

# NEWSLTR



Faith Group

INTEGRITY  
DIGNITY  
QUALITY  
COLLABORATION  
IMPACT  
INNOVATION

## FEATURES:

### TAKE IT ON FAITH: NEVER STOP DREAMING

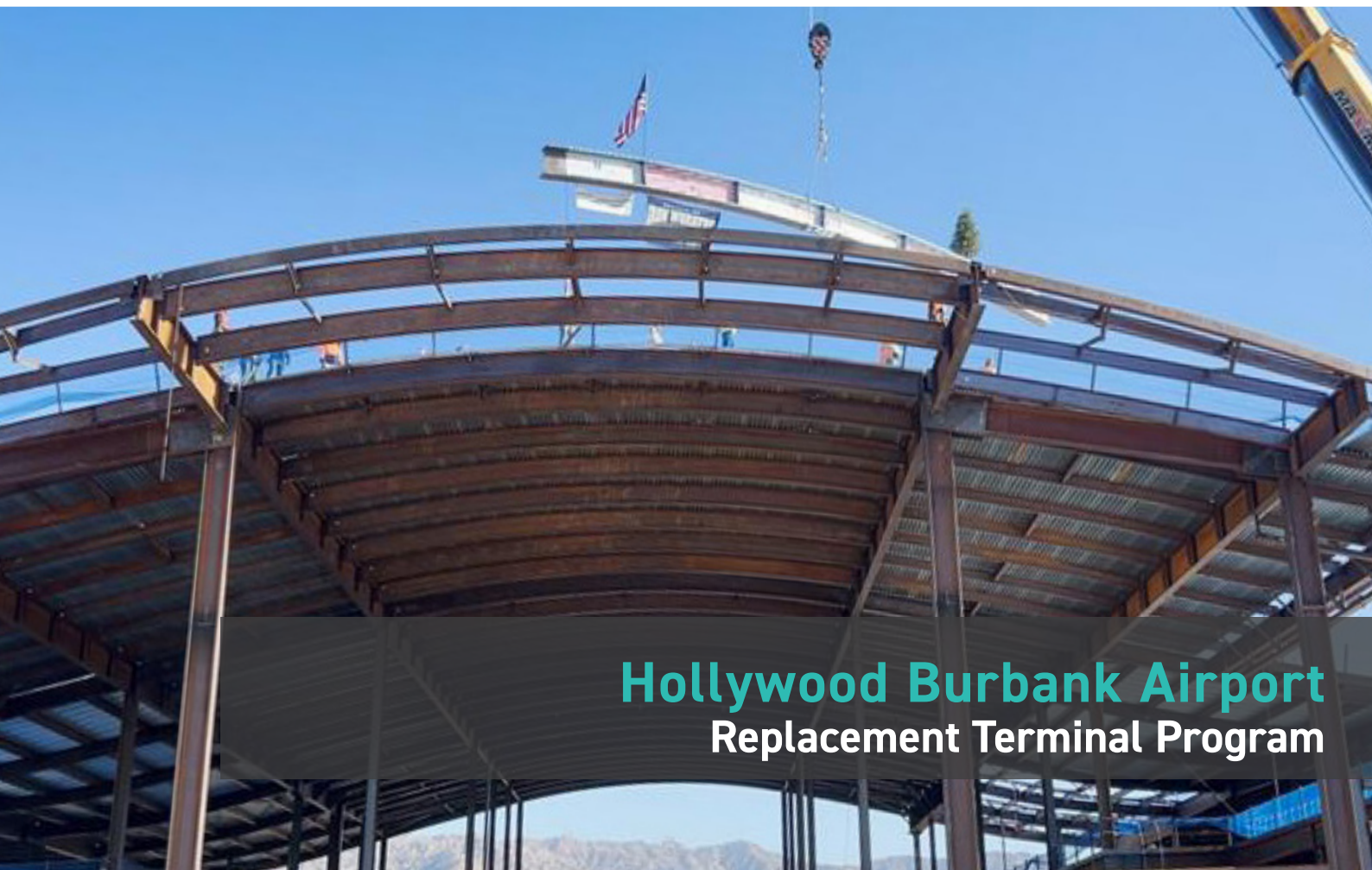
Faith provides insight into how childhood dreams and a passion for breaking barriers shaped a journey of perseverance, discovery, and endless possibilities.

### TECH UPDATE: STRATEGIZING DIGITAL CONTENT MANAGEMENT AT AIRPORTS

Learn more about the key strategies shaping the future of Digital Content Management Systems (DCMS) in aviation.

### FAITH GROUP COMPLETES FIRST MAJOR STEP IN PROVIDING CMMC ASSESSMENT SERVICES TO SUPPORT DOD CONTRACTORS

Discover how our expertise is helping organizations, such as our federal partners, navigate cybersecurity requirements with confidence.



## Hollywood Burbank Airport Replacement Terminal Program



## TAKE IT ON FAITH

### NEVER STOP DREAMING

As a child growing up in the 1960's, I became fascinated with the concept of space travel. The space race was on during this time, and I very clearly remember sitting in front of my small black and white TV watching the first Apollo missions, each one reaching closer to landing a man on the moon.

My favorite TV show was Star Trek, of course, followed by Lost in Space. I had decided at the ripe old age of 6 that I was going to be an astronaut! One day I was going to be the female version of Captain James T. Kirk, jetting around the outer reaches of space going where no man (or woman) has gone before. I was sure when I was in my 20's, both technology and I would be ready for the adventure.

While my dream didn't become a reality, I did have the honor of meeting Colonel Eileen Marie Collins at the recent ACC/AAAE Airport PDC Symposium in San Antonio, TX. As the commander of the Columbia mission, she deployed the Chandra X-Ray Observatory into orbit. She also commanded the Return to Flight mission following the Columbia incident, which docked the space shuttle at the International Space Station to test and evaluate new procedures for flight safety, shuttle inspection, and repair techniques.

She spoke of many adventures as the first American woman to pilot a spacecraft and her experience attending flight school. She was one of only four female pilots on a base of more than 500 men at that time. It struck me that my experience as a young engineering professional in the early 1980's was not all that different. We both navigated new horizons, pushed forward our non-typical gender roles (at the time) and never allowed naysayers to dash our dreams. I'm often asked "what keeps me motivated" after many decades in the business. Honestly, I've never lost my curiosity and passion for what's possible. Our business never stops changing, with new horizons and challenges always right on our doorstep. Live Long and Prosper and never stop dreaming!

## IN THIS ISSUE:

- Take it on Faith:
- In the News: Recent Wins
- FOCUS: Aviation
- FOCUS: Government
- 2025 ACI Airports@Work Hospitality Event
- Faith Group completes First Major Step In Providing CMMC Assessment Services to Support DoD Contractors
- 2025 ACC/AAAE Symposium YP Program
- Airports@Work Hospitality Event
- Awards
- STLCC Advanced Manufacturing Center Ribbon Cutting Ceremony
- Tech Update: Navigating the Future: Strategizing Digital Content Management at Airport

## IN THE NEWS: RECENT WINS

### AVIATION

- DEN Airport Flight Training Center FFS and FTD for United Airlines as a subconsultant to Page Southerland Page
- Arrivals Hall/Terminal Commons Schematic Design for Bill and Hilary Clinton National Airport as a subconsultant to Alliance
- New Concourse and Terminal for St. Louis Lambert International Airport as a subconsultant to HOK
- SMS Development Support for Rhode Island Airport Corporation as a subconsultant to C&S Companies
- On-Call Technical Services MEP Systems Engineering for Rhode Island Airport Corporation
- DAS Study and RFP for IAD / DCA as a subconsultant to Gensler
- IT Project Manager for Greater Orlando Airport Authority
- SRMP for HOU 4-22 and IAH 8R-26 Runways for Houston Airport System as a subconsultant to AtkinsRealis
- SMS Development for Rochester International Airport as a subconsultant to Mead & Hunt
- IT Security Improvements to Critical Infrastructure Network and Datacenter Design Services for Rhode Island Airport Corporation
- Boarding Area G Gate Enhancements for San Francisco International Airport as a subconsultant to Corgan
- CPTC Restroom Enhancement Phase 2 for Hartsfield Jackson Atlanta International Airport as a subconsultant to Atlanta Terminal Leaders
- TWY A Surface Incident Mitigation Assessment SRMP for Seattle Tacoma International Airport

### FEDERAL

- Fire Alarm Replacement for Buildings 77 & 635 for Ft. Leavenworth as a subconsultant to Iscani Industries
- A/E Services for Small Arms Range for Pease Air National Guard as a subconsultant to Stantec
- Sheridan Gate Testing and Design Mechanical Services for Arlington National Cemetery as a subconsultant to HNTB
- B859 Refurb for Scott AFB as a subconsultant to Hurst-Rosche
- Camp Ripley Access Control Point for Minnesota Air National Guard as a subconsultant to Mead & Hunt

### GOVERNMENT

- Community Center Cx and BCx for City of Crestwood
- Potosi Corrections Facility Replumb Heating Loop, Infrastructure for the State of Missouri

### EDUCATION

- 4th-5th Floor Fitout for Neuroscience Research Building for Washington University School of Medicine as a subconsultant to Cannon Design



# FOCUS: AVIATION

## BUR AIRPORT - REPLACEMENT TERMINAL PROGRAM TOPPING OUT CEREMONY

On January 16th, Hollywood Burbank Airport (BUR) celebrated an exciting milestone for the Replacement Passenger Terminal Project (RPT) and the Elevate BUR team. During the Topping Out Ceremony, the final steel beam was hoisted into place, which marked the completion of structural steel construction of the 355,000 sq new terminal. Faith Group staff member, Keniya Moore, was one of 700 ceremony attendees.

The new terminal will include 14 gates, and new amenities such as shopping/dining, upgrading restrooms, a new ticketing lobby, baggage screening system, upgraded TSA checkpoint, and new baggage claim area for

better passenger experience. Faith Group is proud to have worked alongside Corgan as a Subconsultant, providing systems design services for a design/build contract to design and construct the RPT, which includes a free-standing terminal, parking structure, and ancillary buildings on a reclaimed "greenfield" site to provide a safer operating facility at the Airport.

The new terminal is expected to be completed by October of 2026, and the demolition of the old terminal is scheduled to be completed in December 2027.

Click [HERE](#) to watch a short video of the Topping Out Ceremony.



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# FOCUS: GOVERNMENT

## STATE OF MISSOURI - POTOSI CORRECTIONAL CENTER HOT WATER LOOP IMPROVEMENTS

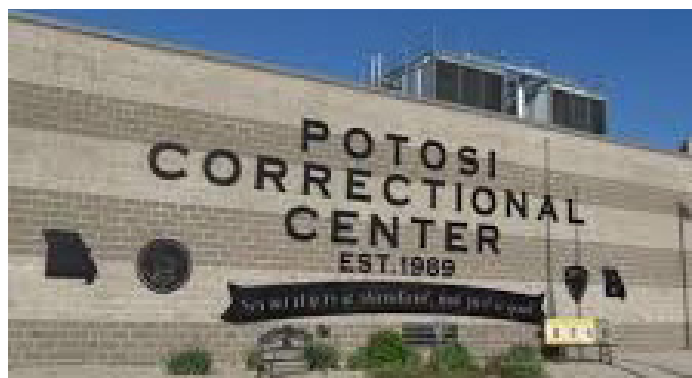
In collaboration with the State of Missouri, Faith Group is kicking off the design and implementation of a hot water loop improvement at the Potosi Correction Center. The correctional center, located in Mineral Point, MO, is approximately 356,000 sf., with 900- beds for adult males. It is also considered to be a maximum security (level 5) correctional complex.

Due to needing a significant overhaul to the Center's existing heating hot water system, along with its Building Automation System (BAS), the State selected Faith Group to redesign and improve its efficiency and operation. The new hot water system involves replacing the outdated fire tube boilers with a mix of new fire tube and condensing boilers, boosting the robustness and energy efficiency of the plant. Faith Group is designing a creative hybrid solution between the two boiler types to allow the hot water plant

to adjust to changing operating conditions required by the facility. The design also introduced new pumps with variable frequency drives, which provided enhanced stability to the hot water loop and allowed the system to adapt to pressure fluctuations.

Additionally, the hot water loop gaskets and couplings insulation will be replaced to improve the robustness of the piping system. The existing gaskets have been compromised due to the loop temperature being elevated above their rated temperature. New couplings and gaskets provide reduced installation times and higher temperature ratings due to technological improvements.

Another key aspect of the project involves overhauling the outdated domestic hot water system. The system will be designed to upgrade the existing hot water heat exchangers providing domestic hot water to the facility.



Two of these at remote locations will be replaced by gas fired domestic water heaters and the other three will be replaced with high efficiency plate and frame heat exchangers.

result will be a state-of-the-art hot water system that exceeds expectations, delivering enhanced comfort and energy efficiency to Potosi Correctional Center.

From the initial schematic design to the detailed construction documents, Faith Group will play a hands-on role throughout the project. The project is starting the design process, and the team is currently working to design the system to meet the State's needs and provide a highly efficient, robust, and flexible system. The



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## 2025 AIRPORTS@WORK HOSPITALITY EVENT RECAP

On March 25th, Faith Group co-hosted a hospitality event at the 2025 Airports@Work Conference in Houston, TX! Alongside our co-sponsors – ADB Safegate, Boingo Wireless, Evans, Saefix, ServiceTec, SITA, and Synect – we welcomed industry professionals for a night of networking, great conversations, and fun. The event was held at Pour Behavior, and the evening featured delicious appetizers, drinks, and live music from Houston Ensemble.

Thank you to everyone who joined us and made it a night to remember!



## FAITH GROUP COMPLETES FIRST MAJOR STEP IN PROVIDING CMMC ASSESSMENT SERVICES TO SUPPORT DOD CONTRACTORS

The Cybersecurity Maturity Model Certification (CMMC) program from the Department of Defense (DoD) is designed to enforce and verify the protection of different types of unclassified sensitive information covered under Federal contracts, referred to as Federal Contract Information (FCI). Controlled Unclassified Information (CUI) is a subset of FCI which requires additional controls to safeguard, where many different specified categories exist across Federal agencies, including Department of Homeland Security's SSI – Sensitive Security Information.

As of April 2025, only a total of 63 companies have met the requirements to serve as 3rd party Assessment Organizations (C3PAOs), which includes levels of education, examination, and evaluation of

Assessment Team members of varying backgrounds required to complete the comprehensive practice spanning organizations seeking certification.

As a trusted federal market advisor for cybersecurity, network communications and physical security services, Faith Group is happy to announce that both Rick Adams and Chris Kadlick have completed requirements for their Certified CMMC Professionals (CCP) certification and are pending Tier 3 investigation. With this CCP certification, both Rick and Chris are better positioned to provide strategic consulting services within the Defense Industrial Base (DIB). Additionally, the experience and knowledge is transferable to our other Federally-funded programs and client projects, where alignment

with NIST standards and controls are critical to success.

Next steps for Faith Group include Rick and Chris working towards their CMMC Certified Assessor (CCA) credentials, which is focused on CMMC Level 2 Practices, while we continue to perform our own internal (self) assessments to meet our own compliance goals.

Are you looking to achieve CMMC certification for your organization? Please don't hesitate to reach out to Rick Adams to learn more about how we can help you plan and approach these challenging and often convoluted Federal Acquisition Requirements (FARs) and learn lessons from our evolving recent first-hand experience!



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# 2025 SYMPOSIUM YP PROGRAM RECAP

Faith Group recently managed the Young Professional (YP) Program at the ACC/AAAE Airport Planning Design & Construction Symposium in San Antonio, TX for its 15th consecutive year. The Program is geared towards helping YPs get the most out of attending the symposium, and includes a YP networking reception, an orientation session, scavenger hunt, mentorship, and awards ceremony. Our Director of Marketing, Loren Boyd, served as the YP Coordinator for all activities throughout the week.

The YP Program kicked off with the YP Networking Reception (shown right) at Be Kind and Rewind on Tuesday, March 11, 2025. The night was filled with great networking opportunities between fellow YP program sponsors, and mentors. YPs were encouraged to dress to impress wearing their favorite decade (80s, 90s, 00s) to be included in a costume contest.

During the YP Orientation, we had Colonel Eileen Collins (front & center in the bottom photos), the first American woman to pilot and command a Space Shuttle mission, make an impromptu visit to give YPs her vision for the future of the space program. The YPs were then split up into teams led by our 15 seasoned industry mentors to compete in the YP Challenge, which was a Scavenger Hunt. This challenge consists of completing networking-focused tasks such as identifying and finding Mystery People attending the conference, listening to key points during conference sessions, and visiting exhibitor booths.

The program wrapped up on Friday, March 14, 2025 with an Awards ceremony. There were two teams who tied for first place, Team Laura Grayson (Walker Consultants) and Team Greg Wheeler (United Airlines). The team who won the Most Creative Photo with a Mystery Person was Team Tammy Scherrer (AECOM), with Mystery Person Greg Boyd with Aspen Airport. We were able to give away multiple prizes including several registrations to attend the 2026 Symposium in Indianapolis, IN.

Thanks again to our YP sponsors and program volunteers for another wonderful year of activities!

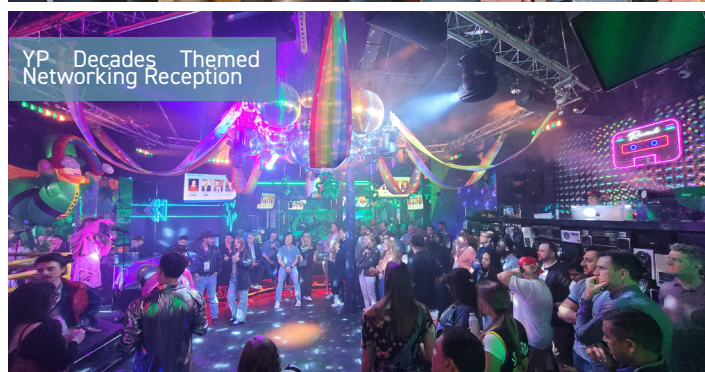
If you would like more information on how to participate in the 2026 Symposium YP Program, please reach out to Loren Boyd.



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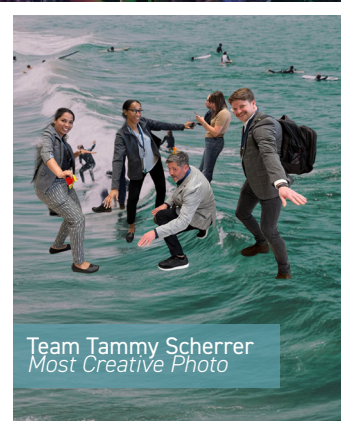
YP Decades Themed Networking Reception



Team Greg Wheeler



Team Laura Grayson



Team Tammy Scherrer  
Most Creative Photo



2025 Young Professionals Group



# AWARDS

## 7<sup>TH</sup> ANNUAL SF COLLABORATIVE PARTNERING AWARDS: SFO EMCS PROJECT

At the 7<sup>th</sup> Annual San Francisco Collaborative Partnering Awards Ceremony, the San Francisco International Airport (SFO) Energy Management Control System (EMCS) project was honored with two awards: Best in Class and the 2024 Gold Award! These awards are presented annually to teams that best exemplify the principles of partnering on City projects.

The EMCS project designed and implemented platforms for managing energy and water use across the San Francisco International Airport campus. The program included optimizing existing building management sequence of operations and installing energy efficiency measures to improve the operational demand side of electricity, water, and natural gas. Faith Group worked as the project manager to integrate Smart Building Management and reporting systems for terminal buildings that monitor the airport's environmental ecosystem. The program supported SFO's goal to achieve Net-Zero Energy use by 2021.



## 2025 ST. LOUIS BUSINESS JOURNAL: BEST PLACES TO WORK

ST. LOUIS BUSINESS JOURNAL



2025 BEST PLACES TO WORK

We are happy to announce that for the second year in a row, Faith Group has been named a Medium-Sized category finalist in the St. Louis Business Journal's 2025 Best Places to Work Awards! Out of 150+ nominations, we're honored to be recognized among the top workplaces in the St. Louis region.

[CLICK HERE TO VIEW ALL 80 FINALISTS!](#)



# STLCC ADVANCED MANUFACTURING CENTER RIBBON CUTTING CEREMONY

The St. Louis Community College (STLCC) Florissant Valley Advanced Manufacturing Center held a ribbon cutting ceremony on April 1, 2025. Faith Group partnered with JEMA to design the facility's mechanical, electrical, plumbing, fire protection, and low voltage systems. This state-of-the-art center reflects STLCC's commitment to preparing students for careers in manufacturing, engineering, and technology. To learn more about the project and ribbon cutting ceremony, click [HERE](#).



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# TECH UPDATE: NAVIGATING THE FUTURE: STRATEGIZING DIGITAL CONTENT MANAGEMENT AT AIRPORTS

Airports are the hub of action and everywhere we turn there is some form of messaging that caters to a wide range of audience. Passengers, airline and airport employees, service providers, concessioners and friends and family require tailored information. While the information is presented in multiple forms throughout the airport, there is a growing need to manage the vast array of content effectively so that the right audience receives the right message at the right time, ensuring a safe, informed and pleasant experience for all.

## What is digital content?

Digital content is messaging that is delivered, displayed, or consumed electronically to improve passenger experience, promote services, provide information, and advertise. This content is typically presented through various digital platforms and devices, including digital signage (including wayfinding and directories), websites, mobile apps (flight updates and airport services), and interactive kiosks

(self-check-in, information, surveys etc.), digital advertising (targeted ads, retail promo), real-time alerts and notifications.

Why do you need to develop a digital content strategy? The top four reasons for developing a digital content strategy are:

### 1. Passenger Experience

Airports are overwhelming due to their size, crowds, and travel-related stress. Digital content such as signage, applications, and websites play a crucial role in transforming this into a much more manageable and even enjoyable experience.

### 2. Real-Time Communication

Digital signage can be employed to provide important updates, flight timings, security and emergency notifications. Having access to real-time information gives the passengers a sense of control, enabling them to relax.

### 3. Branding and Marketing

Having a strategy for digital content allows airports to integrate advertising and promotional campaigns to engage passengers and enrich their travel experience, while reinforcing the airport's brand identity. When executed well, the content can enhance customer loyalty and attract new business partnerships.

### 4. Right-sizing Technology Investment

During an FTE Global panel led by Synect, Faith Group Principal Faith Varwig underscored the importance of understanding content strategy prior to making technology investments, stating "Without thinking about what data we need where, you can make a lot of big mistakes with the most expensive part of the job and you get stuck with an environment because you didn't think about the program all the way up front." Digital content strategy offers





airports the chance to right-size their investment, possibly saving 10s of millions of dollars and ensuring a content management system (CMS) and hardware/technology solution that delivers the desired user experience. Apart from these key reasons, a strong digital content management strategy offers the airports of today numerous benefits, especially with the growing budget constraints and rising passenger volumes following the post-Covid lull. By freeing up the staff for jobs that require their attention and focus, and easing passenger navigation, airports can enhance the overall experience and increase their revenue margin.

#### What's in it for the environment?

A well-designed Digital Content Management System (DCMS) also supports sustainability efforts, reducing the carbon footprint while increasing operational efficiency. Additionally, digital platforms reduce the need for paper-based and printed materials.

In a study on the effect of visual communication on passenger behavior, Synect showed that digital content with pro-social or pro-self messaging was most likely to influence passenger behavior. Using a similar approach to promote airport sustainability programs could enhance passenger engagement, and the same theory can be used to promote other airport initiatives, such as concessions.

#### What's in it for you?

It can significantly boost revenue through advertising, unlocking new revenue streams for retailers, service providers, external branding and seamlessly knitting the city's culture into the airport ecosystem. Additionally, digital platforms provide data on passenger behavior, preferences, and engagements, which is a veritable gold mine to help forecast, plan, and improve the airport, as well as a means of boosting airport service quality (ASQ) and other passenger satisfaction scores. This data becomes the foundational blocks for training digital twin, increasing predictive analysis, allowing airports to make informed decisions for staff augmentation and leading to a cost-effective operation. The airport space continuously evolves, and there is an unspoken healthy competition with each other. Having a strong digital content strategy helps to send the traveler personalized ads, information, etc. and distinguish one airport's service from another. Airports that use innovative and personalized digital solutions increase their appeal to travelers and business partners alike.

Knowing the important role that digital content plays, starting with the content first allows us to then select technology that meets the developed use cases, ensuring that digital investments are well-spent and meet both current and future needs. Finally, digital content can have a direct effect on passenger behavior. As Synect's CEO Yahav

Ran said during the FTE Panel: "This is the essence of content strategy: the ability to affect the behavior of the viewers. Finding a way to direct them into something that enables a positive outcome for both the viewer and the airport itself. So if we manage to influence the behavior, then the way we do it is by shaping how information is delivered, and there's so many ways to do it, and there's so much knowledge about how this can be done. With that, we can affect how actions are taken, decisions are made, and we can start creating better engagements."

#### How do you create a digital strategy?

When creating a strategy, here are some things that should be considered:

##### ► Goals

- Is the primary goal to engage with your passengers?
- Are you trying to raise brand awareness, or are you trying to convert visitors to customers?
- Do you aim to educate and inform your passengers?

##### ► Audience - Understanding your audience will help plan for the type of content that best suits your airport:

- Demographics - What is the average age, gender, professional background of your travelers and do they prefer videos, visual presentations, podcasts or livestreams?
- How will you accommodate passengers with disabilities?

##### ► Content - When and how do passenger consume content (for example, Mobile, Desktop, etc.) :

- Identify the content types and the formats based on your target audience and then create a standard plan for others.
- Map out the content distribution channels: For example, owned platforms such as websites, social media pages, earned media such as influencers, media outlets or other third-party platforms, paid media such as advertising on other platforms, and finally internal use, such as town-hall meetings, employee training etc.

##### ► Technical Requirements - Collect and develop the technical requirements to ensure the right digital technologies are selected by asking:





- What is the quality of content that is needed (HD, 4K) and if your platform of choice and AV technology have the capabilities.
- Do you need interaction (i.e. polls, chatbots, surveys) with the end user? If yes, does your AV technology have the capability?
- Ensure your AV solutions integrate smoothly with your content management system (CMS), customer relationship management (CRM), and other tools.
- Can your technology grow with your future content needs?
- Can you incorporate translations, captions, audio descriptions for ADA compliance?
- **O&M** - Finally, analyze if the AV technology is a short-term or a long-term investment.
  - Will it require ongoing updates and subscriptions?
  - Who will manage it (internal or external resources)?
  - What is the financial impact of the investment and return on investment (ROI)?

A solid digital content strategy ensures that your AV technology investments are purposeful and effective. By understanding your goals, audience, and content needs upfront, you'll be better equipped to choose the right AV tools that deliver the desired impact and enhance your content's reach and

effectiveness. Remember, airports are the entry portals into the city, state, and ultimately the nation.

#### Where do we go from here?

In a world where innovation sits at the helm of driving success, airports that embrace every opportunity to push innovation and the power of digital content not only enhance operational efficiency but also set new standards for passenger empowerment and satisfaction. As global airports lead the way, the question for US airports isn't if we should adapt, but how quickly can we harness the strategies to stay competitive and redefine the future of aviation. The sky is truly the limit, as we continue to soar.



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## CASE STUDY

### CHANGI AIRPORT

**LOCATION:** Singapore

**OBJECTIVE:** Enhance passenger experience and streamline operations.

#### DIGITAL CONTENT STRATEGIES:

- **Changi App:** Changi's mobile app provides real-time flight information, baggage tracking, and airport maps, making navigation easier. It also offers personalized suggestions for restaurants, shopping, and entertainment options, and even allows passengers to participate in loyalty programs.
- **Interactive Wayfinding:** Digital signage throughout the airport guides passengers to gates, lounges, and facilities, and even provides information on the status of flight connections.
- **Entertainment:** Changi offers a variety of digital content, including movie theaters, gaming zones, and digital interactive displays to entertain travelers during long layovers.
- **Integrated Digital Advertising:** The airport's displays provide passenger information and promotes retail offers and duty-free shopping, creating additional revenue streams.

#### RESULTS:

- This airport ranks as one of the best in the world due to its emphasis on passenger experience and efficient digital systems.
- Changi's digital strategies have contributed to a seamless travel experience, helping reduce stress for passengers while also increasing retail sales.