Emergency Management Consultant Services RFP - Clarification Questions
11/4/2026 SK

Question 1: Full-Scale Exercise Responsibilities
Section 4 calls for support in planning and delivering a full-scale exercise. Is the selected consultant expected to serve primarily as the exercise designer, facilitator/controller, evaluator, and after-action report developer, with the Authority coordinating participating agencies, personnel, equipment, and operational logistics? Or is the consultant expected to assume overall responsibility for exercise coordination and logistical arrangements?
Answer 1:
The consultant's primary role is to assist with and review exercise design and development, serve as facilitator/controller as applicable, evaluate the exercise, and help develop the after-action report. Section 4.4(d) calls for "planning support, facilitation as applicable, evaluation, and after-action documentation." See Answer 16 for lead controller and evaluator support. The Airport Authority will coordinate participating agencies, personnel, equipment, and operational logistics. The consultant is not expected to assume overall responsibility for exercise coordination or logistical arrangements but should support the Airport Authority's coordination through the planning process. The Airport Authority conducts full-scale exercises every three years, a tabletop exercise annually, and an annual Airport Emergency Plan (AEP) review. The Airport Authority has a strong working knowledge of planning and conducting drills and exercises in partnership with federal, state, and local agencies.

Question 2: Exercise Scope and Fee Proposal
Exhibit A identifies Task 6 as "Operational drill support," while Sections 4 and 5 identify a full-scale exercise. Should Task 6 be interpreted and priced as the full-scale exercise requirement, or is a separate operational drill anticipated?
Answer 2:
Task 6 should be interpreted and priced as the May 2027 full-scale exercise requirement in Section 4.4(d) and Required Deliverable 9. No separate operational drill is anticipated. The April 2027 tabletop exercise should be priced under Task 5.

Question 3: Comparable Project Experience
Section 6 permits experience in airport, transportation, public safety, emergency management, or critical-infrastructure preparedness. Would comparable emergency management assessments and exercises performed for healthcare systems, public agencies, and other critical-infrastructure organizations satisfy the experience requirement, provided the proposer demonstrates an understanding of airport-specific operational requirements?
Answer 3:
Yes. Section 6.1 accepts experience supporting airport, transportation, public safety, emergency management, or critical-infrastructure preparedness programs. Comparable assessments and exercises for healthcare systems, public agencies, and other critical-infrastructure organizations may be submitted. However, Section 6.2 requires working knowledge of airport emergency planning. In addition, Section 8 weights experience with airport operations, public-safety coordination, and critical-infrastructure preparedness at 40%. Proposers should clearly show how their experience applies to the airport operating environment.

Question 4: Insurance Requirements

Exhibit C requires $5 million in excess or umbrella liability coverage. Would the Authority consider a proposed alternative insurance arrangement providing equivalent protection, subject to its review and approval? If so, should any proposed alternative be identified in the proposal?

Answer 4:

The insurance requirements in Exhibit C, including $5,000,000 in excess or umbrella liability coverage, apply as written. Any proposed exception or alternative arrangement must be clearly identified in the proposal, under Assumptions and Exclusions in Exhibit A or in a separate statement. Any alternative is subject to the Airport Authority's review and approval during negotiation (Sections 10.1 and 11.1) and is not guaranteed to be accepted. Evidence of the required insurance must be provided before services begin (Section 11.5).

Question 5: Project Schedule and On-Site Participation

Beyond the anticipated April 2027 tabletop exercise and May 2027 full-scale exercise, does the Authority have an anticipated number of on-site meetings, assessment visits, or stakeholder workshops that proposers should use when developing their cost estimates?

Answer 5:

The RFP does not set a fixed number of on-site meetings, assessment visits, or workshops. Besides the April 2027 tabletop exercise and the May 2027 full-scale exercise, the scope includes a kickoff meeting (4.1a), interviews and workshops (4.2c), validation of findings (4.3a), and a closeout briefing (4.5c). Proposers should state the number of on-site visits they assume in their proposed schedule (Section 7.7) and in the Exhibit A assumptions and price their proposals accordingly.

Question 6: Budget. What is the not-to-exceed budget for this project?

Answer 6:

The RFP does not publish a budget. Proposers should submit their best total not-to-exceed fee, task-level fees, and hourly rates in Exhibit A. Price is weighted at 20% of the evaluation (Section 8). Award will not necessarily go to the lowest price; it will go to the proposal that is most advantageous to the Airport Authority.

Question 7: Corporate and Individual Qualifications

The RFP describes minimum consultant qualifications and asks for at least three comparable projects completed within the past five years. May a proposer demonstrate its qualifications through a combination of corporate experience and the relevant experience of proposed key personnel, including projects those individuals completed before joining the proposer or while working for another organization, if each project and the individual’s role are clearly identified?

Answer 7:

Yes. Section 8 evaluates the qualifications and experience of both the consultant and the proposed project team. Proposers may combine corporate experience with relevant experience of key personnel, including projects completed with a prior employer. For each project, the proposal must state whether it is corporate or individual experience, the individual's role, the client, the scope, the completion date, and current reference contact information (Section 7.6). Key personnel named in the proposal may not be replaced without the Airport Authority's prior written approval (Section 10.10).

Question 8: Stakeholder Engagement Volume
Does the Authority have an expected number of interviews (# of individuals), workshops (# of workshops), or stakeholder groups (# of groups) for the readiness assessment, including selected external partners, tenants, or mutual-aid organizations?

Answer 8:
The RFP does not set a number of interviews, workshops, or stakeholder groups. Engagement will include Airport Authority personnel and "selected outside partners whose operational roles or subject-matter expertise are relevant" (Section 3). Proposers should describe their recommended stakeholder engagement approach (Section 7.4) and state the number of interviews, workshops, and groups they assume in Exhibit A. The final engagement list will be confirmed with the Airport Authority project team at kickoff (Section 4.1b). See Answer 5 for on-site visit assumptions. Stakeholder engagement should be consistent with the Airport Authority's Airport Emergency Plan and FAA AC 150/5200-31C, which calls for involving local, state, and federal agencies in airport emergency planning and preparedness (Paragraph 1.c). See Answer 38.

Question 9: On page 3 of the RFP, the Authority states the consultant should plan on being on-site for important dates, including a TTX and FSE in April and May 2027. Are these exercises already in the planning stages?
Answer 9:
The Public Safety Department has begun preliminary coordination with the necessary mutual-aid partners. The selected consultant's exercise design and development support is expected to begin after award, anticipated on or after January 4, 2027, under Section 4.4(d). Additional planning details can be shared with the selected consultant after award. See Answer 1 for the division of responsibilities.

Question 10: If they are not in the planning stages, is the consultant expected to design, deliver, and facilitate/direct these exercises?

- If the consultant is expected to design, deliver, and facilitate/direct the TTX and FSE, is the Authority open to a different timeframe for delivery to give more time for exercise planning?
- What level of support is needed/expected for the TTX for budgeting purposes?
- What level of support is needed/expected for the FSE for budgeting purposes?
- If the TTX and FSE are not already underway with planning efforts, under Section 4. Scope of Work, 4. Training, Drill, and Exercise Program, D., will the Authority and consultant pick one TTX and one FSE from the developed outlines in C of that same section?
- For the FSE, does the Authority need the consultant to identify, recruit, and register volunteers?
- For the FSE, does the Authority need assistance with obtaining moulage?

Answer 10:
The consultant is expected to assist with and review exercise design and development, facilitate the exercises as applicable, evaluate them, and prepare the after-action documentation (Section 4.4(d); see Answer 1).
• Timeframe: The April and May 2027 target dates remain as stated (Section 2.4). The post-deadline schedule is tentative and subject to change. Proposers may recommend refinements but must clearly identify all related assumptions (Section 4).
• TTX support: Planning and design support, scenario and materials development, facilitation as

applicable, evaluation, and an after-action report and improvement plan. Price this under Exhibit A Task 5.
• FSE support: Planning and design support, exercise documentation, controller/evaluator support, evaluation, and an after-action report and improvement plan. Price this under Exhibit A Task 6.
• Scenario selection: Yes. The Airport Authority and the consultant will jointly choose the TTX and FSE scenarios from the outlines developed under Section 4.4(c).
• Volunteers: The Airport Authority will identify volunteers. Recruiting and registering volunteers is not part of the consultant's base scope. Proposers may offer recruiting and registration as an optional service in Exhibit A.
• Moulage: Obtaining moulage is not part of the base scope. Proposers may offer it as an optional service in Exhibit A.

Question 11: Under Section 4. Scope of Work, 4. Training, Drill, and Exercise Program, C., does the Authority have a preference for the format of the outlines provided (e.g., Word, PowerPoint, Google cloud services such as Docs or Sheets, other cloud applications, etc.)?
Answer 11:
Deliverables must be provided as editable source files that Airport Authority personnel can maintain after the engagement (Sections 3 and 4.5(b)). Editable Microsoft Word, Excel, and PowerPoint formats are preferred. Proprietary or subscription-based cloud platforms should not be the only format provided.

Question 12: Does the Authority have a minimum expectation for the number of on-site meetings for the consultant aside from the TTX and FSE dates of delivery (e.g., Kickoff meeting, close-out meeting, etc.)?
Answer 12:
See Answer 5. In addition, on-site participation is preferred for the kickoff meeting (4.1a) and the closeout briefing to Airport Authority leadership (4.5c).

Question 13: Does the Authority want stakeholder meetings to be in-person, virtual, or hybrid? Or does the Authority not have a preference?
Answer 13:
For stakeholder engagement sessions, the Airport Authority has no fixed preference. Section 4.2(c) allows "interviews, workshops, or other structured engagement." Proposers may propose in-person, virtual, or hybrid sessions and should identify the format of each in their methodology and Exhibit A assumptions. See Answer 12 for the preference for on-site participation at the kickoff meeting and closeout briefing.

Question 14: Travel and reimbursable expenses. For Exhibit A, should travel be included within the not-to-exceed amount, listed separately under the reimbursable expenses table, or handled under another Authority policy?
Answer 14:
Travel should be included in the task-level fees and the total not-to-exceed fee. The Exhibit A certification states that fees include "all labor, travel, materials, overhead, and other costs… except as specifically identified." Any costs proposed as reimbursable must be itemized under Reimbursable Expenses in Exhibit

A and included in the total not-to-exceed fee. The Airport Authority will not accept a cost-plus-a-percentage-of-cost arrangement (Section 10.11).

Question 15: The RFP anticipates award on or after January 4, 2027, with a TTX in April and an FSE in May 2027. Does the Authority have an overall period of performance in mind, or is this up to the consultant?
Answer 15:
The RFP does not set a fixed period of performance. Proposers should propose an overall schedule (Section 7.7) that starts after award (on or after January 4, 2027), supports the April 2027 TTX and May 2027 FSE, and allows time for after-action documentation, the final report, closeout, and knowledge transfer (Section 4.5). The final schedule will be set in the professional services agreement.

Question 16: For the May 2027 full-scale exercise, will the consultant provide controllers and evaluators?
Answer 16:
Yes. The consultant is expected to provide lead controller and evaluator support for the FSE. This includes the observer/evaluator guide and checklist (Deliverable 6) and the evaluation and after-action documentation (Section 4.4(d)). Airport Authority personnel and partners may supplement the consultant's controllers and evaluators. Proposers should state how many controllers and evaluators they will provide.

Question 17: For the full-scale exercise, approximately how many participating agencies, mutual-aid partners, airlines and tenants, and players are expected? Will the Authority provide and fund exercise logistics (venue, moulage, role players, equipment, aircraft or props, safety officers), or should proposers price any of these?
Answer 17:
Participation is not consistent from event to event. However, we have participation from all local, state, and federal partners that usually totals between 90 and 150 players. Approximately 6–10 agencies are expected to participate. For exercise logistics, see Answer 1; for moulage, see Answer 10. Logistics such as venue, role players, equipment, aircraft or props, and safety officers should not be included in base pricing.

Question 18: Exhibit A lists "5 - Tabletop exercise support" and "6 - Operational drill support" but has no full-scale exercise line. Where should full-scale exercise support be priced?
Answer 18:
See Answer 2.

Question 19: Can you clarify the number of scenario-specific drill or exercise outlines being requested under Task 4, C?
Answer 19:

The RFP does not set a number of outlines. At a minimum, the outlines must cover the areas listed in Section 4.4(c): airport emergency scenarios, continuity of staff and infrastructure, public safety, stakeholder coordination, and relevant current threats. They must also support the annual calendar and the TTX and FSE. Proposers should state the number of outlines they propose.

Question 20: Beyond the April tabletop and May full-scale exercise, how many on-site visits does the Authority expect (for example, kickoff, assessment interviews and workshops, findings validation, and closeout), and may any of these be held virtually?
Answer 20:
See Answers 5, 12, and 13.

Question 21: What is the anticipated contract term and end date? Does the Authority expect the readiness assessment to be completed before the April 2027 tabletop exercise?
Answer 21:
See Answer 15. The contract term and end date will be set in the professional services agreement based on the selected proposer's schedule. The RFP does not require the readiness assessment to be finished before the April 2027 TTX. Proposers should explain how their proposed sequencing uses assessment results to inform exercise design.

Question 22: Approximately how many existing plans, procedures, and other documents does the Authority anticipate providing for review as part of the Program and Readiness Assessment? Additionally, approximately how many interviews or stakeholder engagement sessions should consultants anticipate conducting?
Answer 22:
The RFP does not state a document count. The review covers existing emergency management, response, recovery, continuity, communication, training, drill, and exercise materials, plus prior drill and exercise records, after-action items, safety committee materials, and corrective-action records (Sections 4.2(a) and (b)). The specific documents will be identified through the information-request list (Section 4.1(c)). For the number of interviews and engagement sessions, see Answer 8. Proposers should state their assumptions in Exhibit A.

Question 23: Section 4.4(c) calls for the development of scenario-specific drill or exercise outlines. How many outlines does the Authority anticipate receiving, and what types of exercises (e.g., tabletop, functional, full-scale, or drills) should these outlines address?
Answer 23:
See Answer 19. The outlines may cover drills and tabletop, functional, and full-scale exercises, consistent with the annual calendar (Section 4.4(a)).

Question 24: Are the tabletop exercise scheduled for April 2027 and the full-scale exercise scheduled for May 2027 intended to support the airport's FAA Part 139 triennial exercise requirement, or are these separate activities?
Answer 24:

Yes. Three activities are planned for 2027. In April, the Airport Authority will conduct its annual tabletop exercise and its annual Airport Emergency Plan (AEP) review; both are required annually. The AEP review is required at least once every 12 consecutive calendar months under 14 CFR §139.325(g), and the tabletop exercise supports that review and prepares for the full-scale exercise. In May, the Airport Authority will conduct the triennial full-scale exercise required at least once every 36 consecutive calendar months under §139.325(h).

Question 25: What is the anticipated overall period of performance for this engagement? Additionally, does the Authority envision completing the readiness assessment, improvement roadmap, and scenario-specific drill and exercise outlines before the April and May 2027 exercises, or may these deliverables be completed afterward?

Answer 25:

See Answers 15 and 21 for the overall period of performance and readiness assessment sequencing. The full readiness assessment, improvement roadmap, and complete set of scenario-specific outlines need not all be completed before the April and May 2027 exercises. However, the proposed sequencing should allow relevant assessment findings and scenario-specific outlines to inform exercise design and scenario selection, consistent with Answers 10, 19, and 21.

Question 26: Has the Authority established a budget or anticipated funding range for this engagement that it can share with prospective consultants?

Answer 26:

The Airport Authority will not share a budget or anticipated funding range for this engagement. Proposers are expected to offer completion of the full scope of work at the best pricing for the Airport Authority. See Answer 6 for fee submission and evaluation requirements.

Question 27: Section 9 discusses security and confidentiality requirements, including the possibility of additional controls. Does the Authority anticipate requiring specific cybersecurity standards, certifications, personnel clearances, or information-handling protocols beyond the general confidentiality and access-control practices described in the RFP?

Answer 27:

The RFP does not require specific cybersecurity certifications or personnel clearances at the proposal stage. Proposers must describe how they will limit access to and protect sensitive project information, including controls for subcontractors (Section 7.8). Under Section 9, the Airport Authority may establish additional controls for specific records, meetings, locations, systems, or deliverables. This may include handling requirements for information designated as Sensitive Security Information (49 CFR Part 1520). Any such controls will be communicated to the selected consultant.

Question 28: Exhibit A requests a total not-to-exceed fee, task-level fees, estimated hours, and hourly rates. Does the Authority anticipate awarding a firm-fixed-price contract or a time-and-materials contract subject to a not-to-exceed ceiling?

Answer 28:

Proposals should be priced as a total not-to-exceed fee, with task-level fees and estimated hours as shown in Exhibit A. The final compensation structure will be set in the negotiated professional services agreement (Section 11.1). Hourly rates apply only to additional services authorized in writing (Sections

10.13 and 11.7). The Authority will not enter into a cost-plus-a-percentage-of-cost arrangement (Section 10.11).

Question 29: The task breakdown in Exhibit A does not directly correspond to the scope of work in Section 4. Specifically, Exhibit A separates the Training, Drill, and Exercise Program (Task 4), Tabletop Exercise Support (Task 5), and Operational Drill Support (Task 6), while Section 4.4 includes these activities under one task. Can the Authority clarify the intended division of responsibilities and costs across Tasks 4, 5, and 6? Additionally, can the Authority confirm whether Task 6 refers to the May 2027 full-scale exercise?
Answer 29:
Task 4 covers the program development of items in Sections 4.4(a)–(c): the annual calendar, the reusable planning, evaluation, after-action, and tracking tools, and the scenario-specific outlines. Task 5 covers the April 2027 tabletop exercise under Section 4.4(d). For Task 6, see Answer 2.

Question 30: What level of planning and execution support does the Authority anticipate the selected consultant providing for the April tabletop exercise and May full-scale exercise? Specifically, does the Authority expect the consultant to lead exercise design and development, coordinate participating agencies, and manage exercise logistics, or primarily provide facilitation, evaluation, and after-action support for exercises planned by Authority personnel?
Answer 30:
See Answers 1 and 10.

Question 31: Has the Authority previously engaged a consultant/firm for work of a similar scope? If so, which firm?
Answer 31:
No consultant firm has previously been hired for emergency planning.

Question 32: Regarding the "Hourly Rates for Additional Services" section of Exhibit A – Fee Proposal Form, can the Authority clarify what types of additional services are anticipated and whether these services would fall outside the scope of work outlined in the RFP?
Answer 32:
Yes. Hourly rates for additional services apply only to work outside the agreed scope that the Airport Authority authorizes in writing (Sections 10.13 and 11.7). Examples may include additional exercises or drills, extra workshops or on-site visits, or plan revisions beyond the defined deliverables. No specific additional services are anticipated at this time.

Question 33: Regarding the "Reimbursable Expenses" and "Optional Services and Fees" sections of Exhibit A, can the Authority clarify which expenses should be identified as reimbursable, particularly whether travel-related costs should be included in the task-level fees or listed separately? Additionally, are there specific optional services the Authority anticipates bidders proposing?
Answer 33:

For travel and reimbursable expenses, see Answer 14. For optional services, see Answer 10. The Airport Authority has not identified any other optional services. Proposers may suggest services that improve outcomes and must price them separately under Optional Services and Fees. Additional work outside the agreed scope requires written authorization; see Answer 32.

Question 34: Can the Authority please confirm that bidders are able to submit supplementary attachments with Exhibit A: Fee Proposal Form?
Answer 34:
Yes. Supplementary attachments may be submitted with Exhibit A, provided Exhibit A itself is fully completed (Section 7.9). The fee proposal may be included in the proposal or submitted as a separate, clearly identified PDF (Section 2.1(c)). Pricing may not be designated confidential (Section 10.3).

Question 35: Exhibit A lists Task 6 as "Operational drill support," but the scope (Sections 4.4.d and 5.9) calls for a full-scale exercise. Is Task 6 the May 2027 full-scale exercise, and is that the exercise that meets the Airport's triennial requirement under 14 CFR 139.325(h)?
Answer 35:
See Answers 2 and 24.

Question 36: Do you have a list of the outside agencies expected to participate in the exercises?
Answer 36:
All local, state, and federal first responders and agencies are invited to participate. The final list of participating agencies will be provided to the selected consultant. See Answer 17 for anticipated agency and player participation and Answer 1 for coordination responsibilities.

Question 37: Which plans and documents will be reviewed (Section 4.2.a)? For example, the Airport Emergency Plan, COOP, and crisis communications plan.
Answer 37:
All documents and plans needed for the agreed scope of work will be shared with the selected consultant.

Question 38: Should exercise documents and the AAR/IPs follow current HSEEP doctrine and FAA AC 150/5200-31C? Do you use a particular corrective action tracking system?
Answer 38:
Yes. FAA Advisory Circular 150/5200-31C, Airport Emergency Plan, provides guidance for meeting the requirements of 14 CFR §139.325. Under Paragraph 3 (Application), the AC applies to Part 139 certificated airports. Exercise documents should be consistent with the Airport Authority's Airport Emergency Plan and AC 150/5200-31C. Exercise design, evaluation, and the after-action report and improvement plan (AAR/IP) should follow current HSEEP doctrine. If HSEEP conflicts with Part 139 or the AC, 14 CFR Part 139 governs, followed by AC 150/5200-31C. The Airport Authority will share all corrective-action tracking information with the selected consultant. Under Section 4.4(b), the consultant will provide a reusable tracking tool in an editable format, such as Microsoft Excel, that Airport Authority staff can maintain after the engagement. See Answer 11 for deliverable formats and Answer 29 for reusable tools.

Question 39: On the fee proposal (Section 7.9, Exhibit A): is this fixed fee per task or time and materials with a not-to-exceed? Monthly or milestone invoicing? Can we add subtask rows to Exhibit A, and should travel be included in task fees or listed separately?
Answer 39:
Bidders may propose the pricing approach they consider most beneficial to both parties, provided they submit all pricing information requested in the RFP. See Answer 28 for the total not-to-exceed fee and other pricing requirements, and Answer 14 for travel and reimbursable expenses. If a bidder believes additional information or explanation of pricing is needed, see Answer 34 for supplementary attachments.

Question 40: Is there a page limit, and are resumes, work samples, and Exhibit A outside of it? Also, the Table of Contents lists "Section 1 – Public Notice," but it isn't in the posted document. Is there content there we should see?
Answer 40:
Proposals are limited to 30 pages. Resumes, work samples, and the completed Exhibit A Fee Proposal Form do not count toward the 30-page limit and may be attached as needed. Proposals should be concise, follow the order in Section 7, and include all information the RFP requests. Section 1 – Public Notice: The Section 1 listed in the Table of Contents is the signed Notice of Request for Proposals. It adds no requirements beyond those in the RFP and its addenda. Proposers should follow the RFP as posted, along with all addenda.

Question 41: Is the contract funded in whole or part with FAA or other federal funds, and if so, is there a DBE goal? Can you share a budget range or contract term? And has a prior emergency management assessment been done that proposers could review?
Answer 41:
This contract is not funded with FAA or other federal funds. No DBE goal applies. For budget disclosure, see Answer 26. For the contract term and end date, see Answers 15 and 21. The Airport Authority has not previously had a formal third-party emergency management assessment done. The Airport Authority reviews its Airport Emergency Plan at least every 12 consecutive calendar months and conducts a full-scale exercise at least once every 36 consecutive calendar months, as required by 14 CFR §139.325(g) and (h) and consistent with FAA AC 150/5200-31C. The current Airport Emergency Plan, prior exercise records, after-action items, and corrective-action records will be provided to the selected consultant for review under Section 4.2. See also Answers 31 and 37.