

# NEWSLTR



Faith Group

## IN THIS ISSUE:

### TAKE IT ON FAITH: WHEN YOUR EMPLOYEES BECOME YOUR CLIENTS

A message from Faith Varwig on how important employee satisfaction is and how it can positively affect your firm's projects when your employee becomes your client.

### TRB PUBLISHES ACRP REPORT 229 ON COLLABORATIVE DECISION MAKING

As a major contributor, Faith Group was part of the team to publish industry Report 229 to address collaborative decision making to manage and mitigate adverse conditions and disruptions at airports.

### TECH UPDATE: HOW TO PRIORITIZE CYBERSECURITY INVESTMENTS

With cybersecurity becoming a top priority, how do organizations prioritize spending while still mitigating the most risk?

## Wentzville Community Center

*Kicking Off Commissioning Services*





## TAKE IT ON FAITH WHEN YOUR EMPLOYEES BECOME YOUR CLIENTS

It's no secret that the Architecture, Engineering, and Construction (AEC) industry tends to cycle talent. Over the years, Faith Group has hired several new team members who previously worked on our clients' side of a specific vertical market. This practice gives us valuable insight into the minds, needs, and challenges of our clients, and for individuals like me, who have only ever worked as an AEC professional, a much-needed perspective. We have also had several employees receive amazing opportunities to join our clients' businesses as key leaders in IT and Physical Security positions. As our goal is always to establish our relationship as a "trusted advisor," it's wonderful to have a pre-established working relationship, with a hope that our alumni can use the skills and knowledge they have learned at our firm to continue to advance in their new endeavors. I've always said one of the "whys" of Faith Group's existence is to help our clients move their goals and projects forward. Nothing is more discouraging than project stagnation. This may be a strange way of looking at it, but if an employee's time working with the Faith Group team helps them advance programs under a new banner, all the better.

The Golden Rule has always been to treat others as you want to be treated. One of Faith Group's core values revolves around ensuring staff are treated with dignity and respect and making sure they feel valued by the company and their peers. Employees will carry their experience with your company with them wherever they go and could be the reason one day that your firm gets hired (or not) for a project. Our industry spends so much time focused on client satisfaction, but it is just as crucial to constantly be cultivating employee satisfaction. To bolster our approach, we're instituting a new 360 review process which gives a wide variety of team members a voice and input into the employee review process. Helping the team gather and receive measured feedback is core to their personal growth and overall satisfaction. I've seen a lot of careers change in the last few decades (and especially in the last 18 months) and learned that the golden rule can go a long way. You never know when your current employee, partner, consultant, supplier, or coworker can become your new boss!

## IN THIS ISSUE:

- **Take it on Faith: When Your Employees Become Your Clients**
- **In the News: Company Wins**
- **Focus: Government**
- **Publications: Faith Group Partners with ACRP to Publish "Airport Collaborative Decision Making to Manage Adverse Conditions"**
- **Focus: Federal**
- **Speeding Towards Transit Growth**
- **Technology Update: How to Prioritize Cybersecurity Investments**

## IN THE NEWS: WINS

- Continuing Professional Services for San Jose International Airport as a subconsultant to Kimley Horn
- FIS Screen Replacement Design and CA Services for San Francisco International Airport as a subconsultant to Corgan
- Digital Ecosystem Content and Control Development and C-CURE Upgrade for Orlando International Airport
- Warehouse Tenant Fit-Out MEP Consulting Services and Helmer Scientific Warehouse Tenant Fit-Out for Bergen Industrial as a subconsultant to Opus AE Group
- Perimeter Intrusion Detection System for Seattle Tacoma International Airport as a subconsultant to Siemens
- IT Consulting Services for Dallas Ft. Worth International Airport
- Common Use Assessment for Ontario International Airport as a subconsultant to Ricondo
- Washington and Jefferson Middle School Additions for Springfield School District as a subconsultant to IDG+ Architects
- Modernization of MUFIDS for San Antonio International Airport
- Herman Stadium for St. Louis University as a subconsultant to Hastings+Chivetta Architects
- Cybersecurity Consulting Services for Portland Air National Guard as a subconsultant to Benham/Haskell

# FOCUS: GOVERNMENT CITY OF WENTZVILLE, WENTZVILLE COMMUNITY CENTER

## COMMISSIONING AUTHORITY SERVICES

Faith Group is partnered with Prime, G&W Engineering, to provide Commissioning Authority Services to the City of Wentzville for a new Community Center. Our Project Team, which is led by our recently certified CxA Chris Fasano, will provide Commissioning of the MEP/FP systems for the project. This is our first big Commissioning project win as we push into other Markets, so congrats to the Team!

This strategic partnership with G&W fortifies Faith Group's continued effort to engage with contending firms in the engineering community in the

ongoing spirit of collaboration. The new Community Center will provide an increased quality of life in the Wentzville community: providing, aquatic, athletic, and social activities that engage and strengthen the community.

The new Center will be located on Wentzville Parkway between Meyer Road and Schroeder Creek Boulevard. The proposed 83,000+ sf. facility includes an indoor leisure pool, indoor competitive lap-lane pool, senior activity space, multi-purpose two-court gymnasium with an elevated track, weight/cardio fitness areas, multi-purpose aerobic studios, Kids Zone for "tot drop" and



preschool, class/meeting/multi-purpose rooms, a water slide, and more!

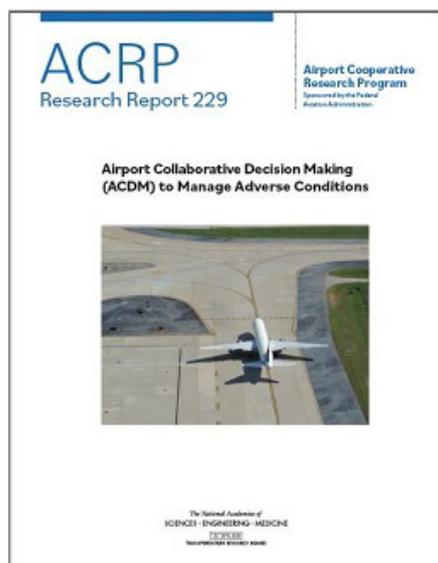
Construction is being led by Navigate Building Solutions, and the Design Team is being led by Architect Hastings+Chivetta.

Faith Group's team was awarded in March 2021 and immediately went under contract to start the work in April. Construction began in December 2020, and the facility is expected to be operational by Fall of 2022.

- Chris Fasano, Project Manager

# PUBLICATIONS

## FAITH GROUP PARTNERS WITH ACRP TO PUBLISH "AIRPORT COLLABORATIVE DECISION MAKING TO MANAGE ADVERSE CONDITIONS"



these research projects enables Faith Group to succinctly gather and provide guidance to the aviation community on individual industry hot topics. The most recent publication is ACRP Research Report 229: Airport Collaborative Decision Making (ACDM) to Manage Adverse Conditions.

The Guidebook proposes a step-by-step approach to achieve ACDM implementation, supported by templates and a workbook, to involve stakeholders, define common goals and objectives, appoint leadership for the initiative, tailor a vision that serves the local needs, and develop a roadmap of successful projects delivering practical improvements. In addition to the Guidebook, the Team produced a presentation with an overview of ACDM and an electronic toolbox that contains a compendium of implementation practices to apply ACDM principles and tools and identifies the benefits as applied to the mitigation of constant disruptions at airports.

The Report presents processes for planning and operating with ACDM, as well as implementing changes. It features tools to assess the impact on existing practices and provides a framework for a comprehensive training program. There are also collaborative tools and templates for information-sharing and decision-making purposes and reference sheets that document a broad range of adverse events with methods on collaboratively addressing disruptions.

Faith Group worked as the lead subconsultant on this effort with Prime, WSP. The firm is pleased with the final product's ability to address the key issues associated with collaborative stakeholder decision making. Faith Group believes the industry will find this information helpful when it comes to understanding the knowledge that is available regarding this topic.

Download a complimentary copy [HERE!](#)

- Dave Fleet, Director of Consulting

One of Faith Group's five Guiding Principles is to act as a trusted advisor to its clients. As a means of achieving this goal, the firm seeks to provide valuable best practices and knowledge to its aviation clients and partners through participation in the Airport Cooperative Research Program (ACRP). The firm's work on

# FOCUS:FEDERAL EDWARDS AIR FORCE BASE

## CLINIC MODERNIZATION



The \$18M, 18,800 sf. Edwards AFB Multiple Medical Facilities (MMF) modernization project includes relocating, realigning, and/or right-sizing departments located in the Dental/Mental Health, Education & Training, Physical Therapy, SIM, and Ambulance Bays Buildings to enhance functional, provide world-class features, and improve operational efficiency. Faith Group is working as part of a Design-Build team to upgrade the Edwards AFB medical campus. The firm is providing conceptual and detailed engineering design services for low voltage systems for the project. Faith Group recently wrapped up participation as the low voltage systems consultant in the first design resolution conference for the clinic renovation at Edwards AFB, CA. The integrated team provided a virtual walk-through of each building. This helped the users better visualize each space and provide input on the design. Key partners include StructSure Projects, Health Facilities Group, LLC, Mill Creek LLC, Professional Engineering Consultants, Taft Electric, and Metro Air.

As the low voltage lead, Faith Group is working directly with clinic staff during planning and design to determine system functional requirements, develop technical requirements and system specifications, and create detailed engineering design for installation and implementation.

Additionally, Faith Group will provide construction administration (CA) services during the implementation phase of the project, verifying that the installation is being done according to the design and industry standard, as well as ensuring end-user requirements are met.



- Arun Pillai, Project Manager

## SPEEDING TOWARDS TRANSIT GROWTH

Faith Group is full steam ahead with its plans to expand its presence in the Transit Market. In January, the firm decided to get involved nationally with several Transit organizations with the goal of expanding its reach, learning more about the current issues facing Transit operations, and networking with other firms within the industry. The services Faith Group offers and best practices it has garnered from being an industry leader in Aviation were a natural fit for the Transit Market, from security systems and video analytics to cloud architecture and cybersecurity to digital and wireless infrastructure.

With this goal to expand the firm's Transit reach, Faith Group is excited to announce its membership in Connected Vehicle Trade Association (CVTA), International Bridge, Tunnel & Turnpike Association (IBTTA), American Public Transportation Association (APTA), and Women's Transportation Seminar (WTS).

- **CVTA's** was created to advocate, educate, and promote connected vehicle solutions and their deployment.
- **IBTTA** is focussed on advocacy, thought leadership, and education to implement state-of-the-art, innovative user-based transportation financing solutions to address critical infrastructure challenges for toll facilities.
- **APTA** represents and advocates for public transportation, including bus, paratransit, light rail, commuter rail, subways, waterborne services, and intercity and high-speed passenger rail.
- **WTS** is an international organization dedicated to building the future of transportation through the global advancement of women.



Faith Group's eagerness to join CVTA, IBTTA, APTA, and WTS is to create a strong building block to new Transit and Transportation relationships with industry peers who share in a common goal of bringing best practices and emerging technology solutions that offers safety, operational efficiency, sustainability, and an enhanced ridership experience to the traveling public. Similarly, as we move towards a more digital world, the firm is hoping to accelerate the connected transit environment through the enablement and implementation of IoT and similar technologies throughout buildings, vehicles, stations, and other related transportation facilities.

Next on the horizon, Faith Group plans to get involved in several committees in IBTTA and APTA relating to the services and technologies that the firm hopes to take an active role in advancing, such as Information Technology, Security, Safety, Risk, and Emerging Technologies. *"I greatly appreciate the important missions these national organizations represent to advocate for funding, policies, research, technical expertise, education, and other key components that work hand-in-hand to progress transit and transportation operations. We are very excited about our new memberships, and we look forward to participating in future committees, activities, and events,"* stated Shari Herman, Faith Group's Transportation Market Lead.



# TECH UPDATE: HOW TO PRIORITIZE CYBERSECURITY INVESTMENTS



Authored by Chris Kadlick, CISSP -  
Sr. IT Security Consultant

Every day there is a new cyber attack coming from a seemingly different direction than yesterday. Attacks are coming from a website, an email attachment, a remote connection, and even disgruntled employees? This can make it incredibly difficult to know how to defend your organization, from where, and what investments to make. So how can an organization strategically prioritize its cybersecurity investments?

Some of the most common attack vectors include compromised credentials, insider threats, missing or poor encryption, ransomware, and phishing/social engineering. Of these attack methods, what are hackers

looking for and what needs to be protected? This is pretty straightforward; typically, hackers are looking for financial gain from your compromised data. Sounds simple enough, just implement a common suite of cybersecurity tools that create a defense-in-depth layered approach to data security. Here is a list of solutions to do this:

- Network Generation Firewalls (NGFW)
  - Threat Intelligence, Virtual Private Networks (VPN), Deep Packet Inspection
- Identity and Access Management (IAM) Solution
  - Multifactor Subscription (MFA), Single Sign-On (SSO), and Privilege Account Management (PAM)
- Extended Detection and Response (XDR) Solution
  - Security Information and Event Management (SIEM), Endpoint Detection and Response (EDR), Network Detection and Response (NDR)
- Mobile Device Management (MDM)
  - Remote Monitoring, Application Management, and Remote Wipe
- Secure Access Service Edge (SASE)
  - Data Loss Prevention (DLP), Cloud Security Access Broker (CASB), Secure Web Gateway (SWG)
- Endpoint Management Solution
  - Configuration, Patch, and Vulnerability Management
- Network Segmentation
  - Virtual Local Area Networks (VLAN) and Virtual Route Forwarding (VRF)

Now that we have the list, implementation should only take a couple of years with a price tag of hundreds of thousands of dollars (or more if contracted out completely) for a medium to large sized company! Not to mention this does not include the physical or administrative controls necessary as part of full cybersecurity requirements or suggestions that should be part of an organization's strategy.

Not all cybersecurity controls come in the form of purchased technology bundles of software with beautifully designed consoles. There are also numerous other administrative and physical cybersecurity controls that are just as critical to have as the latest anti-virus and malware protections. If these controls are designed, published, adopted, and maintained correctly they will provide several layers of protection against threats and will also aid in the recovery from varying degrees of disaster.

So now the problem remains, how can an organization prioritize all of these controls? Firstly, your plan should never be to guess or to "chase the rabbit," by way of following the latest attack vector or news break like Solar Winds, JBS meat packing plant, or the Colonial Pipeline. The truth is, each organization

# TECH UPDATE: CONTINUED...

is highly unique with its own set of goals, challenges, and systems, along with a distinctive environment; therefore, investing in technologies to prevent attacks happening to other organizations would be considered money not well spent. Another common approach an organization might take is to start protecting from the outside in, beginning with the firewall, then the servers, and then down to the desktop machines.

The proper strategy suggested by cybersecurity experts in order to make sure an organization's investments are well-spent is to evaluate what is important to the business and make informed decisions based around that analysis. This can be done by conducting a Risk Assessment to help the organization understand what they have and what poses a risk. While all assets will be identified in the assessment, the critical business controls can then be brought into a risk register where a rating will be assigned for the overall impact, probability, and likelihood. This exercise of risk identification and asset 'tagging' will and can drive the cybersecurity project initiative priorities based on the severity of the asset and the impact to the business it would have if compromised or lost.

From this sample Risk Register shown at on right, the appropriate next project initiative would be to undertake the Data

Loss Prevention (DLP) project to safeguard critical data loss due to the overall risk score being higher than having Malware Protection.

While the Risk Register typically measures what risk there is against an asset if the "control" fails, it can also be reversed to assess how many controls would be needed to safeguard and secure an asset to a certain pre-determined level. The only difference being, the organization would consider what ALL the controls would need to be to protect the asset (e.g., web server infrastructure, WLAN architecture, etc.). This may mean an organization would need to kick off more than one project to satisfy that requirement.

The Risk Assessment and Risk Register are a powerful method and tool for any organization to identify, analyze, assess, and prioritize risks. This analysis aids in the decision making of cybersecurity investments towards the correct and appropriate controls that fit the needs of the business and technologies to the data needing protection.

## FUN FACTS

Nearly 80% of senior IT employees and security leaders believe their companies lack sufficient protection against cyber-attacks despite increased IT security investments made in 2020.

57% of companies conducted a data security risk assessment in 2020.

More than 77% of organizations do not have an incident response plan.

The average time to identify and contain a breach in 2020 was a staggering 280 days.

Cyber Control	Business Risk	Relevant Information Security Risk	Risk Score / Impact (1-5)	Score / Likelihood (1-5)	Overall Risk Score
Data Loss Prevention (DLP)	Data Loss	Critical Data Loss	5	5	<b>25</b>
Malware Protection	Operations Failure	Infected Machines	3	5	15