

Welcome to the United States of America

Modernization of Federal Inspection Services (FIS) at International Airports

FINAL PROGRAM

JANUARY 14-15, 2025

KECK CENTER, WASHINGTON, DC

**DESIGN • PLANNING • TECHNOLOGY • ACCESSIBILITY
FUTURE-PROOFING • EFFICIENCY • RESILIENCE**

500 Fifth Street, NW, Washington, D.C.
For more information, visit <https://www.fis2050.com/>



About the Event

The Airport Cooperative Research Program (ACRP) is a contract research program with the objective of developing near-term, practical solutions to problems facing airport operating agencies. The ACRP is sponsored by the Federal Aviation Administration (FAA) and managed by the National Academies of Sciences, Engineering, and Medicine, through the Transportation Research Board. Program oversight and governance are provided by representatives of airport operating agencies and others appointed to the ACRP Oversight Committee (AOC) by the Secretary of Transportation.

ACRP Insight Events bring airport industry leaders, subject matter experts, and researchers together to discuss emerging topics of significance to airport operators. These in-depth, face-to-face gatherings are designed to promote communication and collaboration, foster innovation, and help identify areas of future interest and research.

We are excited to bring together airport/terminal planners, CBP, airlines, innovators, and futurists for an engaging event focused on modernizing Federal Inspection Services (FIS) facilities at airports. This event will explore forward-looking concepts for how FIS facilities might evolve by 2050, providing valuable insights into the future of airport operations. Stay tuned for more details about the event.

How will airports accommodate growth of international passengers and bags? Join airport/terminal planners, CBP, airlines, innovators, and futurists to share ideas for modernizing Federal Inspection Service (FIS) facilities at airports.



Jan 14: Setting the Context

Day 1: Tuesday Jan 14, 2025	
8:30 am–9am	Registration and Breakfast
9 am-9:30 am	Opening Remarks <ul style="list-style-type: none">• Welcome remarks /housekeeping items• Overview of NAS/TRB/ACRP• Overview of Event Objectives and Agenda
9:30am-10:15am	Context for International Travel <p>Session 1: International Aviation Long-range Forecasts/Projections <i>This session will explore the future of international travel, with a focus on long-range aviation forecasts, emerging markets, Strength of the outbound market for visitors from US internationally vs domestic traffic.</i></p> <ol style="list-style-type: none">1. Roger Schaufele, FAA Manager of Forecasts and Performance Analysis Division2. John Heimlich, A4A Chief Economist3. David Huether, Dep Director, Research, National Tourism Office, Dept of Commerce <p><i>Moderator: Matt Cornelius, EVP, ACI-NA</i></p>
10:15 am-10:30 am	Morning Break
10:30-11:15 am	Context for CBP Modernization <p>Session 2: CBP Modernization Vision for the future of FIS facilities <i>We will have an overall session to explore some of the developments with CBP’s vision for touchless processing, enhanced passenger processing and emerging areas associated with the future of CBP facilities at airports</i></p> <ol style="list-style-type: none">1. Tim Tyler, Branch Chief, U.S. Customs and Border Protection <p><i>Moderator: John Wagner, Retired Dep Executive Assistant Commissioner , CBP</i></p>
11:15am-12 noon	How Insights Event will roll out to see the context for introductions and breakout session <ul style="list-style-type: none">• About our Insights Event Participants <i>An interactive activity to engage participants from diverse backgrounds in a discussion that provides a broad context of FIS modernization, leading to the break-out sessions.</i>

	<ul style="list-style-type: none"> ● Overview of breakout sessions <i>Participants will be told to adhere to the breakout session rooms printed on their name tags. If no room, check in with reception.</i> <p><i>There will be four breakout session leads who will be introduced</i></p> <ol style="list-style-type: none"> 1. Design Planning & Technology 2. Accessibility & Wayfinding 3. Baggage & Connectivity 4. Risk & Resilience
Noon-1 pm	Networking Lunch
1 pm-1:55 pm	<p><i>Breakout Sessions Will Take Place. Participants will be pre-divided into two of the four (based on online registration or at the registration desk). Room # and times will be pre-printed on the back of name cards. Each breakout room will have two leaders each</i></p> <p>Breakout Session 1 of 2</p> <ul style="list-style-type: none"> ● <i>Participants can join two of the four breakout sessions relevant to FIS modernization, selecting from the following topics: Design/Planning & Technology, Accessibility & Wayfinding, Baggage & Connectivity, Risk & Resilience. Each session will provide an opportunity to engage in focused discussions on these critical areas.</i> <p>5 minutes is circulate to next room</p>
2:00 pm-2:45 pm	<p>Breakout Session 2 of 2</p> <ul style="list-style-type: none"> ● <i>Participants will go to the second of the four breakout sessions relevant to FIS modernization, selecting from the following topics: Design/Planning & Technology, Accessibility & Wayfinding, Baggage & Connectivity, Risk & Resilience. Each session will provide an opportunity to engage in focused discussions on these critical areas.</i>
2:45 pm-3:00 pm	Afternoon Break
3:00 pm - 4:15pm	<p>Interactive Session to Report Back the Key Themes from Breakout Sessions</p> <ul style="list-style-type: none"> ● <i>Each of the four breakout groups will have 15 minutes to share their insights</i> ● <i>Rapporeteur to summarize themes on the board at the end.</i>
4:15 pm-4:20 pm	<p>Day 1 Wrap-Up and Closing Remarks</p> <ul style="list-style-type: none"> ● <i>Summary of discussions and key insights from the day.</i> ● <i>Preview of Day 2 activities.</i>

EVENING REMARKS 4:30-6:30pm Beverages/Refreshments Provided	
Keynote speaker Laura Dawson, Executive Director, Future Borders Coalition	

Jan 15: Implications for FIS



On the second day, participants will be able to co-create on two screens the entire passenger journey to be able to inform CBP facilities at airports over the next 25+ years. Airports and terminal operators building facilities must have a long-term view of 60-70 years in the lifetime of assets. As a result, the outcome of the Insight Event will provide a depiction of some of the scenarios that are possible to inform future planning of facilities.

<i>Day 2: Wednesday Jan 15, 2025</i>	
8:30 am -9 am	Breakfast and Networking
9 am-9:30am	Rapporteur Recap of Day 1 & Key Themes
9:30-10:30am	FIS 2050: Part 1 Before Flight Departures <i>We will follow the journey for a passenger at an overseas airport for</i> <ol style="list-style-type: none"><i>1. Flight booking</i><i>2. Visas/Travel Authorization</i><i>3. Check-in/bag drop</i><i>4. Boarding</i><i>5. Other steps before a flight takes off</i> <i>Each step will be reviewed in order to get</i> <ol style="list-style-type: none"><i>1. a view for the traveler journey in 2050</i><i>2. implications for the FIS</i><i>3. research needs that could be additional information or studies that are needed</i>

10:30-10:45	Break
10:45 am-11:45 noon	<p>FIS 2050: Part 2 Arrivals to the US</p> <ul style="list-style-type: none"> -Sterile Corridor -Evolution of Primary Processing -Egress -Secondary Processing <p><i>Participants will be, via Menti (smartphone, laptop/cellphone) be asked questions to input into each step for key changes, implications for modernization as well as research needs.</i></p>
11:45-12:45	Networking Lunch
12:45-1:45pm	<p>FIS 2050: Part 3</p> <ul style="list-style-type: none"> -Baggage Flows -Connections -Signage/Wayfinding/Communications <p><i>Three additional topics will be advanced to be able to highlight the changes in flows for baggage and connections to international/domestic.</i></p>
1:45pm-2:30pm	<p>Summary of Themes & Future Research</p> <ul style="list-style-type: none"> • <i>The Rapporteur will provide a wrap-up of the key themes from the day 1 breakout sessions</i> • Future Research: <ul style="list-style-type: none"> ○ Near-term follow-up research: <i>Topics that require immediate action or further investigation.</i> ○ Long-term vision: <i>Areas that require strategic planning and long-term development.</i>
Event Concludes 2:30 pm	

Proceedings

Outputs from the event will be published as a report. Breakout group ideas will be based on Chatham House rules (non-attribution) in order to provide a basis for future ideas to be deliberated on and researched further.

Speakers and Bios

AmyClaire Brusch

Managing Director, Policy and Regulatory Affairs, ACI-NA



AmyClaire Brusch joined ACI-NA as Senior Director, Policy and Regulatory Affairs in May 2019. In her role, Brusch is responsible for fostering collaboration between federal agencies and the airport industry to advance key security, cybersecurity, and passenger facilitation policy priorities. She also serves as committee secretary to the Large Hub Committee.

Brusch has vast experience in aviation and public policy. Prior to joining ACI-NA, Brusch worked in government relations for the Metropolitan Washington Airports Authority, which operates Ronald Reagan Washington National Airport and Washington Dulles International Airport. Brusch also represented many aviation related clients during her time with O'Neill and Associates. She also served as Deputy Chief of Staff for Representative Todd Tiahrt and a legislative assistant and correspondent for Representative John Boehner.

Brusch holds a Masters in National Security and Strategic Studies from the United States Naval War College and Bachelors in History and Political Science from John Hopkins University.

David Huether

Deputy Director, Research, National Tourism Office, U.S. Department of Commerce



David Huether is the Deputy Director of Research at the National Travel and Tourism Office (NTTO), which is part of the International Trade Administration at the U.S. Department of Commerce. In this role, he oversees the production of the Federal government's official travel and tourism statistics.

Before joining NTTO in 2020, David worked at the U.S. Travel Association, where he managed the organization's economic, tourism marketing, and advocacy research programs. The U.S. Travel Association is a leading national non-profit that supports the travel and tourism industry, contributing \$2.4 trillion in economic output and supporting over 15 million jobs in the United States.

David's prior experience also includes serving as the Chief Economist at the National Association of Manufacturers (NAM), where he acted as the organization's economic forecaster and principal spokesperson on economic matters related to America's industrial base. He began his career as an economist at the Bureau of Economic Analysis at the U.S. Department of Commerce.

David holds a bachelor's degree from Guilford College in North Carolina and a graduate degree in economics from George Washington University.

Speakers and Bios

Ellen McClain

Former Deputy Assistant Secretary (Transborder Security), Department of Homeland Security



Ellen McClain retired in 2024 as Vice President at InterVISTAS Consulting Inc., where she contributed to the ACI-NA Facilitation Committee after joining the firm in 2019. She also served a three-year term as a Special Assistant and rehired annuitant with U.S. Customs and Border Protection, returning to the agency where she began her career over 30 years ago. At CBP, she helped develop a “flexible facility model” using facial recognition technology to enhance airport facilities.

Before her retirement in 2015, Ellen held senior roles at the Department of Homeland Security, including Deputy Assistant Secretary for Transborder Security (2012–2015) and Assistant General Counsel for Enforcement (2003–2012). She also served as Deputy Associate Chief Counsel for Enforcement at the U.S. Customs Service from 1985 to 2002. Ellen was awarded several honors throughout her career, including the General Counsel’s Extraordinary Achievement Award in National Security or Homeland Security Law in 2008. She holds degrees from Duke University, Vermont Law School, and Georgetown University Law Center.

Jennie Santoro

Project Director, Aviation Practice Area Leader, Gensler



Jennie is a project director in Gensler’s Seattle office and regional aviation practice area leader, specializing in the design and delivery of aviation projects. In addition to her architectural background, Jennie’s skill sets include terminal planning, coordination across disciplines and practice areas, program management, workshop facilitation, and stakeholder engagement. Her expertise includes partnering with federal agencies, notably CBP on international arrivals facilities and the TSA on security checkpoint design. A past Board Chair of the Airport Consultants Council and a regular speaker and workshop attendee of DHS Aviation Security Futures, Jennie leads through collaboration with the belief that diverse perspectives lead to better design and operational solutions. She is passionate about inclusive design to not only enhance the passenger experience, but also the work environment for airport employees, their tenants, and agency partners.

Jennie holds a Bachelor of Science in Architecture and a Master of Architecture from the Catholic University of America, School of Architecture and Planning. She is a licensed architect in the states of California and Washington. Jennie has been recognized as a ‘Top 40 under 40’ by Airport Business Magazine and a recipient of the ACC Board Chairs award for her contributions to the aviation industry.

Speakers and Bios

John Heimlich

Vice President and Chief Economist, A4A



John Heimlich joined Airlines for America (A4A) in April 2001 and currently serves as Vice President and Chief Economist. He is responsible for matters pertaining to economics and energy and frequently engages with members of the media. Prior to A4A, Heimlich spent five years at United Airlines in financial planning, financial analysis and international and regulatory affairs. In the latter role, he worked on competition matters, mergers, route cases and antitrust immunity for alliances. A native of Kent, Ohio, Heimlich holds a Bachelor of Arts degree magna cum laude, Phi Beta Kappa, from Cornell University and a master's degree in public policy from Harvard University's

John F. Kennedy School of Government.

John Wagner

Retired Deputy Executive Assistant Commissioner, US Customs and Border Protection



John P. Wagner served nearly 29 years in U.S. Customs and Border Protection (CBP) and its predecessor agency, the U.S. Customs Service. Starting his career in 1991 as a Customs Inspector, he worked at the New York/New Jersey seaport and the Laredo, TX land border before moving to Washington, D.C. At CBP Headquarters, Mr. Wagner became a recognized leader in international border management and biometrics, developing key programs such as Global Entry and Automated Passport Control. He also pioneered the concept of token-less and touch-less travel using facial recognition technology.

During his tenure, Mr. Wagner reengineered and automated government programs, saving millions of dollars annually while improving operational efficiency. He authored policies on national security, international travel, border inspection, and biometrics, and testified before Congress numerous times on topics related to security, privacy, and border management. Mr. Wagner retired in July 2020 as the Deputy Executive Assistant Commissioner for the Office of Field Operations, overseeing more than 31,000 employees, including over 25,000 CBP Officers. He managed operations at over 330 ports of entry with a \$6.5 billion budget supporting national security, immigration, and trade missions. A native of Long Island, NY, Mr. Wagner holds a B.A. in Psychology from the State University of New York at Albany and graduated from the Senior Executive Fellows program at Harvard University's JFK School of Government. He was twice a finalist for the Service to America's Medal in 2015 and 2019.

Speakers and Bios

Justin Lowe

International Operations Manager, Seattle-Tacoma International Airport



Justin Lowe is the Manager of International Terminal Operations at the Seattle-Tacoma International (SEA) Airport. In his role, he oversees the operations in SEA's International Arrivals Facility (IAF) to maximize the passengers' efficient and safe transition through the airport facility, with a high focus on customer service. He is the primary liaison with Federal agencies to promote programs that improve efficiency for international operations for both passengers and stakeholders. He serves on both the ACI-NA Facilitation Committee and AAAE International Facilitation Subcommittee, and is an active member of the

American Association of Airport Executives (AAAE) as a C.M.

Before joining the Terminal management team in 2021, he served as an Airport Duty Manager (ADM) at SEA Airport for 2 years. Justin's prior experience also includes 5 years in various Airport Operations roles at King County International Airport/Boeing Field. He holds a Commercial Pilot certificate with multi-engine and instrument ratings and is a Certified Flight Instructor. A native of Carmel, Indiana, Justin holds a B.S. in Professional Flight Technology and a M.S. in Aviation and Aerospace Management from Purdue University.

Larry Studdiford

President and Owner, Studdiford Technical Solutions, LLC



Larry Studdiford is the President of Studdiford Technical Solutions, LLC, with nearly 30 years of experience in aviation, specializing in checked baggage system design and construction management. He has played a key role in technology integration, specification development, and commissioning for airports worldwide. Larry has worked closely with the TSA since its inception, contributing to policies and advanced screening technologies, including the Baggage Screening Investment Study (BSIS) and the Checkpoint Design Guide (CDG).

In 2015, Larry founded Studdiford Technical Solutions to fill a gap in baggage handling expertise, offering consulting services for airports, airlines, and federal agencies. His firm supports the full project lifecycle—from planning and design to commissioning and close-out. Larry is also a long-time board member of the Airport Consultants Council, advocating for innovation and excellence in airport services. Through his leadership, Larry has helped improve baggage handling systems and airport operations at major airports like DFW, ORD, BWI, and JFK, positioning him as a respected authority in the field.

Speakers and Bios

Laura Dawson

Executive Director, Future Borders Coalition



As Executive Director of Future Borders Coalition, Laura Dawson works with a binational coalition of government and industry leaders in order to build better borders for travel and trade. She has solid name recognition within her work at the Wilson Center as well as engagement with US Customs and Border Protection for airport, airline and other groups within the field of border modernization.

Prior to her appointment to FBC, Dr. Dawson led the North America office of the Amazon Web Services (AWS) Institute, facilitating public sector digital transformation. Other posts include director of the Canada Institute at the

Wilson Center in Washington, D.C., founder of Dawson Strategic, and senior economic advisor at the U.S. Embassy in Canada.

Dawson serves on the teaching faculty at the Master of Public Policy program at McGill University in Montreal and is a board member of the Canadian Global Affairs Institute. In addition, Dawson was jury co-chair for the Government of Canada's 2022 New Frontiers in Research Fund and was named 2021 Person of Distinction by the Public Affairs Association of Canada. Dr. Dawson holds a PhD in Political Science from Carleton University. She lives in Atlanta, Georgia.

Matt Cornelius

Executive Vice President, Airport Council International-North America



Matt Cornelius joined ACI-NA in November 2012 and currently serves as Executive Vice President. Since joining, Matt has played a pivotal role in strengthening ACI-NA's relationship with U.S. Customs and Border Protection and leading initiatives to enhance airport operators' roles in commercial aviation. He oversees ACI-NA's committee system and serves as the committee secretary for the U.S. International Air Service Program.

With extensive experience in the aviation industry, Matt has provided valuable insight on various issues, including aviation regulations, air service development, passenger facilitation, and airport/airline relations. He has also served multiple terms on the U.S. Customs and Border Protection User

Fee Advisory Committee and currently sits on the U.S. Department of Commerce's Advisory Committee on Supply Chain Competitiveness. Additionally, Matt is co-chair of the FAA's Aviation Rulemaking Committee on UAS Detection and Mitigation Systems.

Before joining ACI-NA, Matt worked as Airline Affairs Manager at the Metropolitan Washington Airports Authority, and held roles in finance, commercial strategy, and airport operations at Frontier Airlines and Denver International Airport. Matt is a graduate of Villanova University with a Bachelor's degree in Business Administration and holds an MBA from the University of Colorado at Boulder.

Speakers and Bios

Roger Schaufele

Manager, Forecasts and Performance Analysis Division, FAA



Roger Schaufele is Manager of the U.S. Federal Aviation Administration's Forecasts and Performance Analysis Division in the Office of Aviation Policy and Plans. He oversees the development of the FAA's forecasts of U.S. aviation demand and activity as well as forecasts of demand and activity for individual airports contained in the Terminal Area Forecast (TAF). He has more than 35 years' experience in forecasting aviation demand in various regions of the world. Prior to coming to the FAA, he was Manager of System Forecasts at US Airways. He holds degrees in economics from the University of California, Berkeley and Northwestern University.

Timothy Tyler

Director, External Engagements and Innovation Division, Admissibility and Passenger Programs (APP), Office of Field Operations (OFO) H2, Washington, DC.



Throughout his CBP career, Mr. Tyler has served in a variety of leadership roles. Most recently, he served as the Director of Airport Modernization where he led OFO's efforts to improve national security and passenger facilitation at CBP's major airports and as Director of Traveler Entry Programs. As the Deputy Director, Systems Enforcement Analysis and Review Division, where he led a team responsible for the Unified Processing System development, Unified Secondary, Systems Enforcement Admissibility Liaison, and the analysis of admissibility systems and enforcement policy related to the processing of travelers seeking admission to the United States. Additionally, he implemented the electronic a-file initiative and streamlined secondary case processing across the Nation.

Previously, Mr. Tyler has also served as Branch Chief, Enforcement Programs Division, Acting Branch Chief, Preclearance Field Office, Caribbean Ports of the Bahamas, Bermuda, and Aruba; Acting Port Director, Aruba Preclearance; and Supervisory Course Developer Instructor at the Field Operations Academy and the Advanced Training Center. During his tenure at the academies, he played a significant role in developing and deploying OFO's first national post-academy and field training programs.

In his current role, he directs APP efforts related to Airport Modernization, Advance Passenger Information, document validation, military customs training, and external engagements with airline and airport stakeholders. Mr. Tyler's has extensive knowledge in OFO's enforcement programs and extensive experience as supervisor, trainer, course developer, CBP officer.

Speakers and Bios



Monique Evans

*Director, Cooperative
Research Programs*



Marci Greenberger

*Manager, Airport Cooperative
Research Program*