

出國報告（出國類別：其他）

赴美國費城參加
「81st ANNUAL AAAE CONFERENCE
AND EXPOSITION」會議報告書

服務機關：交通部民用航空局桃園國際航空站

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派赴國家：美國（費城）

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出國計畫主辦機關：交通部民用航空局桃園國際航空站

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分類號/目

關鍵詞：美國經理人協會、AAAE、年會

內容摘要：

美國機場經理人協會（American Association Of Airport Executives,AAAE）在每年 6 月以輪流方式由具有規模機場舉辦定期會議，與會代表有機場主管、航空產業及政府相關部門（包括美國國土安全部 United States Department of Homeland Security，DHS 運輸安全署 Transportation Security Administration,TSA、聯邦航空總署 Federal Aviation Administration,FAA）等，藉此次會議可以充分面對面交流，使機場、航空產業相關人員在會中互相交流，了解當前的經營策略、新的技術模式等並分享在管理機場業務方面知識與經驗。

由於國家特性不同，藉出席本次會議吸收經營管理知識與經驗外，期不斷加強臺灣桃園國際機場之軟硬體設施，以提升其競爭力。

本文電子檔已上傳至出國報告資訊網。

目 錄

一、 背景與目的：	3
二、 行程經過摘要	3
三、 會議場地及內容摘要：	4
(一) 會議第一天 (98.06.14 , 8 a.m.-7:30 p.m.)	6
(二) 會議第二天 (98.06.15 , 8 a.m.-7:30 p.m)	6
(三) 會議第三天 (98.06.16)	8
(四) 會議第四天 (98.06.17)	20
四、 心得與建議	23
五、 附件	25
(五) 附件一：會議議程及主講者	25
(六) 附件二：與會會議機場名冊	39
(七) 附件三：會議及活動照片	42

一、 背景與目的：

桃園國際機場為我國空運旅客、貨物的重要門戶，目前經營管理上是由交通部民用航空局桃園國際航空站負責，機場經營可以說錯綜複雜，在法制面工作內容以私經濟行政如商店、餐廳之經營管理，土地、房舍之租賃等，在行政法概念屬於公營造物之服務性營造物，亦有公法如航空保安及各 C.I.Q.公權力之行使及國際法上國際民航組織（ICAO）國際民用航空法及各項附約等相關規範之適用，我國非屬國際民航組織會員國，因此透過各種與國外機場及相關航空產官學界所舉辦之會議、除了可以相互學習、觀摩及瞭解其營運狀態，並可先期瞭解航空相關未來發展趨勢，進而可以重新檢視我國機場缺失以求改善及加強營運服務面，在現行制度中如何讓經營機場多元化及令使用者感覺到可親近性，以提升國際機場競爭力；美國機場經理人協會（American Association Of Airport Executives,AAAEE）源自 1928 年由 10 位機場的主任在洛杉磯國際機場所建立，目前成為世界上重要航空協會，在每年 6 月以輪流方式由具有規模機場舉辦定期會議，與會代表有機場主管、航空產業及政府相關部門（包括美國國土安全部 United States Department of Homeland Security，DHS 運輸安全署 Transportation Security Administration,TSA、聯邦航空總署 Federal Aviation Administration,FAA）等，藉此次會議可以充分面對面交流，另外在會場中也展示航空有關最新產品，AAAEE 舉辦會議除可擴大機場彼此間的經驗交流，更可為航空相關產業廠商提升知名度與爭取更多商機，也不得讓我們佩服美國對於航空產業不僅於客、貨運輸及便利通關服務外，更提升整合航空產業供應鍊及行銷的能力，在油價高漲及景氣大幅衰退中仍努力找尋商機。

二、 行程經過摘要

98 年 6 月 12 日－13 日：

去程：搭機由台北→美國紐華克國際機場（Newark Liberty International Airport，EWR）→紐約中國城再轉搭巴士→費城中國城

98 年 6 月 14 日－17 日：

報到及會議：費城國際會議中心。（7 月 16 日參訪費城國際機場）

98 年 6 月 18 日：

回程：由費城搭巴士→美國紐華克國際機場（Newark Liberty International Airport，EWR）搭機→安格拉治機場轉機→台北。

三、 會議場地及內容摘要：

費城，在 1682 年由英國探險家威廉潘(Quaker William Penn)發現並命名了 Philadelphia，是希臘語「兄弟之愛」的意思。費城是美國的古都，也是第五大都市，但是在十八世紀中葉，費城卻是美國和民主的誕生地，獨立宣言和美國憲法草案也是在這裡起草與簽署，貝茜·羅斯(Betsy Ross)更在費城設計升起了美國國旗，美國國父華盛頓也在此流過不少歲月。而富蘭克林這位偉大的政治家、作家及發明家，也是誕生於此；現在費城依然多彩多姿，除本身是美國最具有歷史背景外，每年還有世界著名「費城影展」、「費城車展」、「已經舉行了二十七年家庭日」等，費城獨立鐘更是具有歷史意義的代表，此次會議中心就在古色古香費城市政府附近的賓夕法尼亞國際會議中心召開，以「Life, Liberty and the Pursuit of Avaition」為主題，在此不禁讓我感受到美國自獨立建國到成為世界強國的，也感受到美國資本主義對於自由市場及如何爭取其競爭優勢的企圖心，在這古色古香頗具有歷史古蹟的城市中開會，可以看到美國人正發揮他們努力不懈的精神。

費城市政府



愛的公園，也是這一次會議主題源起之一象徵生命



著名的獨立鐘，也是這一次會議主題源起之一 象徵自由



賓夕法尼亞國際會議中心門口



賓夕法尼亞國際會議中心內部



本次會議於美國時間 6 月 14 日起為期 4 天，茲將會議內容臚列如下：

(一) 會議第一天 (98.06.14, 8 a.m. – 7:30 p.m.)

地點：賓夕法尼亞會議中心 (Pennsylvania Convention Center)，位於費城市中心。

重要事項：

- 1、與會者報到及領取相關資料。
- 2、航空相關先進產業展覽及參觀。
- 3、會議重點：

A、總體航空安全工作：

因飛航保安計劃 (Large aircraft Security Program, LASP) 的實施，對機場運作而言，總體航空安全 (GA security, General Aviation Security) 將比以往更形重要，在這個架構下，透過保安專業小組與與會者經由此次會議，將會對 LASP 現況及其最新的保安要點有所了解，航機大型化所載運旅客數量更多，所需考量在航機保安彼此合作更應周密。

B、安全管理系統 (SMS: Safety Management System) 與空側安全的改善：

AAAE (American Association Airport Executive) 將針對機場保安系統的需求建立一個專業小組，對機場安全管理系統需求，提出計劃與實施步驟，使得管理機場的人員在各方面可依此計劃有效地管理機場。

C、航空業的衰退及油價的不穩定油價對目前機場的衝擊：

航空業的衰退以及油價的不穩定，使得航空業以裁減班機、減少服務來降低財務風險，專業小組的建議方法將可以使機場在此不景氣的狀況下，降低財務風險。

(二) 會議第二天 (98.06.15, 8 a.m. – 7:30 p.m.)

重要事項：

- 1、與會者報到
- 2、會議重點：

A、展望 2010 年 – 建構貨運保安規則：

藉由專業小組了解 TSA 已實施了一些保安工作和促使航空業在 2010 年達成法規所要求載客航機上貨物需經過百分之百保安檢查的目標，會中也討論如何在 2010 年之前達成此目標。

B、FAA 所被賦予之權責及 ARFF¹ 的提案：

這課題將提及 FAA (Federal Aviation Administration) 法規議案的最新的狀況，並討論這些法律規定對機場和航空業的影響。

¹ ARFF: aircraft rescue fire fighting, 航空器搶救和消防，一般的機場皆會擁有 ARFF 和 Airport EMS 的隊伍，專門應付突發的緊急情況。

AAAE 專業小組也將檢視有關勞工層面的議題，這議題要求機場加強飛機救援工作、增加消防設備，特別是對各機場增加人員配置、設備以及公共建設工作；並檢視機場設施與措施是否會對附近的社區有所危害。

C、機場顧問小組：

在航空業面臨轉變的時刻，專業的機場顧問小組將就其工作進行討論，討論機場將面臨的挑戰與未來。

D、發展航空公司與機場的關係：

大型航空公司代表將討論機場與航空公司的互動關係以及在經濟動盪的時代裡，將要面對的挑戰與機會。

E、費城國際機場(airport code PHL)的新狀況：

環境評估報告(Environmental Impact Statement，EIS) 個案研究是由費城國際機場提出，該機場是美國國內交通繁忙的運輸中心，正在實施一個長程發展計畫，機場發展計劃之一的容量增加方案，目的在降低飛機晚到^{II}、增加旅客容量及建立公共設施以容納PHL^{III}持續增加的運量。

^{II} 因無機坪可停，飛機於空中盤旋導致飛機晚到

^{III} PHL作跑道延伸雖然PHL已作周嚴的考慮與計劃，但仍會影響附近的較貧社區或小社區的居民，PHL事先與居民開會溝通，並回饋居民，蓋了一所教堂及健康中心。

(三) 會議第三天 (98.06.16)

參訪費城國際機場 (Philadelphia International Airport, PHL)

1、費城國際機場概述：

費城機場位於費城市區 7 英里距離，整體面積有 2,302 英畝，機場包括七個航廈 (A-WEST、A-EAST、B、C、D、E 和 F) 和四條跑道 (9R/27L - 10,500 英尺; 9L-27R - 9,500 英尺; 17/35 - 6,540 英尺; 8/26 - 5,000 英尺)。

2008 年運量旅客量為 3180 萬人次 (含 4 百萬位國際乘客)，航班計有 49 萬 2 千架次；貨運量超過 506,000 噸，有 29 家航空公司飛行 125 個航點 (包括 39 個國際航點)；在機場企業有超過 200 個以上企業並提供 42000 人工作機會。

這次參觀從費城國際機場國際航廈 A-WEST 開始，以許多不同融合的建築為特色。當我們進入機場時，不管在天花板或牆上可以看到不同展現方式的藝術品，費城本身歷時多年的費城影展及費城人隊的體育用品在機場都可以看到。我們到 B/C 通廊到達費城商場除了現場有爵士樂演唱外，各式各樣商場及餐飲服務就是一個百貨公司的經營方式，在費城領導我們的工作人員更驕傲告訴我們他們為費城市政府賺了不少的錢，並解說他們如何不斷改變設施及創新服務。

2、參訪過程：

抵達航廈路緣設施：進入費城機場就第一印象就是手推車要付錢 (5 元美金)，在美國使用者付費觀念普及與由此方式增加民眾就業機會；另外美國多數機場已將航廈周邊設置立樁或紐澤西護欄，以防止汽車衝入航廈。



進入 1 樓出境大廳：當日由機場各經理人在一樓出境旅客報到區介紹他們成員及負責工作後，引導我們開始參訪行程



牆面有現代藝術品，而且採取立體創作



費城機場的旅客報到區排隊縱深並不長，採橫向配置報到櫃檯，後方有行李輸送系統及採用斷層掃描儀檢查行李。



經過與旅客同樣標準的安全檢查後進入管制區後，發現他們管制門採電控鎖及依保安規定公告相關告示



在管制區內活潑整齊的商店及餐廳規劃顯的活潑有朝氣，連市招也都有一致性規劃



管制區內外區隔採用強化玻璃，可以看到非管制區天花板上的紙鶴吊掛為飛機形狀



英航貴賓室，該公司將簡單櫃檯裝置成星空一樣美麗



多元藝術及文化的展現：多種不同藝術創作、費城影展的海報及歌星傳記突顯出費城文化特色，也真正的做到「機場為文化之延伸」這一句話







費城機場標示指引因不需與我國機場一樣需要有中、英文，所以顯得簡單



利用空白牆面將整個機場配置及商業區活潑域顯現出，讓旅客容易找到想去的地方及增加消費機會，下方也有合作廠商 LOGO



很美式風格的服務台



旅客休憩區



兒童遊戲區



隨處可見的搖椅



在 TSA 嚴格安檢下，但後方設置曲線座椅供旅客穿鞋使用，與我國唯一差別是美國出境並不需要經過護照審查，因此規劃空間也變大了



在費城機場有超過 150 家以上的店合作伙伴與機場公司合作服務旅客，費城機場公司人員也提供我們每位參訪人員折價券，鼓勵我們購買各種商品及消費，與我國國際機場管制區內是不可以購買物品不同，因為費城機場都沒有免稅品，全為應稅品，因此參訪人員也可以是消費者





美食街的公共用餐區



公共用餐區上方一樣有裝置藝術



用餐區前方有樂團表演



並且在旁邊有預告下次表演



保安管制門，管進不管出原則：在結束參訪後就由此門通過類似閘門離開管制區



聯外運輸系統：出管制門後可選擇搭乘快速鐵路或地鐵等交通工具離開機場



快鐵



計程車停靠站



（四） 會議第四天（98.06.17）

重要事項：

1、與會者報到

2、會議重點：

A、紓解繁忙的空域－大型機場(樞紐)擁擠的管理：

過去幾年，全國各大型機場的空域越來越擁擠聯邦航空管理部門正在尋求各種解決方案，以解決各種問題機場也必須在成本效益的前提下，興建增加旅客、航機容量提昇安全的氣氛，並尋找如何平衡各項工作，使航空系統逐步成形。

B、應用 DBE 計劃與方案 營造一個更好的未來：

在美國受聯邦基金資助的機場必須建構 M/W/DBE 計劃，這講習將能了解來自全國各機場的最佳示範，以使與會代表的機場有一建構支持弱勢族群的基準。

M/W/DBE program = MBE/WBE/DBE program

MBE: Minority Business Enterprise

少數族群商業企業公司組織的企業是由少數族群(黑人/西裔美人/原住民/亞太裔美人/中西亞裔美人)的人所擁有，且其日常管理與經營也是由這些人來實行。

WBE: Women Business Enterprise 由女性同胞所組織的企業

組織企業是由女性所擁有，且其日常管理與經營也是由這些人來實行
以上兩型態，無須提出個人淨值，必須提出社會弱勢證明，必須僱用專業人員來協助營業，向市政府或州政府申請的契約裡，必須設有年度目標，且由政府監督，公司組織由市政府或州政府的基金 100%援助，

DBE: Disadvantaged Business Enterprise 弱勢的商業組織(公司)

此法源自於美國運輸部門(聯邦法案)，DBE 之定義係訂定合約時，可藉由聯邦基金資助且合約內容必須有關交通建設，其餘規定概括 MBE/WBE。

C、因地方的參與，使得航空的服務更美好：

深入了解機場如何從與商業團體或其他組織合作，借由合作使機場受益，而能加強航空的服務。

D、新的工程專案加入環保概念：

這個講習在於討論機場土地開發案實施之前，如何符合環境法規的重要性。與會者也將了解專家和機場同仁有關機永續經營和機場設計的最新最佳心得。

E、小型機場的電腦硬體設施：

航空公司所使用的機場電腦硬體設備，劃位櫃台及電腦系統--應用共同資源，使得小機場可以大大地利用這些設備，在現行的經濟環境下，航空站設施的再利用，以符合航空公司與旅客的需求是一個降低作業成本的方法，同時也讓現有的航空公司和新的航空公司可以有效地反應旅客的需求，並提供多元化的需求和功能的自動化，以有效地滿足旅客的需求。

F、降溫，航空站對能源有效的利用：

過去五年，機場已歷經史無前例的能源成本大增，這影響航站使用者很大。大部分的機場在成立之時，能源成本是穩定的，而現在能源成本不穩的情況下，且找不到較便宜的能源，如何擺脫能源不穩定的窘境？這個研習將以個案研究的方式，告訴你機場的經營者如何協調公物使用率，降低能源的消耗，以保持機場運作在一定的水準。

G、自由自在的旅行—美國、歐洲開放空域協定：

美國與歐洲開放空域協定已開始實施，機場或許因更多旅客與利潤而受益，但是機場是否已因應此協定有所準備。另外，會中也討論機場在這經濟不景氣的時候，如何從開放空域獲益。

H、機場保安技術的提昇：

航空業專業小組與技術人員討論最新的航空保安技術發展，有關旅客與行

李的通關檢查、機場界圍保安、生物辨識認證系統及出入管制系統，能多了解一些現行的實驗性計劃、各種技術的評估、美國聯邦基金所資助的技術支援，以及 TSA 於 2009 年的技術發展計劃與研究。

I、機場擺脫財務上的負擔：

與會人員將有機會了解國內航空機場的主管在這經濟艱困的時候，如何成功地經營一個機場，這些主管的講演內容也將包括機場的經營者及駐站單位的觀點。

J、在這不確定的環境裡，租賃車的聯合設施的設置思考：

機場在計劃投資租賃車的總體設施時，必須考慮一些問題，特別是在這不穩定環境時候這討論一包括租賃車業的經濟衰退及目前趨勢；資金籌措困難的情形；還有設施的設計與建築問題，也使得租賃車業財務短缺及存在不穩定的因素。

K、機場旅客的問題：

美國經濟混亂的狀況打擊旅遊業甚深，也大大地使航空公司減少班機，此對航空業大有影響，對於旅客服務也大打折扣，使得旅客處於焦躁與挫折中，因此對旅客的全程照顧，包括從機場停車場至登機，比以前更重要，這個會議由各機場的專家將分享他們的經驗與傳遞優越的旅客服務與機場印象的一些觀念。

L、計劃與策略的正向交集

在目前全球經濟不穩定的狀況下，有關機場運作的各種計劃的重要性越來越不可忽視。因各行業的財務前景都不景氣的狀況下，特別是航空團體及機場必須評估他們的發展需要，並在專注其策略方向時，再一次檢視他們的主要計劃，專家們也將分享他們在這方面的知識，來幫助機場的經營者獲得主要計劃和策略計劃的微妙平衡。

M、ADS-B – 對我們的機場能做什麼？

ADS-B^{IV}已被視為國內第二代空中運輸系統的基礎。這個研習將透露未來的監督技術，與會者將有機會聽一聽FAA、ITT 和其他行業專家闡述ADS-B的重要性、修正ADS-B的發展和成功的案例 但最重要的是知道ADS-B如何有益於機場運作。

註：Automatic dependent surveillance-broadcast (ADS-B)：監控空中交通的技術與系統裝置以全球衛星導航系統定位自己的方位，可定時地傳送自己的方位與相關資訊給地面相關的站台和裝有 ADS-B 的飛機。

四、心得與建議

在參加此次會議後讓我真的開了眼界，開始思考航空產業可以如此廣泛，而不只是局限於狹隘的客、貨運或民航六業中，目前在美國計有共有 5000 多個機場（包括國際、國內及私人小飛機機場），航空產業是透過成熟及自由的市場，每個機場在與自己國內機場競爭外，更大幅透過開放天空等各種方式與國際上競爭；反觀之我國因土地限制因素因此各方目光均注視著桃園國際機場，因此桃園國際航空站即負起國家大門之重責大任，而無法以純粹商業角度視之，晚近亞洲地區各國機場可以說傾全國之力發展出可為航空城，例如韓國仁川機場、日本東京成田機場、香港赤鱗角機場，甚至大陸上海浦東等機場，讓機場不再單純之運輸事業；目前政府推動「愛台 12 項建設」中首推桃園機場航空城規劃，然而在這一次如此重大變革中，本人僅對於此次所見所聞分享為我們未來在機場經營管理上的參考：

- （一）將航空產業規模擴大：在此次會議中除了研討相關經營管理、安全、保安等事項外，在規劃上有許多航空產業相關廠商參展，包括保安設備廠商、安全系統廠商、機場規劃顧問公司、地勤設備、各項機場營運軟體及至各種智慧型整合系統廠商等均參加展出；目前我國在經濟產業以資訊產業為主，如我國在高科技產業發展智慧整合型監視器、門禁等保安設備已經有一定之水準，如可發展為機場等使用，並將相關設備行銷其他國家。
- （二）充分授權及法規鬆綁：目前桃園國際航空站為四級機關，在預算及相關規劃均受行政機關相關規定限制，在商業經營管理與採購上均受政府採購法等法規限制，無法依據真正需求選擇需要的商業伙伴，招標機制讓選擇合作廠商一半得靠運氣一半靠履約管理，當有爭議時透過仲裁等時更曠日費時，不僅影響服務旅客，更影響工作團隊對於經營管理有挫折感；另外現行相關法令讓招商及採購因避免圖利問題導致採取被動防弊作法，似乎無法真正作到興利，結果讓經營管理方式日趨保守；因此未來規劃機場國營化時應在法規上充分鬆綁與授權，並且尊重市場機制而少一點行政干預。
- （三）各部會及全國民眾應全力支持：桃園國際機場內有有公務機關 10 餘個，各司其職，礙於法令避免相關違法事項往往造成便利與法令上有所衝突，公務體系又限於員額上限制，在人力不足下執法往往會造成各種不便利，因此在推動航空城時各部會需捨棄本位主義，應以興利角度設計制度而非防弊角度，並避免不必要之限制，才能真正落實航空城推動之政策。
- （四）增加機場經營管理成員專業訓練及與參訪國際機場機會：目前我國機場經營上仍以行政機關為主，這次會議中每個經理人都專心在研討如何將利潤極大化，如何與廠商形成利潤共享的伙伴關係，如何有更好創新之服務與強化競爭力之時，並結合各地方政府之觀光與各種產業資源，來增加觀光、商務旅客及

航空貨運運輸；我國因為制度上限制，如今將轉型為國營機場公司，除制度化改變外，對於員工專業訓練更形重要，建議能增加基層員工出國參訪學習成功機場模式，並融入於我國機場經營上。

五、 附件

(五) 附件一：會議議程及主講者

Conference Agenda

81st Annual AAAE Conference and Exposition Agenda

(Subject to Change)

Saturday, June 13

7:30 a.m.-3:30 p.m. Philabundance Volunteer Event

8 a.m.-5 p.m. Exhibitor Registration and Set-Up

1-5 p.m. AAAE Board of Directors/Policy Review Committee Meeting

2-5 p.m. Delegate Registration

Sunday, June 14

8-9 a.m. Student Chapters Meeting - Student Reports

8 a.m.-3 p.m. Exhibitor Set-up

8 a.m.-7:30 p.m. Exhibitor Registration

8 a.m.-7:30 p.m. Delegate Registration

9 a.m.-5 p.m. AAAE Accreditation Final Interviews

9-10:15 a.m. AAAE Chapter Meetings

10:30 a.m.-12 p.m. AAAE Executive Business Meeting

(open to all AAAE Airport Members)

10:30 a.m. - 12 p.m. AAAE Academic/Student Chapters Workshop

12-1 p.m. Lunch for Airport Members Only

12:30-2 p.m. International Association of Airport Executives Board of Directors Meeting

1-3 p.m. AAAE Committee Meetings

- · General Aviation Airports Committee
- · Academic Relations Committee
- · Biometric Airport Security Identification Consortium (BASIC)

1:30-2:30 p.m. Airport Board Members and Commissioners Session

2-3 p.m. Exhibitor Meeting

3-3:30 p.m. Refreshment Break

3-3:30 p.m. Academic/Student Chapter Mentor/Mentee Ice Breaker

3:30-5 p.m. Concurrent Sessions

- · General Aviation Security: Finding the Right Balance
- · SMS and Improved Airfield Safety
- · Impact of Recession and Volatile Oil Prices on Today's Airports
- · Aspiring Above Excellence - An Overview of the A.A.E. Program
- · From the Ground Up - Airports Take Over Ground Handling

5-7:30 p.m. Exhibit Hall Grand Opening and Corporate Appreciation Reception

6 p.m. AAAE Corporate Cup Presentation in AAAE Showcase

Monday, June 15

7:30 a.m.-5 p.m. Delegate and Exhibitor Registration

8-9 a.m. Breakfast with Exhibitors

8-9 a.m. AAAE Committee Meetings

- · 2009 National Airports Conference Committee
- · Foundation Committee

9-10:15 a.m. Refreshment Break with Exhibitors

10:15-10:45 a.m. Official Conference Opening Ceremonies

10:45 a.m.-12 p.m. Opening Session

Keynote Speaker: **Gary Kelly**, *President and CEO*, Southwest Airlines

12-1:30 p.m. Lunch with Exhibitors

12-3:30 p.m. Visit with Exhibitors and Hall Activities

1-4 p.m. AAAE Proctored Essay Examination

1:45-3:15 p.m. AAAE Academic/Student Chapters Workshop

2-3 p.m. AAAE Committee Meetings

- · Joint Small Commercial Service Airports/Airline
- · Economics Committee
- · Transportation Security Services Committee
- · Diversity Committee
- · Environmental Services Committee
- · Technical Services Committee

2:30-3:30 p.m. Refreshment Break with Exhibitors

3:30-5 p.m. Concurrent Sessions

- · Looking Towards 2010 - Implementing Cargo Security Regulations
- · FAA Reauthorization and ARFF Proposals
- · Airport Consultants Panel
- · Enhancing Airline and Airport Partnerships
- · Capacity Enhancement at PHL-An Airport Development Case Study

6:15 p.m. Board Bus for Evening Event at the Moshulu

6:30 p.m.-9:30 p.m. Evening Event at Moshulu

Hosted by Philadelphia International Airport

Tuesday, June 16

8 a.m.-12:30 p.m. Delegate and Exhibitor Registration

8-9 a.m. Breakfast with Exhibitors

8-9 a.m. AAAE Committee Meetings

- · Operations/Safety/Planning Committee
- · Military Relations Committee
- · Finance and Administration

8-9:30 a.m. FAA Airport Design Competition for Universities

9-10 a.m. U.S. Contract Tower Association General Membership Meeting

9-10:30 a.m. Visit with Exhibitors and Refreshment Break

9-10:30 a.m. AAAE Academic/Student Chapters Workshop

10:30-11:45 a.m. General Session with Keynote Speaker

11:45 a.m.-1 p.m. Final Exhibit Hall Hours

12-1 p.m. Lunch with Exhibitors

12:30-5:30 p.m. Golf Tournament at JC Melrose Country Club

1-3 p.m. Round Table Discussions

- · TSA Roundtable Discussion
- · FAA Roundtable Discussion

1-4 p.m. Philadelphia International Airport Tours

12:30-5:30 p.m. Golf Tournament

Wednesday, June 17

8 a.m.-3 p.m. Registration

8-9:30 a.m. AAAE Executive Business Breakfast

(all delegates welcome)

9:30-10:30 a.m. Concurrent Sessions

- · Relief From Crowded Skies - Managing Large Hub Congestion
- · Ringing in a Brighter Future for DBE Plans and Programs
- · Better Air Service Through Local Partnerships
- · Getting to Green with New Construction Projects
- · CUTE Facilities at Smaller Airports

10:30-11 a.m. Refreshment Break

11 a.m.-12 p.m. Concurrent Sessions

- · Lowering the Temperature - Terminal Energy Efficiency Audits
- · Freedom to Travel - U.S.-European Open Skies
- · Airport Security Technology Update
- · GA's Pursuit of Liberty from Financial Burdens

12-2 p.m. AAAE Awards Luncheon

Keynote Speaker: **Doug Parker**, *Chairman and CEO*, US Airways

2:15-3:15 p.m. Concurrent Sessions

- · Rental Car Consolidated Facility Considerations in an Uncertain Environment
- · In Pursuit of Happy Travelers -Customer Service Challenges at Airports
- · The Right Mix - Blending Airport Master Planning and Strategic Planning
- · ADS-B - What Will It Do For My Airport?

3:30-4:30 p.m. AAAE Board of Directors/Policy Review Committee Meeting

6-6:45 p.m. Chair's Reception

6:45-9:30 p.m. 81st Annual Conference Banquet

Hosted by Philadelphia International Airport

9:30-11 p.m. Dessert Reception

Hosted by Dallas/Ft. Worth International Airport

81st Annual AAAE Conference and Exposition · Philadelphia PA · June 14 - 17, 2009

Session Descriptions & Confirmed Speakers

SUNDAY, JUNE 14 - 3:30-4:45 P.M.

General Aviation Security: Finding the Right Balance

With the proposed Large Aircraft Security Program (LASP), GA security is now more important, than ever, to airport operations. Join this panel of experts on GA airport security to learn the status of the LASP and the latest security initiatives. Exchange ideas with your fellow GA airports and discuss opportunities to collaborate in the coming year.

Ms. Lori Beckman, *President/CEO*, Aviation Security Consulting, Inc.

Ms. LaPonda Fitchpatrick, *Commanding Officer*, Van Nuys-LA/Palmdale Airports

Mr. Randy Bisgard, *Senior Vice President*, Airport Business Solutions

Mr. Stephen Williams, *Director of Airports*, Delaware River & Bay Authority

Mr. Christopher Rozansky, *Airport Operations Manager*, Collin County Regional Airport

SMS and Improved Airfield Safety

AAAE will present a panel of experts to describe the progress and implementation plans for the eminent requirement for Airport Safety Management Systems. Airport employees, consultants and government employees will be on hand to debate the benefits and challenges of this quality management approach for managing airports.

Mr. Al Stuart, A.A.E., *Superintendent of Airport Operations*, Salt Lake City International Airport

Mr. Mark Coates, *Senior Manager, Airport Operations - Airfield*, Seattle-Tacoma International Airport

Ms. Keri Spencer, *Airports SMS Program Manager*, Federal Aviation Administration

Mr. Seth Young, C.M., *Associate Professor*, Ohio State University

Impact of Recession and Volatile Oil Prices on Today's Airports

Airline uncertainty over the recession and unstable fuel prices can translate into capacity cuts and withdrawal of service from secondary markets. This panel will explore practical steps airports can take to reduce their financial risk during recessionary times.

Mr. Charles "Skip" Miller, A.A.E., *Executive Director*, Louisville International Airport

Mr. John Hofmeister, *Founder and Chief Executive*, Citizens for Affordable Energy

Mr. William "Bill" S.Swelbar, *Research Engineer*, MIT International Center for Air Transportation

Aspiring Above Excellence - An overview of the A.A.E. Program

This session is highly recommended for all individuals who are interested in the benefits of achieving and pursuing accreditation.

Ms. Danette M Bewley, A.A.E., *Sr. Program Manager*, Reno-Tahoe Airport Authority

Mr. David R. Ulane, A.A.E., *Assistant Aviation Director*, Aspen/Pitkin County Airport

Mr. Jeffrey C Price, C.M., *Owner (Professor)*, Leading Edge Strategies

Mr. Alexander E. Kovach, A.A.E., *Director, Air Service Development*, Tucson Airport Authority

Ms. Elaine Roberts, A.A.E., *President & CEO*, Port of Columbus International Airport

From the Ground Up - Airports Take Over Ground Handling

Join us for a session on the trends and benefits of small and medium hub airports providing their own ground handling services. A knowledgeable panel will outline how airports can improve customer service, reduce ground handling costs and improve operational efficiencies by providing these services.

Mr. Torrance Richardson, A.A.E., *Executive Director of Airports*, Fort Wayne International Airport

Mr. Gary A. Cyr, A.A.E., *Director of Aviation*, Springfield/Branson National Airport

Mr. John R. DeCoster, *Senior Vice President*, Trillion Aviation

Mr. Edward J. Jacob, *Regional Director-Operations*, American Eagle Airlines

MONDAY, JUNE 15 - 3:30-5 P.M.

Looking Towards 2010 - Implementing Cargo Security Regulations

Join this panel of industry experts to hear what has already been done by the Transportation

Security Administration and the aviation industry to meet the Congressional mandate to screen 100% of cargo on passenger planes by 2010. The panel will also discuss the challenges that remain as the final milestone deadline for 100% screening approaches next year.

Ms. Charlotte Bryan, *C.E.O./Consultant*, Charlotte Bryan Solutions, Inc.

Ms. Yvette A. Rose, *Senior Vice President*, Cargo Airline Association

Mr. Edward Kelly, *General Manager for Cargo, Transportation Sector Network Management*, U.S. Transportation Security Administration

FAA Reauthorization and ARFF Proposals

This informative session will highlight recent developments on the FAA reauthorization bill and discuss the impacts of that legislation on airports and the aviation industry. The panel will also examine a labor proposal that could force airports to comply with excessive Aircraft Rescue and Fire Fighting requirements, dramatically increase staffing, equipment and infrastructure requirements for airports of all sizes and jeopardize service to small communities.

Airport Consultants Panel

A panel of experienced airport consultants will discuss trends and issues that affect airports and their relationships with consultants, as well as the major challenges and opportunities that face the industry during this period of significant change.

Ms. Deborah Zufall, *Consultant*, Newton & Associates

Mr. Roddy L Boggus, *Executive V.P., Aviation*, Greham, Smith & Partners

Mr. Jorge A. Gonzalez, *Vice President*, Infrastructure Management Group, Inc.

Mr. Christopher M. Greene, *Vice President-Aviation*, RS&H

Enhancing Airline and Airport Partnerships

Leading property representatives from air carriers will discuss trends and issues that affect airport and airline relationships, as well as the major challenges and opportunities facing the industry during these turbulent economic times.

Mr. Scott Brockman, *A.A.E., Executive Vice President*, Memphis-Selby County Airport Authority

Mr. David Hamm, *Director of Corporate Real Estate*, Delta Air Lines

Mr. Korbey Hunt, *Regional Manager - Corporate Real Estate*, United Airlines

Mr. Rhett Workman, *Director - Philadelphia & International Properties/Facilities*, USAirways
Corporate Real Estate

Capacity Enhancement at PHL-An Airport Development Case Study

Philadelphia International Airport, one of the nations pacing hub airports is on the verge of launching into a long term development program. The Capacity Enhancement Program (CEP) is anchored by an exciting airfield development plan expected to reduce delays, enhance capacity and establish the infrastructure to accommodate the next generation of growth at PHL. The benefits and expectations, the implementation challenges, and the long term planning strategy will be profiled.

Mr. Allan R. A'Hara, *Vice President, Aviation*, AECOM Transportation

Mr. Calvin M. Davenger, Jr. P.E., *Deputy Director of Aviation, Planning and Environmental Stewardship*, Philadelphia International Airport

Ms. Patricia Ann Quigley, AICP, PP, *President*, PAQ, Inc.

Ms. Charnelle Hicks, AICP, PP, *Principal*, CH Planning Ltd.

TUESDAY, JUNE 16 - 1:00-3:00 P.M.

TSA Round Table Discussion

This informative session will bring together key TSA leaders for a discussion about the ongoing security issues facing the industry. The panel will focus on the latest TSA security policy initiatives; policy updates on the cargo and general aviation fronts; the impact of economic stimulus funding on security technology deployment and integration; and TSA screening operations.

Lee Kair, *Assistant Administrator for Security Operations*, TSA

Robin Kane, *Assistant Administrator for Operational Process and Technology*, TSA

John Sammon, *Assistant Administrator for Transportation Sector Network Management*, TSA

Douglas Hofsass, *General Manager, Commercial Aviation*, TSA

John Novak, *Assistant Director of Field Operations, Federal Air Marshall Service*, TSA

FAA Round Table Discussion

This popular session features top executives from the Federal Aviation Administration in an open dialogue on issues from the Airport Improvement Program, to NextGen implementation, to runway safety and more. Attendees are able to ask questions and interact with the FAA officials who make the decisions that affect airports on a daily basis.

Mr. Laddie Irion, *Vice President/Director, Air Transportation*, URS Corporation

Ms. Catherine M. Lang, *Acting Associate Administrator for Airports*, U.S. Federal Aviation Administration

Mr. Carl Burleson, *Director, Environmental and Energy*, U.S. Federal Aviation Administration

WEDNESDAY, JUNE 17 - 9:30-10:30 A.M.

Relief From Crowded Skies - Managing Large Hub Congestion

Over the past several years, the airspace capacity at many large hub airports throughout the country has become increasingly congested. While the Federal Aviation Administration continues to seek viable solutions to the complexities of a dynamic and often frustrating environment, airports must take the lead facilitating an atmosphere that increases capacity and promotes safety in a cost-effective manner. Discover how to balance these key priorities and play a key role in shaping the evolving aviation system.

Mr. Gerald P. FitzGerald, A.A.E., *President*, Aviation Perspectives, LLC

Ms. Carol Huegel, *Senior Director, ATSBusiness Development*, Sensis Corporation

Mr. Gregory H. Albjerg, *Vice President*, HNTB Corporation

Ms. Lillian Z. Ryals, *Director, System Operations, Safety & Performance*, The MITRE Corporation

Ring in a Brighter Future for DBE Plans and Programs

Airports around the nation receiving federal funds are required to implement M/W/DBE programs. This session will explore best practices from airports around the nation. Attend and benchmark your airport's implementation.

Ms. Delores Singletary, *Project Manager*, O.R. Colan Association

Mr. Michael Frielich, *Director, Civil Rights, Western Pacific Region & DBE Compliance*, Federal Aviation Administration

Mr. Don O'Bannon, *Vice President, Business Diversity & Development*, Dallas/Fort Worth International Airport

Better Air Service Through Local Partnerships

Many communities find success boosting air service by teaming up with local officials. Gain insight on how airports benefit from working with local chambers of commerce and other organizations to attract and increase air service.

Mr. John Kinney, C.M., *Deputy Manager of Aviation - Operations*, Denver International Airport

Ms. Marily Mora, A.A.E., *Senior Executive Vice President/Chief Operations Officer*, Reno-Tahoe Airport Authority

Ms. Kristie VanAuken, *Senior Vice President and Chief Marketing and Communications Officer*, Akron-Canton Airport

Getting to Green with New Construction Projects

This session discusses the importance of airports getting out in front of environmental regulations before breaking ground on a project. Attendees will also hear from experts and airport colleagues regarding the latest best practices in sustainability and airport design.

Mr. Dean Schultz, A.A.E., *Vice President of Planning, Engineering & Environments*, Reno-Tahoe International Airport

Ms. Rosemarie S. Andolino, *Acting Commissioner*, City of Chicago Department of Aviation

Mr. Eric Dillinger, *Vice President*, Jacobs

Mr. Gordon Phillips, *V.P., Director of Aviation*, Leo A Daly Co.

CUTE Facilities at Smaller Airports

Common Use Terminal Equipment (CUTE), Common Use Platform (CUP), and the IATA Common Use Passenger Processing System (CUPPS) ? Maximizing facility utilization through shared resources at small airports. In today's economic environment the repurposing of existing terminal facilities to meet the needs of air carriers and their customers is one way of keeping operating costs down while allowing incumbent air carriers and any new air carriers to effectively respond to the demands of their customers and provide needed expansion and automation capability.

Ms. Cindi H. Martin, C.M., *Airport Director*, Glacier Park International Airport

Mr. Jeffery P. Bourk, A.A.E., *Executive Director*, Branson Airport

Mr. Joel Antolini, *Vice President*, Seabury Airline Planning Group LLC

Mr. Jeffery Shull, *Senior Vice President, Airport Solutions*, Air-Transport IT Services, Inc.

WEDNESDAY, JUNE 17 - 11:00 A.M.-12:00 P.M.

Lowering the Temperature - Terminal Energy Efficiency Audits

For the last five years airports have experienced unprecedented increases in energy costs that have impacted most tenants. Most airport terminals were built during times when energy costs were stable and are unable to cross over to cheaper energy sources. This session will explore case studies and will show how airport managers and negotiate utility rates, reduce energy consumption and move the airport towards being a sustainable facility.

Mr. Steven Howards, *Executive Director*, Clean Airports Partnership

Mr. Richard A. Hortsman, *Director of Development*, Urban Engineers Inc.

Mr. Derek Xin, Ph.D., *Vice President, Business Development*, Building Energy Solution & Technology Inc. (Bes-Tech)

Ms. Stacy L. Hollowell, *Senior Marketing Manager*, Siemens Corporation Inc.

Freedom to Travel - U.S.-European Open Skies

Now that the U.S.-European Open Skies Agreement is in place, your airport may be reaping the benefits of new or increased air service, resulting in more passengers and revenue. However, is your airport also prepared to deal with the possible challenges that Open Skies bring? Additionally, how can your airport position itself to benefit from Open Skies in these difficult economic times? This session will explore these questions.

Mr. James Tyrell, *Deputy Director, Property & Business*, Philadelphia International Airport

Mr. Joel Antolini, *Vice President*, Seabury Airline Planning Group LLC

Mr. Edward Faberman, *Executive Director*, Air Carrier Association of America

Ms. Anita Mosner, *Partner*, Holland & Knight

Airport Security Technology Update

Join this panel of aviation industry experts and technology solution providers in discussing the latest developments in aviation security technology for baggage and passenger screening, perimeter security, and biometric credentialing and access control systems. Learn more about on-going pilot programs and evaluations of various technologies, the opportunity for federal funding of technology solutions, and the Transportation Security Administration's plan for technology deployment and research in 2009.

Mr. Jeffrey Kelly, *Airport Business Development Manager*, Houston Airport System

Mr. Aaron Batt, *Acting Deputy Assistant Administrator, Office of Security Technology*, U.S. Transportation Security Administration

Mr. Neil Bloomfield, *General Manager, Americas Aviation*, GE Security

GA's Pursuit of Liberty from Financial Burdens

Attendees will have the opportunity to learn from general aviation leaders presenting success stories on how to succeed in operating general aviation airports during very difficult times. Presentations will include both airport manager and tenant perspectives.

Ms. Bobbi Thompson, *Executive Vice President*, Airport Business Solutions

Ms. Lisa Piccione, *Senior Vice President, Government Affairs*, National Business Aviation Association

Mr. Steve Lee, *President, North America*, Signature Flight Support

Airport Emergency Preparedness

Mr. Mark Crosby, A.A.E., *Cheif of Public Safety and Security*, Portland International Airport

Paula J. Murray, *MPH President*, Strategic Partners & Associates

WEDNESDAY, JUNE 17 - 2:15-3:15 P.M.

Rental Car Consolidated Facility Considerations in an Uncertain Environment

An airport has to consider a number of issues when planning and financing a consolidated rental car facility, especially in today's uncertain environment. This session will address

challenges that include the economic recession and current trends in the rental car industry; the difficult funding conditions; and the challenges in designing and building an adequate facility given the limited financial resources and the uncertainties in the rental car industry.

Mr. Kevin Dolliole, *Senior Vice President*, Unison Consulting, Inc.

Mr. Donald C. Arthur, *Principal*, Unison Consulting, Inc.

Mr. Dave Clark, *Principal*, Coover-Clark & Associates

Mr. Simon P. Ellis, *Vice President, Properties and Concessions*, The Hertz Corporation

Mr. Ian Redhead, *Deputy Director of Operations*, Kansas City International Airport

Airport Customer Service Challenges

The chaotic state of the U.S. economy is hitting the travel industry especially hard and has forced the airlines to drastically slash capacity, which is having a huge impact on the airport industry. Frazzled air travelers are short on patience and long on frustration, and taking care of these passengers (the airport customers) from parking to planeside has never been more important. Don't miss this important session featuring industry experts who will share their experiences and insights on how to deliver superior customer service, airport style.

Mr. Tim Doll, A.A.E., *Airport Director*, Eugene Airport

Ms. Karen Ellis, *Senior Customer Service Manager*, Hartsfield-Jackson Atlanta International Airport

Ms. Joanne Paternoster, *Chief Customer Experience Officer*, Gateway Group One

The Right Mix - Blending Airport Master Planning and Strategic Planning

With the current volatility in the economies of the U.S. and most other countries around the world, the importance of planning in all aspects of an airport's operation cannot be overlooked. With an uncertain financial future looming for all industries, especially for the aviation community, airports must evaluate the need to develop and revisit their master plans while paying close attention to their strategic planning initiatives. Experts in the field will share their knowledge to assist airport executives in achieving this delicate balance.

Mr. Craig Williams, A.A.E., *Director, Administration & Finance*, Fort Wayne International Airport

Mr. Donald Andrews, *VP, National Planning Service Group Leader*, RS&H

Mr. Michael J. Cheyne, A.A.E., *Director of Planning*, Hartsfield-Jackson Atlanta International Airport

ADS-B - What Will It Do For My Airport?

Automatic Dependent Surveillance-Broadcast (ADS-B) has been referred to as the cornerstone of the nation's Next-Generation Air Transportation System. The session will reveal the mysteries of this future surveillance technology. Attendees will have an opportunity to hear about the significance of ADS-B from the FAA, ITT and other industry experts, get an update on its deployment and recent successes, and most importantly learn about its benefits to airports.

Mr. William F. Marrison, A.A.E., *President*, Metropolitan Knoxville Airport Authority

Mr. Vincent Capezzuto, *Director, Surveillance & Broadcast Services*, U.S. Federal Aviation Administration

Mr. Tom Browne, *President*, TJB Aviation LLC

Mr. Kent Duffy, *Associate*, Booz Allen Hamilton, Inc.

Mr. William E. Colligan, *Vice President*, Era Corporation, An SRA International Subsidiary

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(六) 附件二：與會會議機場名冊

Participating Airports *(as of 5/21/2009)*

Abilene Regional Airport	Manchester-Boston Regional Airport
Addison Airport	Maryland Aviation Authority
Akron-Canton Regional Airport	Massachusetts Port Authority
Alexandria International Airport	Max Westheimer Airport
Allegheny County Airport Authority	McAllen International Airport
Asheville Regional Airport Authority	Melbourne International Airport
Aspen/Pitkin County Airport	Memphis-Shelby County Airport Authority
Auburn-Opelika Robert G. Pitts Airport	Metropolitan Knoxville Airport Authority
Austin Straubel International Airport	Metropolitan Nashville Airport Authority
Bangor International Airport	Metropolitan Washington Airports Authority
Bert Mooney Airport Authority	
Beverly Municipal Airport	Midwest National Air Center Airport
Billings Logan International Airport	Millington Airport Authority
Birmingham Airport Authority	Monterey Peninsula Airport District
Boise Airport	Montgomery Airport Authority
Boulder City Municipal Airport	Montrose Regional Airport
Branson Airport	Morristown Municipal Airport
Brazoria County Airport	N.W. Arkansas Regional Airport Authority
Broward County Aviation Department	Nantucket Memorial Airport
Burlington International Airport	Outagamie County Regional Airport
Capital Region Airport Authority	Palm Springs International Airport
Castle Airport	Pangborn Memorial Airport
Centennial Airport	Peninsula Airport Commission
Central Nebraska Regional Airport	Pearland Regional Airport
Central Wisconsin Airport	Philadelphia International Airport
Charleston County Aviation Authority	Phoenix Goodyear Airport
Chattanooga Metro Airport Authority	Phoenix Mesa Gateway Airport
Cherry Capital Airport	Pompano Beach Air Park
Chicago Department of Aviation	Port of Seattle
Chicago Rockford International Airport	Portland International Airport

Cincinnati Municipal Airports	Portsmouth International Airport
Cincinnati/Northern Kentucky International Airport	Quad City International Airport
Civil Aviation Authority of Mongolia	Quito International Airport
City of Lubbock	Rapid City Regional Airport
Cleveland Airport System	Redding Municipal Airport
Collin County Regional Airport	
Columbia Metropolitan Airport	Reno-Tahoe Airport Authority
Columbus Regional Airport Authority	Rhode Island Airport Corp.
Dallas/Fort Worth International Airport	
Daytona Beach International Airport	Rick Husband Amarillo International Airport
DeKalb Peachtree Airport	Roanoke Regional Airport
Delaware River & Bay Authority	Rochester International Airport
Denver International Airport	Rocky Mountain Metropolitan Airport
Dickinson Theodore Roosevelt Regional Airport	Rogue Valley International - Medford Airport
Dubuque Regional Airport	Rosecrans Memorial Airport
Easterwood Airport	Sacramento International Airport
Elmira-Corning Regional Airport	Saint Louis Regional Airport
England Authority/AEX	Salt Lake City International Airport
Eugene Airport	Salt Lake City Department of Airports
Evansville-Vanderburgh Airport Authority	San Angelo Regional Airport
Fayetteville Regional Airport	San Antonio International Airport
Fort Lauderdale Executive Airport	San Diego County Regional Airport Authority
Fort Wayne International Airport	San Francisco International Airport
Gallatin Field Airport	San Luis Obispo County Regional Airport
General Mitchell International Airport	Saskatoon Airport Authority
Garfield County Regional Airport	Seattle-Tacoma International Airport
Gary/Chicago International Airport	Sioux Gateway Airport
Gerald R. Ford International Airport	Slidell Airport
Glacier Park International Airport	South Jersey Transportation Authority

Grand Junction Regional Airport	Spokane International Airport
Greater Binghamton Airport	Springfield Airport Authority
Greenbrier Valley Airport	Springfield/Branson National Airport
Gulfport-Biloxi International Airport	St. Augustine/St. Johns Airport Authority
Harrisburg International Airport	
Hartsfield-Jackson Atlanta International Airport	St. Joseph County Airport Authority
Hector International Airport	Stillwater Regional Airport
	Susquehanna Area Regional Airport Authority
Houma-Terrebonne Airport	
Houston Airport System	Tallahassee Regional Airport
HoustonSouthwest Airport	<u>Taoyuan International Airport</u>
Huntsville International Airport	The Eastern Iowa Airport
Indianapolis Airport Authority	Ted Stevens Anchorage International Airport
Jackson County Airport Authority	The Port Authority of NY & NJ
Jackson Municipal Airport Authority	Trenton-Mercer Airport
Jacksonville Aviation Authority	Tri-Cities Regional Airport
Kalamazoo Battle Creek International Airport	Tri-State Airport
Kansas City International Airport	Tucson Airport Authority
Kent State University Airport	Tulsa Airport Authority
Kerrville County Airport	Tulsa International Airport
Klamath Falls Airport	Victoria Airport Authority
Lambert St. Louis International Airport	Virgin Islands Port Authority
Lafayette Regional Airport	Waukegan Port Authority
Los Angeles World Airports	Wayne County Airport Authority
Louis Armstrong New Orleans International Airport	
Louisville International Airport	West Virginia DOT
Louisville Regional Airport Authority	Wilkes-Barre/Scranton International Airport
Lubbock Preston Smith International Airport	Will Rodgers World Airport

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(七) 附件三：會議及活動照片

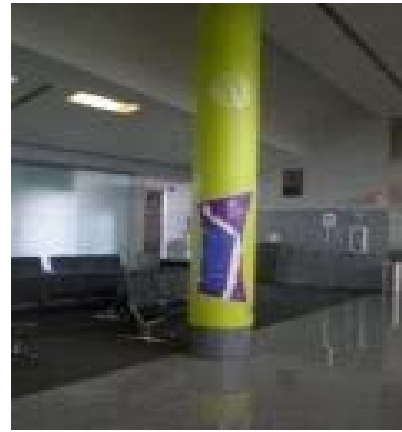
費城國際機場













AAAE 會議會場及活動



