA to understand the extent of actual and potential damage that occurred resulting in the *General Aviation Aircraft Impact Damage Analysis* report.

The Institute supports the Office of Risk Management and Analysis in developing, evaluating and implementing risk analysis tools and methods.
Institute Staff

The Institute, operated by its parent corporation, Analytic Services Inc., has over 130 analysts dedicated to the Department of Homeland Security. That staff represents a unique collection of talent and expertise specific to homeland security. It also represents a legacy that dates back to the formulative days of the department and, as such, provides an enduring institutional memory. This also forms a critical underpinning to the ongoing longstanding relationships that the Institute staff have with all of our task sponsors.

Over 85 percent of the analysts have advanced degrees (illustrated at right). Over 23 percent of those analysts hold doctorates in a wide variety of academic disciplines, including the physical sciences, engineering, mathematics, operations analysis, economics, business and finance, social and behavioral science, and computer science.

On average, the staff has more than 18 years of homeland security-related professional experience. Genetic engineering, systems engineering, crisis action planning, health service delivery systems for victims of natural disasters, defending against cyber warfare, and responding to weapons-of-mass-destruction attacks are among the specific fields of experience.

Sixty percent of the staff has a Top Secret security clearance. Additionally, the Institute has the ability to continue drawing on our parent corporation’s large pool of analysts as needed to supplement our analytic staff.

Fiscal Year 2012: Staff Education

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<th>DEGREES</th>
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April 20 The Deepwater Horizon oil platform explodes, kills 11, and sinks—rupturing the drilling lines and resulting in one of the biggest oil spills in history.

May 1 An American citizen attempts to detonate a car bomb in Times Square, but is foiled by a vendor who notices a box within vehicle smoking.

May President Obama releases the National Security Strategy.

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Institute Programs

**Forward Analyst Program:** Since 2006, the Institute has been placing analysts at DHS headquarters and within departmental components to provide on-site analytic support. The arrangement stipulates that the Institute fund the placement of such “forward analysts” for three to four months—the intent of the short term being to establish the need for Institute support and to allow host offices to see the benefit of an on-site analyst.

These analysts identify crosscutting issues and new analytical requirements, contribute to the knowledge base essential for other Institute tasks, and facilitate the interaction of DHS components. While giving immediate analytic support to decision makers at the highest levels, such analysts gain first-hand insight into the workings of the department.

Over the past year, the Institute has placed analysts in five DHS elements: Immigration & Customs Enforcement, Transportation Security Administration, Science and Technology Directorate, National Protection and Programs Directorate, and the Office of Policy. A forward analyst has also been supplied to the U.S. Department of State’s Office of the Coordinator for Counterterrorism.

**Response and Security Center for Lessons Learned:** During 2007 and 2008, the Institute provided rapid analytic support to DHS in response to wildfires in California and Hurricanes Ike and Gustav. In 2010, the Institute provided similar support to the department’s Vigilant Guard/Alaska Shield earthquake exercise. These deployments captured and analyzed data that would otherwise be lost—data that can be used to improve the department’s response operations. The positive reaction to our identification and reporting of lessons learned and best practices led the Institute to develop a permanent program around this data gathering and analysis. In 2011, the Institute established the Response and Security Center for Lessons Learned.

The center will serve analysts dedicated to a comprehensive and coordinated approach to identifying, analyzing, and sharing lessons learned from emergency response and security events. This sharing will occur across DHS and the rest of the homeland security enterprise. The center will also deploy analysts to the field as observers and researchers, when necessary, to gather such “perishable” data.
The Institute's intern program, begun in 2005, continues to play an invaluable role in providing tomorrow’s leaders an opportunity to gain both practical work experience and a “real world” business perspective. The program also significantly enhances our ability to recruit bright young talent to fill key entry-level positions within the Institute. Such recruitment complements the department’s effort of continuing to promote the development of the nation’s next generation of leadership.

The Institute was one of the first to participate in the Department of Homeland Security’s Science, Technology, Engineering and Mathematics (STEM) summer internship program. The department designed the program to give students majoring in homeland security related science, technology, engineering, and mathematics disciplines the opportunity to conduct research in areas relevant to the department’s mission. The Institute embraces each intern as an integral member of the Institute’s staff during the duration of his or her tenure, providing each intern a mentor from the Institute’s full-time senior staff. Periodic “brown bag” lunch seminars, external guest speakers, and the opportunity to individually present their particular task to Institute staff are just a few of the Institute’s efforts to enrich their experience.

The Institute continues to have a hand in this vital opportunity for students, with a number of Institute interns going on from STEM to either specialized graduate studies, the private sector, or positions within DHS or other branches of the federal government.

The Institute continues the research and analysis focused on Southwest Border security issues.

October 29: A plan to use toner and ink cartridges as bombs in cargo holds of aircraft is revealed as stemming from Yemen. Additional “enhanced pat downs” are also ordered at all U.S. airports.

November 26: The FBI thwarts an attempted terrorist bombing in Portland’s Pioneer Courthouse Square before the city’s annual tree-lighting ceremony.

January 14: Secretary Napolitano announces the termination of the SBInet program, based in part on analysis provided by the Institute.

January 14: The Arab Spring begins with the fall of the Tunisian government of President Ben Ali.
The Institute has provided strong support of the U.S. Department of Homeland Security (DHS) Office of University Programs by offering summer internship opportunities to its participants. By supporting these programs, institutions offering internships, such as [the Homeland Security Studies and Analysis Institute], make an important contribution to the development of the future homeland security workforce.

—Patti Obenour, Education Project Manager, DHS Education Programs
Oak Ridge Institute for Science and Education

The Study of Export Control and Related Border Security Program for the Department of State begins in January.

**March 11** A 9.1 magnitude earthquake and associated tsunami strikes northeastern Japan, killing 15,000 people and injuring 8,000. The earthquake and tsunami cause significant damage at four nuclear power plants.

**March 31** Presidential Policy Directive 8: National Preparedness is released, replacing HSPD-8.

**April 20** Secretary Napolitano announces the implementation of the new National Terrorism Advisory System.

The Institute is tasked to assist FEMA by providing outreach and advisory support.
The Institute participates in Integrating Domain Awareness working groups. The Institute hosts the Community Perceptions of Technology Panel (Joint Panel on Biometric Technology) in Canberra, Australia.

May 16 The White House launches the International Strategy for Cyberspace.

The Institute conducts an independent review of cybersecurity authorities for DHS.

May 1 President Obama announces that Osama bin Laden has been killed by a U.S. Navy SEAL team following a raid on bin Laden’s compound in Pakistan.

April-May Hackers intrude on Sony network, putting the personal information of tens of millions of users at risk.

In 2010, the Institute began the Distinguished Visiting Fellows (DVF) program to enlist the support of renowned leaders in the field of homeland security. A key resource, the fellows serve as strategic advisors, informing the Institute’s work as well as mentoring and providing guidance to Institute analysts. We hope to continue to draw on their deep backgrounds to serve as subject matter experts for both internal and external endeavors, including briefings, roundtables, and peer review of Institute products. Over the past year, fellows have contributed to numerous Institute tasks and represented the Institute on panels at homeland security conferences and workshops nationwide. In the fall of 2011, the Institute hosted its first Distinguished Visiting Fellows Roundtable, providing Institute analysts with a unique opportunity to interact with the DVFs. Participants in the program include:

**Mr. Larry Castro**, Managing Director, Chertoff Group. Mr. Castro served as the National Security Agency (NSA)/Central Security Service representative to DHS. He also led the Defensive Information Operations Group within NSA’s Information Assurance Directorate. Mr. Castro now focuses on cyber security; information sharing across federal, state, and local governments; and intelligence support for crises and special events.

**Ms. Elaine Duke**, former Under Secretary for Management at DHS. Ms. Duke served as the Deputy Assistant Administrator for TSA, DHS chief procurement officer, and Deputy Under Secretary of Homeland Security for Management before serving as the Under Secretary of Homeland Security for Management for two administrations. She has extensive and in-depth understanding of DHS and the rest of the nation’s homeland security enterprise.

**Col. Terry Ebbert** (USMC, retired), CEO, Ebbert & Associates. Colonel Ebbert is the former director of homeland security for the City of New Orleans. He served as the incident commander and coordinated all local, state, and federal responses to New Orleans in the aftermath of Hurricane Katrina. He provides consulting, training, and education in emergency preparedness, public safety, disaster management, and security. During his distinguished career in the U.S. Marine Corps, Col. Ebbert received the Navy Cross.
FFRDCs, like the Institute, are a vital national asset, designed to maintain long-term strategic relationships with their sponsors and operate in the public interest. They perform analytic work that is integral to the mission and operations of the Department. FFRDCs maintain “core” competencies critical to their sponsors which allow them to perform high-quality, objective work that cannot be carried out as effectively by other private or public organizations.

– Elaine Duke, Distinguished Visiting Fellow

Dr. Stephen Flynn, President, co-Director of the new George J. Kostas Research Institute for Homeland Security at Northeastern University and former President, Center for National Policy. Dr. Flynn spent a decade as a senior fellow for national security studies at the Council on Foreign Relations. He served on President Obama’s transition team as the lead policy advisor on homeland security. He currently serves as a member of the bipartisan National Security Preparedness Group, is a consulting professor at the Center for International Security and Cooperation at Stanford University, and is a senior fellow at the Wharton School’s Risk Management and Decision Processes Center at the University of Pennsylvania.

Dr. David McIntyre, former Director of the Integrative Center for Homeland Security, Texas A&M University. Dr. McIntyre also served as a member of the National Security Education Board and the National Board of Directors of the FBI’s InfraGard National Members Alliance. He was an academic advisor to the University and Colleges Committee of the International Association of Emergency Managers. He also served on the Steering Committee of the Homeland Security/Defense Education Consortium Association.

Mr. Paul Rosenzweig, founder of Red Branch Law & Consulting and the former DHS Deputy Assistant Secretary for Policy. At DHS Mr. Rosenzweig negotiated international agreements relating to information sharing for counterterrorism; implemented aviation, cargo, and passenger pre-clearance agreements; and developed a strategy for the expansion of the Visa Waiver Program. Mr. Rosenzweig also currently serves as a Professorial Lecturer in Law at George Washington University, a senior editor of the Journal of National Security Law & Policy, and as a visiting fellow at The Heritage Foundation.

Col. Robert Stephan (USAF Ret.), President of Stephan Risk Solutions and former Assistant Secretary for Infrastructure Protection at DHS. While at the Department, Mr. Stephan led the national effort to identify and catalog critical infrastructures and key resources and assess risk across all sectors. Additionally, he led the development and implementation of the National Infrastructure Protection Plan. Prior to his time with the Department, Mr. Stephan was the Senior Director for Information Analysis and Infrastructure Protection at the Homeland Security Council.

Ms. Emily Landis Walker, staff member and family liaison, 9/11 Commission, and CEO of LANDIS. Ms. Walker is senior global financial services expert with over 25 years of international experience at the International Monetary Fund, U.S. Treasury, European Bank for Reconstruction and Development, Citibank, and Barclays. She serves on the Security and Resiliency Board of London First and on the Private Sector Advisory Committee of the DHS Advisory Council. She speaks regularly on business resilience, emergency preparedness, and lessons learned from 9-11.
The Future of Security

The Institute’s commitment to partner with the Department of Homeland Security does not end with task-sponsored work. In 2011, the Institute agreed to pilot the department’s preliminary deployment of smart phone technology. As part of the “Smart Phone Exploratory Pilot Program,” the Institute is working closely with the Office of the Chief Information Officer to test and evaluate the deployment of this technology. Doing so in a secure manner is consistent with National Institute for Standards and Technology publications and department policies. This effort has been a true partnership between the Institute and the department as it has required developing new information technology protocols and policies that will be used throughout the department.

The power of information is a fitting place to conclude this look back by looking ahead. In the 21st century, information is the world’s most valuable resource. In nearly eight years of operation for the department, the Institute has analyzed, collected, and compiled a wealth of knowledge from across the homeland security enterprise. The breadth and depth of our publications list once again demonstrates this. The timeline that runs at the bottom of this report—charting the evolution of the homeland security mission—is actually reflected in the publications below.

The strategic look at implementing the National Incident Management System, for example, came in the wake of the hurricanes of 2006 that challenged the nation’s response to and recovery system. The study on innovative security measures for commercial airports, occurred at a time when the nation was scrutinizing such measures, with events such as that of the “underwear bomber” of December 2009 still lingering in the public’s mind.

Both the publications list and the timeline below, therefore, reflect the continued evolution—and expectations—of the Institute. Our leadership and analysts and support staff remain committed to continuing to meet those expectations with the intellect and the integrity that we have demonstrated over the last eight years. We are strong, resilient, and poised for the future.
List of Publications

The following list includes many of the publications that we delivered to our sponsors between June 2010 and September 2011. This list conveys the considerable breadth of homeland security challenges we addressed during that period.

These studies may not be openly distributed. The trusted nature of our client relationships and the fact that, in many cases, we were asked to help our clients analyze concepts or proposals of a preliminary nature prohibits such distribution. Permission to distribute a study requires the prior approval in writing of the Science and Technology Directorate and the study’s sponsor.

A Strategic Approach to NIMS Implementation, June 2010
SBInet Independent Assessment: In Progress Review, briefing, June 2010
I&A Strategic Mapping Pilot Study, June 2010
S&T Capability Assessment of Tunnel Detection Mission Needs, preliminary results report, July 2010
Business Case and Strategies for Business Continuity, July 2010
Standards Development for Business Continuity, July 2010
NIMS Program Guide, July 2010
Strategic Program Assessment for DHS Learning Development, August 2010
TACLET Training Model Briefing (USCG), August 2010
Development of USCG CAISR Requirements (Final Report), August 2010
S&T Borders and Maritime Security Division Strategic Planning (Final Report), August 2010
Special Chemical Security Analysis GMU (Summary Report), August 2010
DHS Strategic and Performance Management Support (Final Report), September 2010
Infrastructure Protection Capability Gap Assessment (Report), September 2010
DHS Requirements Process, Survey of Models (Annotated Briefing), September 2010
Concept of Operations for the Baltimore, Washington, Richmond Corridor—Biological Agent Notification System (Final Report), September 2010
Validated Sampling Plan Independent Assessment (Final Report), September 2010
Analytic Support for Office of Health Affairs Food, Agriculture and Veterinary Defense (Final Report), September 2010
Levee CONOPS Analysis (Final Report), September 2010
Analysis of FEMA’s Public Assistance Program, September 2010
Air Cargo Security (Phase 2 Reports), September 2010
Historian & Archivist (Final Report), October 2010
RAPID Additional Scenario Research (Final Report), October 2010
Homeland Security Advanced Research Projects Agency
Levee CONOPS Analysis (Revised Final Report), October 2010
USCG CAISR Life Cycle Acquisition Policy Analysis (Final Report), November 2010
Assessing the Threat-Shifting Effects of Aviation Security Measures on Terrorist Behavior (Final Report), November 2010
Generic Port of Entry Communicable Disease Response Plan, December 2010
DHS/FEMA Grants Program Directorate, Risk Integration & C2C Analysis (Final Report), December 2010
Risk & Resilience: Exploring the Relationship (Revised Final Report), December 2010
Independent Evaluation of the DHS Office of I&A (White Paper), December 2010
Counter-Piracy Summit (Final Report), December 2010
Assessment of Pandemic Influenza (Final Task Report), December 2010
Strategic Review Findings – HSARPA, January 2011
TACLET Training Model Briefing – USCG, January 2011
Risk Guidelines (Final Report), January 2011
Literature Review – EXBS Program Assessment Tool, January 2011
Final – Detect-to-Protect (D2P) Bio-Aerosol Detection System, January 2011
General Aviation Aircraft Impact Damage Analysis (Final Report & Annex), February 2011
National Strike Force Coordination Center 2008 (NSF Staffing Project IV & V), February 2011
International Symposium on Societal Resilience, February 2011
Transportation Security Officer Attrition Prediction Model (Final Briefing IV & V), February 2011
Standards Integration 2010-2011 (Final Report), February 2011
S&T Chemical Security Analysis Center Support (Final Report), March 2011
Commercial Airport Innovative Security Measures, March 2011
Community Perceptions of Technology: Future Attribute Screening, March 2011
FEMA Emergency Support Functions Leadership and Whole of Community (Final Report), April 2011
Learning Management System Business Case Analysis (Final Report), April 2011
Evidence-Based Exercise Program (Concept Paper), April 2011
Regional NIMS Coordinator Options (Report), April 2011
Interim Analysis of Tactical Infrastructure: Pedestrian Fencing, April 2011
ICE Strategic Management (Draft Findings and Recommendations), April 2011
S&T Tunnel Detection Capability Assessment (Final Report), May 2011
Creating Stakeholder Implementation Guides (Report), May 2011
Fusion Centers: Function and Future (White Paper), May 2011
Methodology for Improving the U.S. Coast Guard Operational Risk Assessment Model (Report), May 2011
New Madrid Seismic Zone: Recovery of Critical Infrastructure (Final Report), May 2011
PHASER & GLANSER Analysis (Final Report), May 2011
Wireless Broadband Capability, Demonstrator Operational Capability Requirements, June 2011
Understanding and Countering Homegrown Jihadist Terrorism, June 2011
National Level Exercise 2011 After-Action Report for FEMA, July 2011
Analytic Support to FEMA Disaster Operations (Final Report), July 2011
Preparedness Integration Navigator: Proof of Principle Analysis, August 2011
Tactical Law Enforcement Team and Port Security Unit (Final Report), August 2011
Defining Mission Integration within Customs & Border Protection, August 2011
Operational Requirements Document (Final Report CONOPS/ORD), August 2011
Guardian and P3 Employment and an Operational Approach (Final Report), August 2011
Business Justification & Strategies for Enhancing Resilience (Final Report), September 2011
HSAC Community Resilience Task Force (White Paper), September 2011
National Capital Region CONOPS for Chemical, Biological, Radiological Threat Detection (Draft Final Report), September 2011
Transportation Sector Security Risk Assessment (Final Report), September 2011
SBInet Final Report, Volumes I, II, and III, September 2011
These past 10 years tell a story of resilience. The Pentagon is repaired, and filled with patriots working in common purpose. Shanksville is the scene of friendships forged between residents of that town, and families who lost loved ones there. New York remains a vibrant capital of the arts and industry, fashion and commerce. Where the World Trade Center once stood, the sun glistens off a new tower that reaches toward the sky. Our people still work in skyscrapers. Our stadiums are filled with fans, and our parks full of children playing ball. Our airports hum with travel, and our buses and subways take millions where they need to go. Families sit down to Sunday dinner, and students prepare for school. This land pulses with the optimism of those who set out for distant shores, and the courage of those who died for human freedom.

– President Barack Obama, September 11, 2011