



NATIONAL SAFE SKIES ALLIANCE

Program for Applied Research in Airport Security

PARAS 0071 Request for Proposals

Project Title:	Integrating ICS Within the Airport Environment		
Program Officer:	Jessica Grizzle	865-738-2080	Jessica.Grizzle@saskies.org
Fiscal Year:	2026		
Contract Time:	15 Months		
Funding Cap:	\$225,000		
RFP Close Date:	June 25, 2026		
Authorization to Begin Work (estimated):	September 2026		

BACKGROUND

The Incident Command System (ICS), as outlined in FEMA’s National Incident Management System (NIMS), provides a standardized framework for managing resources, communication, and operational decision-making during high-impact events, particularly events requiring multi-agency response and coordination. ICS can also provide a framework for decision-making outside of emergency response scenarios to enhance coordination and mitigate disruptions to airport operations.

FEMA’s independent study courses are available to provide foundational understanding of ICS principles and structure. However, it can be difficult to understand the applicability of general ICS principles and how to implement the framework in an airport environment, particularly for staff without a law enforcement or emergency response background.

Airport-specific guidance, including relevant tools and templates, are needed to help airport security and operations staff understand and effectively apply ICS in the airport environment.

OBJECTIVE

The objective of this research is to create comprehensive guidance for implementing the ICS framework at airports, with a focus on security and operations. At a minimum, the final deliverable should address:

- Applicability of ICS at airports for incident response and daily operations
- Impact of airport governance, size, and operational structures
- Incident scalability (e.g., single command vs. unified command)
- Aligning ICS roles and airport day-to-day structures
- Strategies for stakeholder communication and training
- Scenario-based examples for implementation
- Operations Center structure and interfacing with the Incident Command Post

The resulting deliverables should include relevant templates and tools for implementation.

SPECIAL NOTES

- The text of the final deliverable is expected to be publication ready when it is submitted. It is strongly recommended that the research team include the expertise of a technical editor as early in the project timeline as possible. See Chapter 5 of the [Contractor Procedural Manual](#) for technical editing standards expected in final deliverables.
- Proposers should be aware of other 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.
- Targeted outreach and interviews can be utilized as part of this research effort. Broad airport surveys are not acceptable.
- 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 Chapter 5 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 4:00 p.m. EDT on June 25, 2026, 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.

Proposal evaluation criteria can be found in Chapter 2, Section 2.4 of the [Guidance for Preparing Proposals](#).

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.