



# NATIONAL SAFE SKIES ALLIANCE

## Program for Applied Research in Airport Security

### PARAS 0026 Project Statement

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<b>Project Title:</b>	Insider Threat Mitigation at Airports		
<b>Program Officer:</b>	Jessica Grizzle	865-738-2080	Jessica.Grizzle@saskies.org
<b>Fiscal Year:</b>	2019		
<b>Contract Time:</b>	18 Months		
<b>Funding Cap:</b>	\$275,000		
<b>RFP Close Date:</b>	April 25, 2019		
<b>Authorization to Begin Work (estimated):</b>	June 2019		

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## BACKGROUND

Insider threat mitigation is a large focus of the aviation community. The TSA Aviation Security Advisory Committee (ASAC) Insider Threat Subcommittee has defined insider threat as:

Individuals with privileged access to sensitive areas and/or information, who intentionally or unwittingly misuse or allow others to misuse this access to exploit vulnerabilities in an effort to compromise security, facilitate criminal activity, terrorism, or other illicit actions which inflict harm to people, an organization, the air transportation system or national security.

There have been many attempts to gather information and explore ways to mitigate this threat, including the TSA ASAC Working Group on Airport Access Control final report issued in April 2015. This report provided recommendations to the TSA to help mitigate insider threat. While some of the recommendations have been put into practice, there is still significant progress to be made.

The Insider Threat Subcommittee is continuing to formulate recommendations related to insider threat mitigation. However, practical guidance is still needed to assist airports with identifying and utilizing available resources to deter, detect, and mitigate insider threats.

## OBJECTIVE

The objective of this research is to create holistic guidance to assist the aviation industry in using tools, resources, and strategies to deter, detect, and mitigate insider threats at airports. At a minimum, the guidance should include:

- Risk indicators, including behavioral indicators and motivating factors
- Detection strategies, including technology, people, and processes
- Training and awareness strategies, including topics, content examples, frequency, and delivery method
- Internal and external information sharing among airports, airlines, law enforcement agencies, and

stakeholders

- Employee inspection considerations
- Employee vetting considerations, including identifying patterns of unsuitability for issuance of airport ID media
- Strategies for creating a security-minded culture that supports:
  - Effective reporting mechanisms and strategies
  - Engagement programs, i.e., awareness, recognition, and rewards
- Related airport rules and regulations, including best practices for sanctions (e.g., escorting requirements, challenge procedures, circumvention of security, and badge holder responsibilities)
- Summary of relevant reference materials

The guidance should be practical and scalable to all airports.

## SPECIAL NOTES

- The research results should align with the ASAC Insider Threat Subcommittee's definition of insider threat.
- Proposers should consider guidance from global and non-aviation entities and incidents.
- Broad airport surveys will not be conducted as part of this research effort.
- Some information gathered during the research process may be considered Sensitive Security Information. Proposers should plan to protect it accordingly.
- Proposers are encouraged to ask questions regarding proposed scope and project panel intent. Questions should be directed to [Jessica Grizzle](#), PARAS Program Officer.
- Proposers should be aware of current related PARAS projects, industry publications and white papers, research, and other relevant literature, documents, and initiatives, and include in the research plan their approach to coordinating with these research efforts. Examples include:
  - PARAS 0001 *Criminal History Records Checks (CHRC) and Vetting Aviation Workers Guidebook*
  - PARAS 0009 *Guidance for Security Management Systems (SeMS)*
  - PARAS 0016 *Airport Security Vulnerability Assessments (In Progress)*
  - PARAS 0019 *Employee/Vendor Physical Inspection Program Guidance (In Progress)*
  - *ASAC Working Group on Airport Access Control Final Report (April 2015)*
  - *ASAC Report on Insider Threat (July 2018)*

## RESEARCH PLAN

PARAS is seeking the insights of proposers on how best to achieve the research objective and is asking proposers to develop and include a detailed research plan. Proposers are expected to describe research plans that can realistically be accomplished within the constraints of available funds and contract time. Proposals must present the proposers' current thinking in sufficient detail to demonstrate their understanding of the issues and the soundness of their approach to meeting the research objective. The work proposed must be divided into tasks, and work for each task must be described in detail.

## DELIVERABLES

The research plan should include the following Deliverables for PARAS approval at a minimum:

1. Amplified work plan
2. Literature review
3. Annotated Outline of the Guidance Document
4. Interim report that describes work performed in the early tasks and an updated work plan for remaining tasks
5. Draft final deliverable

Additionally, the research plan should build in appropriate checkpoints with the PARAS panel, including at a minimum:

- Kick-off teleconference meeting to be held within 1 month of Notice to Proceed
- One face-to-face interim deliverable review meeting
- Web-enabled teleconferences tied to the panel review and PARAS approval of other interim deliverables as deemed appropriate

The final deliverables will include a guidance document and a Microsoft PowerPoint presentation that summarizes the research of the guidebook, which will be used in presentations to the industry.

*Note: The contract time includes 1 week for PARAS review of the Amplified Work Plan, 2 weeks for PARAS review of the interim report, 1 month for PARAS review and comment of the final deliverables, and 1 month for contractor preparation of the final deliverables. For budgeting purposes, proposers should assume that PARAS will provide access to web-enabled teleconference services. Proposers should assume that the face-to-face interim deliverable review meeting will be held in the Washington, DC area.*

## PROPOSAL

The essential features required in a proposal for research are detailed in the current document entitled *Guidance for Preparing Proposals*. Proposals must be prepared according to this document, and attention is directed specifically to Section V for mandatory requirements. **Proposals that do not conform to the mandatory requirements will be rejected.**

The total funds available are made known in this Project Statement, and line items of the budget are examined to determine the reasonableness of the allocation of funds to the various tasks. **If the proposed total cost exceeds the funds available, the proposal will be rejected.**

All proposals become the property of the National Safe Skies Alliance. Final disposition will be made according to the policies thereof, including the right to reject all proposals.

**Proposals (1 electronic and 14 single-bound hard copies) are due not later than 5:00 p.m. EST on April 25, 2019. The electronic copy should be sent via email to [Jessica.grizzle@sskies.org](mailto:Jessica.grizzle@sskies.org).**

This is a firm deadline and extensions are not granted. **In order to be considered for award, the electronic copy, all 14 hard copies, and the executed, unmodified Liability Statement must be in PARAS' offices no later than the deadline shown, or the proposal will be rejected.** Proposers may choose any carrier or delivery service for their proposals. However, proposers assume the risk of proposal rejection if the carrier or delivery service does not deliver all of the required documents by the deadline.

**Delivery Address:**

Jessica Grizzle  
National Safe Skies Alliance, Inc.  
1725 Base Pointe Way  
Louisville, TN 37777  
jessica.grizzle@sskies.org

**LIABILITY STATEMENT**

The signature of an authorized representative of the proposer is required on the unaltered **Liability Statement** in order for PARAS to accept the organization's proposal for consideration. **Proposals submitted without this executed and unaltered statement by the proposal deadline will be summarily rejected.** An executed, unaltered statement indicates the organization's intent and ability to execute a contract that includes the provisions in the statement.

**GENERAL NOTES**

- According to the provisions of 49 CFR 21, which relates to nondiscrimination in federally assisted programs, all parties are hereby notified that the contract entered into pursuant to this announcement will be awarded without discrimination on the grounds of race, color, religion, sex, national origin, or disability.
- The contract type is cost reimbursement with a "not-to-exceed" limiting amount.