

# NEWSLTR



Faith Group

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## IN THIS ISSUE:

### TAKE IT ON FAITH: REACHING 100

Everything changes when you reach 100 employees! Faith Varwig discusses the company's milestone and how internal communications have changed over the years.

### SMS: THIS IS NOT A DRILL!

The wait is over! The FAA has dropped the SMS Rulemaking which means it is time for the 258 airports, that meet the Qualifying Criteria, to hit the ground running and develop an SMS Implementation Plan, followed by the Manual.

### NORTH PLATTE AIRPORT DEVELOPS NEW TERMINAL

Faith Group is providing system design standards planning and development, along with the operational requirements for a new terminal building. The cloud hosted environment will allow the Airport to invest in modern terminal technology solutions.



**St. Louis Community College - Florissant Valley**  
**Advanced Manufacturing Center**



## TAKE IT ON FAITH *REACHING 100*

At the ripe old age of 19, Faith Group just hired its 100th team member. When I started my own firm in 2004, my goal was to never be more than a 10-person firm, never leave my basement, and always be involved in every project. Well, I guess I blew that! Much has changed since I started the firm. We have survived a recession and COVID, expanded from one vertical market to five, went from one office to nine, opened a sister company (Saefix), and along the way managed to hire what I believe to be the best professional staff in the consulting and engineering industry. Our approach to project delivery and teamwork has also changed as more staff members work in a hybrid model, using texts for communication and Teams meetings for everything else. The one thing that has not changed is the need for continuous communication across all levels in the organization. It was easy for everyone to get to know each other and what the firm was doing when we all worked together in the same small basement space, but as the firm continues to grow it becomes harder and harder to ensure effective communications with everyone. We've recently promoted and hired several directors, managers, and team leads so we have the management in place to provide direction to ensure that the right information is communicated to the right people at the right time. Another aspect that we've put more focus on in the past year is standards development to align everyone in the company on the same path and ensure new hires have access to all the tools we have in place to ensure successful projects. Personally, from a communications standpoint, I'm encouraging HR as well as our entire Leadership and Management Teams to reach out to new staff members and welcome them on board. That single touchpoint to ensure new staff feel valued has become critical to the long-term success of new Faith Group members. While it seems like we never have enough time to complete all the tasks every day, I encourage everyone to make the time to provide that personal touchpoint to each and every member of your team!

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## IN THE NEWS: RECENT WINS

- Public Works Building Commissioning for City of Wentzville
- IT Strategic Plan for Hartsfield Jackson Atlanta Airport as a subconsultant to Ricondo
- OSS Radar & Fire Truck Maint. Facility for Tyndall Air Force Base as a subconsultant to Benham
- Safety Risk Management Panel (SRMP) for RW17L-35R Project for Denver Airport as a subconsultant to RS&H
- Airport Terminal Modernization Program Terminal 9 Phase 2 for Los Angeles Airport as a subconsultant to ARUP/HOK
- ACRP 05-03 Guidebook on Airport Cybersecurity and Incident Response for ACRP as a subconsultant to Cadmus
- IT Strategic Plan for Lake County, OH Transit Agency (Laketran)
- Sr. IT Infrastructure SME Full-Time On-Site Staff Augmentation Services for San Jose Airport
- Manned/Unmanned Tactical Vehicle Lab for Detroit Arsenal as a subconsultant to Benham/Mead & Hunt
- Security Master Plan Phase 2 and Systems Upgrade Implementation for Roswell Air Center
- Access Control for Miami Airport as a subconsultant to CNP
- Building C Warehouse Core and Shell for Point 70 Logistics Phase II as a subconsultant to Opus A/E Group
- Terminal Modernization & Seismic Program for Memphis Airport as a subconsultant to UrbanARCH
- P495 Training Aircraft Maintenance Hangar for NAVFAC SE A/E IDIQ, NAS Corpus Christi as a subconsultant to RS&H
- Central Terminal Passenger Screening Expansion and Amenities Enhancements for Albany Airport as a subconsultant to CHA
- Access Control System Replacement for Harrisburg Airport
- Boonslick State School HVAC System Upgrade for State of MO
- Terminal C Utilities for DFW Airport as a subconsultant to Gensler
- Visual Arts Center for Art Center Manatee as a subconsultant to Voltair

# SMS: THIS IS NOT A DRILL!



After teasing the industry for over a decade, the Federal Aviation Administration (FAA) has officially published a new 14 CFR Part 139, Airport Safety Management System (SMS), Final Rule (88 FR 11642) to the Federal Registry as of February 23rd, 2023. This rule takes effect 60-days from publication on April 24, 2023. There are 258 airports that will be REQUIRED to implement an SMS based on the following criteria.

## Qualifying Airport Criteria

The final rule applies to certain Part 139 certified airports, for which the FAA applied a risk-based approach to the rule's applicability to minimize the regulatory burden on all certificated airports. According to FAA estimates, the airports triggered under any of the three criteria capture more than 90% of air carrier passenger traffic in the U.S.

Each certificate holder or applicant for an Airport Operating Certificate, meeting at least one of the following criteria, must develop, implement, maintain, and adhere to an Airport SMS program:

1. *Classified as a large, medium, or small hub based on passenger data from the Air Carrier Activity Information System*
2. *Average of 100,000+ total annual operations (arrivals & departures) over the previous three calendar years*
3. *Classified as a port of entry, designated international airport, landing rights airport, or user fee airport. (If you fall under ONLY this criteria, and you have no tenants on the airport required to comply with an SMS requirement, you may submit a formal, written request for a waiver.)*

The FAA will conduct an annual applicability review at the end of each calendar year, after which they will update the list of qualifying

airports and send a letter to each airport operator advising of any change in the airport's qualification.

## SMS Program Checklist and Dates

Development of an SMS Program will help airports detect hazards and their associated risks and reduce the likelihood and/or severity of safety events occurring, where practical. This is a proactive, rather than reactive, approach to identify and mitigate safety problems before they result in accidents or incidents.

As of the effective date of the rule, § 139.403 provides the following timelines for qualifying airports:

- *12-24 months to submit an Implementation Plan for approval (To find the Part 139 Airport Certification Status List, including the triggering criteria, [click here](#))*
- *12 months to submit an Airport Certification Manual (ACM) amendment/ SMS manual after implementation Plan approval*
- *36 months to fully implement the SMS after Implementation Plan approval*

## FAA Document Approvals

It is important to note the FAA must approve the initial Implementation Plan but does not need to approve changes to the approved Plan. The SMS Manual, as a stand-alone document referenced in the airport's Airport Certification Manual (ACM), will be accepted by the FAA and does not need to be approved. If Airports choose to add the SMS Manual as an Exhibit to the ACM, understand that any changes to the SMS Manual will require immediate submittal of the entire ACM to the FAA for approval. It is expected that airports will be making multiple changes to their SMS manuals once implementation begins. To avoid multiple approvals and

signatures by FAA, it is recommended the SMS Manual should be incorporated by reference only in the ACM. This may change over time and eventually be required as an exhibit within the ACM, if the FAA decides to make that change.

## How Faith Group Can Help

Safety and risk management are engrained in our company's culture and projects through our enterprise-wide risk approach. We have a highly knowledgeable group of trained and certified safety experts, who are airport practitioners, that are dedicated to helping our clients comply with the new SMS rule. Staff are intimately familiar with the rule, having been a consultant to the FAA ARP who led the Notice of Proposed Rule Making. Our staff have been involved with SMS since working on the initial Pilot Programs dating back to 2008 and have also spent time leading SMS as Airport Operators and FAA personnel. Since then, our staff have developed more than 35 SMS reports and programs and conducted more than 90 safety risk assessments and safety risk management panels under both the External Part 139 SMS and Internal FAA SMS Order 5200.11.

If you need assistance with developing any of the required documents for compliance, please reach out to Dave Fleet.



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Principal, SMS Lead  
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## MIKE MEIGS JOINS FIRM TO EXPAND SAFETY CONSULTING



With 35 years working for the FAA in air traffic and runway safety, Mike Meigs brings a real-world, compliance focused approach to Faith Group's Safety and Operations consulting practice. He will support the development and execution of Safety Management System (SMS) program documentation as well as safety risk assessments and management panels at airports across the country. Mike has written guidance for the FAA and actively participated in numerous safety risk management panels. He will be an asset to the industry as Safety Management continues to grow for U.S. airports. Mike's attention to detail, professional attitude, client focused process, and task driven approach will facilitate the efficient execution of projects, which will benefit our clients and maintain compliance.

With the release of the final FAA SMS rule for 14 CFR Pt. 139 airports and the publication of AC 150/5200-37A Safety Management Systems for Airports, the importance of understanding the aviation industry holistically is critical. For an Airport's SMS to work effectively and efficiently it must dovetail with what the airlines and FAA lines of business already have in place. Faith Group is focused on providing a well-rounded team within our Safety & Operations practice so that we can ensure successful project execution and maximize the benefits to our clients. Our team has practical airport management and operations, and staff have been working in airport SMS for more than a decade. Bringing Mike, and his FAA experience, onto the Faith Group team expands our skills and cadre of experts so that we can provide the best possible service for our clients to achieve successful SMS development and implementation.

Mike is based out of the Seattle, WA area which also expands Faith Group's west coast presence. "I am personally very excited about what Mike brings to Faith Group and what we can do for the airport industry going forward," Dave Fleet, Director of Operations, Principal.

# FOCUS: EDUCATION

## SAINT LOUIS COMMUNITY COLLEGE, NEW ADVANCED MANUFACTURING CENTER

The 95,000 sf, three story Advanced Manufacturing Center, located on the Florissant Valley Campus, is part of the STLCC Transformed District-Wide Master Plan to ensure St. Louis Community College programs and facilities can meet the job training and retraining demands for good paying jobs in Missouri. This initiative aims to bring the College into a more modern standing by providing facilities and programming for the growth and competitiveness of our region. The facility will support multiple programs such as Engineering, Information System/Information Technology, Emerson STEM Academy, and Center for Workforce Integration, creating a space for students to learn and innovate in

manufacturing, technology, and technical trades.

Each level of the facility has its own purpose. Level 0 includes labs and workshop spaces for metal works, robotics, welding, fabrication, along with engineering, core space, and a receiving dock. Level 1 includes the Emerson program suite, administration office suites, classrooms; HVAC, Biomed, 3d printing labs, core space, and main east entry lobby. Level 2 includes classrooms; computing, PLC, and robotics labs; lounges, and core space.

JEMA is the architect of record and Faith Group is providing engineering design and consulting services for mechanical, electrical,



plumbing, fire protection, IT/communications, security, and audiovisual systems. Faith Group will also provide support during the bid phase and construction phase providing construction administration services. The project is anticipated to be completed in February 2025.



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# FOCUS: AVIATION

## NORTH PLATTE REGIONAL AIRPORT DEVELOPS NEW TERMINAL



The North Platte – Lee Bird Regional Airport (LBF) in Nebraska is building a new terminal, an expansion that is part of the most recent Airport Master Plan to meet the future needs of aviation in the North Platte area. Faith Group is supporting the prime, HDR, to provide the needed planning and development of design standards for people, security, and technology systems supporting the new facility. Staff are drafting the Basis of Design (BoD), as subject matter experts, with a focus on security systems

to include video surveillance, card access, and intrusion detection. Faith Group is also making recommendations for other airport technologies and operational requirements, such as wayfinding.

The design and architecture of the new terminal is unique. LBF is a small Category IV airport which currently has two flights per day with United Express. Faith Group is making industry standard design recommendations, being mindful of the actual airport operational needs

as a small airport but also allowing for ease of physical expansion for future flight growth. Considering the unique staffing challenges of rural airports like LBF, this BoD contains recommendations for a cloud hosted, or managed service, environment for the security systems. This will allow the Airport to invest in modern technology solutions that otherwise would be an unmanageable burden, and support a holistic oversight of the entire security systems environment without the addition of resources. A managed service environment also empowers the Airport to operate as a service provider in a common use environment for ease of business changes such as the addition of airlines, food and beverage, or rental cars. Fees could be charged for some of these services in a revenue generating model that would help offset the recurring costs of the overall solution. Best practices and requirements for utilizing a managed service environment have

been documented in the BoD.

Challenges for design recommendations include staffing and expertise, for which Faith Group developed a staffing model for an IT person to be trained for a level one response for all the new systems. Increased staffing recommendations to monitor the new terminal 24/7 include options for Airport staff, contract security, or 3rd party off-site monitoring. The new terminal will be a higher value asset with new technology equipment and increased responsibilities requiring increased oversight. The new terminal is currently scheduled to open in 2024.



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# NEW DIRECTOR OF SECURITY AND CONSTRUCTION SERVICES

Joe Fallon has been promoted to a new role as the Director of Security and Construction Services. He will continue leading our security consulting practice but will also take on a new role overseeing all site services, construction administration (CA), and Commissioning (Cx) divisions. The goal will be to enhance the synergy between these divisions and increase Faith Group's overall efficiencies and offerings. Joe has a long history of supporting enhanced site services such as Master Systems Integrator (MSI) program management, testing, and commissioning, business areas that have been fast-growing for Faith Group over the past 18 months. This new organization structure will allow greater focus in these critical aspects of end-to-end project delivery.



*Joe Fallon, RCDD, ESS, PSP, CISSP - Director of Security and Construction Services*

## 2023 SYMPOSIUM YP PROGRAM RECAP

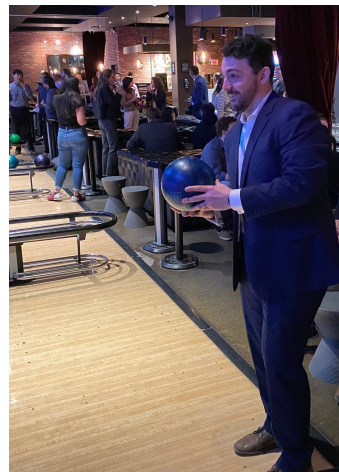
Faith Group recently hosted the Young Professional (YP) Program at the ACC/AAAE Airport Planning Design & Construction Symposium in Anaheim, CA for its 13th consecutive year. The Program is geared towards helping YPs get the most out of attending the symposium, and includes an opening night networking reception, an orientation session, scavenger hunt, mentorship, and awards ceremony. Faith Varwig was the YP Emcee for the week, and Loren Boyd served as the YP Program Coordinator.

The week kicked off with a YP Reception at Lucky Strike on February 28th. The night was filled with great networking opportunities between fellow young professionals, program sponsors, and mentors.

During the orientation, all of the YPs were split up into teams led by our 13 seasoned industry mentors. Each team used this work session to start the YP Challenge Scavenger Hunt, which consisted of tracking down nine Mystery Persons, listening to key points during conference sessions, or stopping by exhibitor booths.

This year, there were three teams that tied for first place: **Team Craig Sucich**, **Team Donna Cook**, and **Team Leah Whitfield!** There was also a Prize for Most Creative Photo with a Mystery Person, which went to **Team John Azevedo** with mystery person, Amber Leathers.

If you would like to participate in 2024 as a mentor, sponsor, or YP, or be in the Scavenger Hunt, please reach out to Loren Boyd at [loren@faithgroupplc.com](mailto:loren@faithgroupplc.com).



# TECH UPDATE: COMMON DASHBOARDS & PLATFORMS BY USE CASE

Joe Fallon has been in the security profession for more than 25 years, and during that time, he has seen enumerable changes and evolutions and has worked in various roles such as installer, designer, estimator, software development manager, and now consulting. In an industry that is full of buzzwords and acronyms, often chalked up to marketing jargon or just plain semantics aimed at gathering some new client attention, it is important to understand the commonalities and the differentiators between them, as well as what they individually do not do. Joe analyzed the similarities and differences in six systems:

- Command, Control, and Communications (C3)
- Physical Security Information Management (PSIM)
- Situational Awareness (SA)
- Business Intelligence (BI) systems
- Video Content Distribution
- Emergency Management systems

## C3

C3 has been around since the early 1980s and was mostly deployed in government facilities. They were the predecessors of all of the above-referenced systems. The primary focus for these systems was electronic security systems.

### C3 Key Differentiators:

Positive verification of control actions – systems were connected to early networks or through serial communications, so verifications of commands were a paramount feature. In addition to early network limitations, these systems sometimes controlled process automation and life safety systems and therefore required positive feedback on actions.

## PSIM

PSIM has evolved out of the original C3 platforms. They maintained most core capabilities and added additional features which leveraged their progression in overall ESS, Database, and reporting technologies. These systems for the most part do not control life safety systems due to the lack of positive feedback on control actions.

	Command, Control and Communication (C3)	Physical Security Information Management (PSIM)	Situational Awareness (SA)	Business Intelligence (BI)	Video Content Distribution	Emergency Management
Command and Control	✓	✓				
Data Aggregation	✓	✓	✓	✓		
Data Normalization	✓	✓		✓		
Symmetric Subsystem Integration	✓	✓				
Asymmetric Subsystem Integration			✓			✓
Automated Response		✓				✓
Incident Management		✓	✓		✓	✓
Reporting		✓	✓	✓		✓
Positive Verification of Control Actions	✓					
Security System Focus	✓	✓		✓	✓	✓
Operational System Focus			✓	✓	✓	

*"With the advancement of security technologies and the continued IT convergence of systems the availability of integration platforms has grown. This rapid growth has created a great deal of industry confusion related to these "System of Systems" capabilities and their role in the overall environment."*

**- Joe Fallon RCCD, ESS, PSP, CISSP**  
**Director of Security and Construction Services**

### PSIM Key Differentiators:

- Due to the integration of subsystems being a core capability PSIMS have maintained a focus on Security subsystems
- Can configure and control all associated subsystems.

## SA

SA systems grew out of operational environments and took hold during the evolution of the IoT wave. Being able to view a more holistic status of one's environment became more desirable once modern systems of all types started moving onto converged networks. These systems focus primarily on Data Aggregation due to the vast variety of sub-systems and the overall use case of viewing the entire environment. SAs utilize hooks or pointers of sub-systems for reference data/status rather than a common operating database.

### SA Key Differentiators:

- No automated response – workflows are part of the system, but the response is manual and performed at the sub-system level
- View the current status of devices however no direct control or configuration of sub systems
- Operational based

## BI

BI systems aggregate and normalize data from a host of systems. This data is used to report metrics and KPIs to see and understand trends in an organization. These systems work across functional groups and roles to provide the most holistic view of an organization's real-time data. Bis only review and reports data.

### BI Key Differentiators:

- No automated response – workflows are part of the system, but the response is manual and performed at the sub-system level.
- No configuration or direct provision of sub-systems.

## Video Content Distribution

Video Content Distribution systems provide a means of aggregating display streams from multiple systems and displaying them on single to multiple view platforms (i.e. monitors, video walls, etc.). These systems allow users to configure and combine these multiple system displays for routing and presentation on many viewing platforms. Video Content Distribution systems do not control or have the ability to interact with subsystems, they can only receive streaming video data.

## TECH UPDATE CONT'D

Video Content Distribution Key Differentiators:

- No Data Aggregation or Normalization from subsystems – Video Display Only
- No automated response – workflows are part of the system, but the response is manual and performed at the sub-system level.
- No configuration or direct provision of sub-systems.

### Emergency Management Systems

Emergency Management Systems were developed to streamline incident management and standardize response. These systems receive input from multiple security and operational systems to provide a level of Situational Awareness typically with an automated response by way of mass notification systems. They do not aggregate or normalize data, nor do they have direct provisioning capability and control of subsystems.

Emergency Management Systems Key Differentiators:

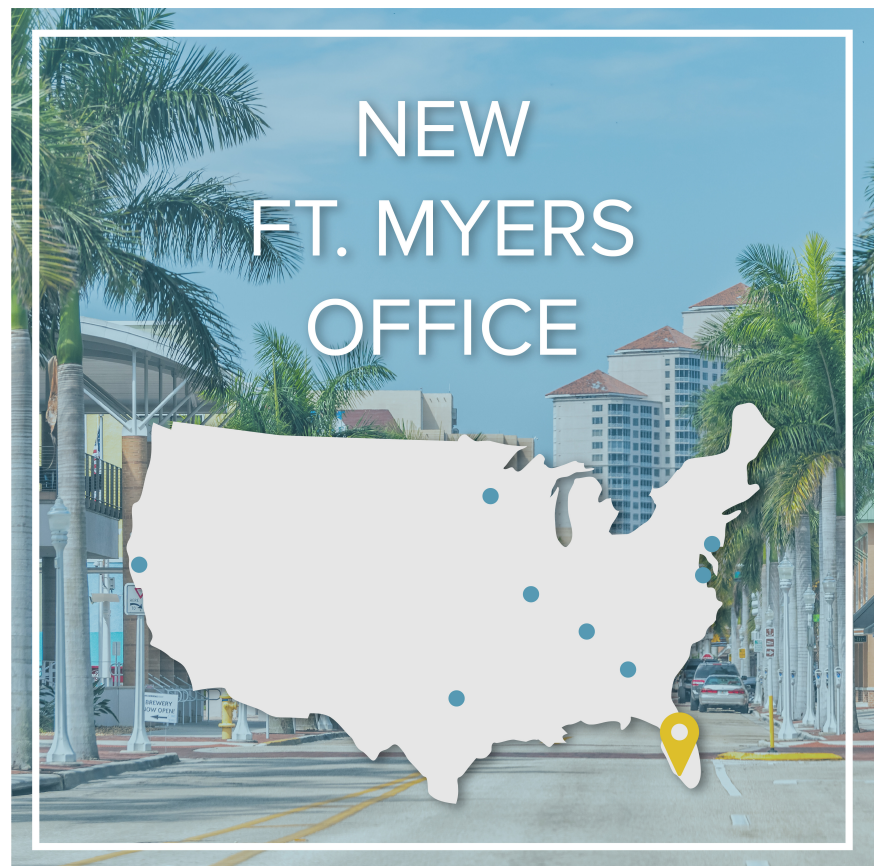
- No Data Aggregation or Normalization from subsystems
- No automated response – Cannot control sub system edge devices with exception of Mass Notification

All six of these systems play a significant role in the A/E/C industry, however, there is no one size fits all solution. Consulting with and educating our clients to clearly define system capabilities is key to a successful project. In order to determine what the best system type is for (1) your clients specific project and (2) the group of vendors which may be the closest to meeting their needs, the designer must analyze client uses cases and then evaluate systems from the bottom up, as well as top-down simultaneously, to avoid prolonged system development and high costs for custom integrations.



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## FAITH GROUP OPENED A NEW OFFICE IN FT. MYERS, FL



## PARAS 0043 SOC PLANNING & DESIGN PUBLISHED

Faith Group was a co-author for a recently published National Safe Skies Alliance guidebook on Security Operations Center (SOC) Planning and Design. This Guidebook is intended to be used by airport management and staff as a comprehensive approach to concept planning, designing, and building an SOC, whether a stand-alone Center or a combined Airport Operations Center (AOC). An SOC/AOC enables an airport to manage security in a collaborative environment through sharing data and managing threats in a holistic manner, while systematically supporting the forecasting and planning of security needs with improved processes, facilities, and technology. The Guidebook will help airports improve the conceptualization of an upgraded space, building/remodeling of existing space or creating a greenfield. The SOC can maintain airport security, not just in compliance with the mandate by the DHS, under Transportation Security Administration, 49 Code of Federal Regulations (CFR) 1542, but also help the entire customer safety experience. SOC/AOCs can also bring about a greater understanding of the status of the entire airport campus at any given time. The Guidebook approaches the concept effort as its own project with a management team, a charter, and clear objectives supported by goals.

The Guidebook is intended to offer different approaches and tools for all airport sizes and complexities. Once an SOC/AOC Concept of Operations Plan (CONOPS) is established, it should be systematically updated and refreshed regularly to ensure validity and relevance. A complementary pdf can be downloaded [HERE](#).

