



NATIONAL SAFE SKIES ALLIANCE

Program for Applied Research in Airport Security

PARAS 0049 Request for Proposals

Project Title:	Creating and Maintaining a Strong Security Culture at Airports
Program Officer:	Jessica Grizzle 865-738-2080 Jessica.Grizzle@saskies.org
Fiscal Year:	2022
Contract Time:	10 Months
Funding Cap:	\$150,000
RFP Close Date:	June 3, 2022
Authorization to Begin Work (estimated):	August 2022

BACKGROUND

ICAO defines security culture as “a set of norms, beliefs, values, attitudes and assumptions that are inherent in the daily operation of an organization and are reflected by the actions and behaviours of all entities and personnel within the organization.” Maintaining a strong culture of security at airports is a key aspect of mitigating current and emerging threats.

Options for enhancing security culture include formalized systems, such as a Security Management System (SeMS) or Insider Threat Mitigation Program, or less formal systems that include layers of strategies that focus on badge holder rules, responsibilities, and training. Creating a consolidated resource of these options, strategies, and associated considerations will enhance an airport’s ability to evaluate their security culture, and identify actionable steps for improvement that are best suited to their individual needs and available resources.

OBJECTIVE

The objective of this research is to create a consolidated source of options and strategies to help airports develop and maintain a strong culture of security. The research should address:

- Leadership engagement (airport and stakeholders)
- Outreach and communication
- Empowering employees
- Accountability at all levels
- Reward and recognition
- Reporting systems
- Training opportunities
- Hiring considerations for airport security positions
- Lessons learned from similar programs and operating models
- Leveraging available technology
- Applicable metrics and measures of success

The resulting guidance should be comprehensive and scalable to airports of all sizes and resource levels.

SPECIAL NOTES

- Targeted outreach and interviews can be utilized as part of this research effort. Broad airport surveys are not acceptable.
- Proposers should be aware of related PARAS and ACRP projects, industry publications and white papers, research, and other relevant literature, documents, and initiatives, and include in the research plan their approach for considering these research efforts.
- Proposers are encouraged to ask questions regarding proposed scope and project panel intent. Questions should be directed to [Jessica Grizzle](#), PARAS Program Manager.

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 interim deliverables for PARAS approval, at a minimum:

1. Amplified work plan
2. Literature review
3. Interim report that describes work performed in the early tasks, research results to date, an annotated outline of the anticipated final deliverable, and an updated work plan for remaining tasks
4. 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 the contract effective date
- 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 the proposed guidance document and a Microsoft PowerPoint presentation that summarizes the project results, 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 draft 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 RFP, and line items of the budget will be 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 National Safe Skies Alliance. Final disposition will be made according to the policies thereof, including the right to reject all proposals.

Proposals (1 PDF) are due not later than 5:00 p.m. EDT on June 3, 2022, and should be sent via email to Jessica.Grizzle@saskies.org or submitted through our website, [here](#). This is a firm deadline and extensions are not granted. In order to be considered for award, the electronic copy of the proposal, including the executed, unmodified Liability Statement must be received no later than the deadline shown, or the proposal will be rejected.

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.