EMERGENCE OF SECONDARY GATEWAYS WORKPLAN
ACI-NA AIR CARGO SUBCOMMITTEE
2007

The overall approach to the workgroup topic will be a self-evaluation of the components described below. Collectively, four sub-topics were developed:

- Industry Trends
- Infrastructure
- Market (data)
- Marketing

1) Industry Trends:
   a) Identify the (Primary) Gateway Airport:
      i) Does the primary gateway have issues that could conceivably warrant a secondary gateway?
         (1) Issues such as congestion and space availability
         (2) Is there sufficient out bound product to support additional facilities
         (3) Determine if the need is for domestic or international cargo
      ii) Does the primary gateway have congestion; air, runway, taxiway delays or road restrictions?
      iii) Are there facility or gate restrictions at the primary gateway?
      iv) Does the primary gateway have slot, time or noise restrictions that you don’t?
      v) How does the location determine which carriers are most likely to be interested?
      vi) What is the distance from the primary airport?

b) Global Capacity Opportunities/Issues:
   i) Frequencies, aircraft availability
      (1) FIS availability – are there enough CBP staff
      (2) For freighter or belly
   ii) Economic trends that promote/demote an individual market
      (1) Growth in a neighboring or competitive Primary market airport
      (2) Interstate or highway changes to support your or the competitive Primary market airport

c) Transborder Issues:
   i) Freedoms
      (1) Do they exist or will they? Can they?
   ii) Political agendas
      (1) Could the primary airport benefit from supporting service at the secondary airport?
      (2) Is it possible to get a designation?
      (3) Regional and federal congressional support
   iii) Constraints (security)
      (1) Staffing levels for CBP and TSA; additional agencies such as FDA, USDA and APHIS?
      (2) Is your airport prepared to deal with the new All-Cargo International Security Procedures?
      (3) Do you communicate regularly with local forwarders and shippers to keep them informed of changes?
2) Infrastructure:
   a) On and Off Airport Facilities:
      i) Airport cargo facilities (specialty facilities, if needed – i.e. livestock, refrigeration, etc.),
         (1) For perishable product is your airport prepared with equipment for fumigation,
             incineration, X-ray equipment for flowers as they are offloaded and refrigeration
             sources?
         (2) Foreign Trade Zone capability
         (3) Fumigation tank and onsite incinerator
         (4) EPA issues related to fumigation and burning of contaminated perishables
         (5) Space for CBP staff
      ii) Offsite sorting/consolidation/warehousing
          (1) Access and potential screening capability
          (2) Roadway capacity – demand analysis for additional traffic
   b) Support equipment, ground handling and freight forwarder presence
      i) Does your airport have access to a K-loader or other heavy lift equipment that may
         be important to cargo freighters?
      ii) adequate space to store seldom used GSE
      iii) Do you have major forwarders/common carrier trucking on or near airport to
            assure/guarantee a major (consistent) % of loads?
      iv) Third Party ground handler availability?
   c) Airfield Capabilities: runway, pavement strengths, ramp space
      i) Length and width
      ii) 24 hour tower operation?
      iii) Capable of handling additional aircraft
      iv) Sufficient lighting (well lit)
      v) In-ground tie downs and nose wheel tie downs or access to portable nose wheel tie
         downs
      vi) Have you identified on airport areas for storage or offloading of oversized or
          specialized cargo?
      vii) Do you have road access to these areas that aren’t limited by weight restrictions?
      viii) Are there challenges such as heat or altitude that will effect or cause lift limitations at
            certain times of the year?
      ix) Do you have adequate deicing and snow removal equipment?
      x) Fueling: truck or in-ground? Cost?
   d) Customs:
      i) Do they exist? 24/7?
      ii) CBP: Is your airport experiencing customs staffing reductions?
      iii) Do you, the airport, have good relationships with your CBP agency on airport?
      iv) Does your airport have adequate staffing to deal with Customs Inspection, Agriculture
          and staffing who can deal with APHIS?
      v) Is your CPB staffing cross trained?
      vi) Is your airport’s CBP’s equipment technically/electronically up to date?
      vii) Do you have a separate cargo Inspection area or is it combined with the passenger
           area?

3) Market (data):
   a) Understanding your market: imports vs. exports, origin vs. destination, frequency of
      movements, current port of entry/exit
      i) Does a balance exist between imports and exports?
      ii) Do you have lists of forwarders, handlers, shippers and other local community base
          groups identified to support either domestic or International cargo movement?
      iii) Has your airport begun to position itself through marketing as a serious cargo
           entrant?
      iv) If altitude is a factor, how will this impact payloads?
(1) What time of the year?
(2) Does their need to be some sort of compensation to offset smaller payloads?

b) Domestic vs. International
   i) Know what you’ve got and what you need
      (1) Does your region produce commodities that are distributed globally or domestically
      (2) Does your region require commodities that are distributed globally or domestically
      (3) Have you compiled data to support the previous two questions?

c) Leakage/Siphoning:
   i) Who are your competitors? What is the ground transportation to and from (freight forwarder presence?)
      (1) Are you familiar with the manufacturing and shipping base located around your airport
      (2) Existing ground transportation, both truck and rail are very hard to change: Are you prepared to arrange and assist with meetings and networking interlocutory affairs?
      (3) Cost to market – what are the costs to market for your regions manufactures and can improved air cargo capabilities reduce these costs
      (4) Could building a truck market help to grow air cargo?

d) Niche markets: specialty commodities
   i) If dealing with perishable product is your airport prepared with equipment for fumigation, incineration X-ray equipment for flowers as they are offloaded or refrigeration sources?
   ii) If product is livestock do you have adequate segregated area, veterinary support etc…?

e) Multimodal Capabilities: if not on-airport, what is the access to ground/rail?
   i) Is there adequate inter-modal access?
   ii) Have you done a distance and time to market comparison to other airports?
   iii) Access to interstate highways, minimal interference with city or local traffic, the number of right or left turns, traffic signals etc?
   iv) Access to rail with the same interference constraints as highways

4) Marketing
   a) Strengths vs. Weaknesses: A Compelling Answer as to “Why Us?”; cost, ground delays (or lack thereof), etc.
      i) Anything distinctive or individual to your airport in addition to the primary assets of your airport?
      ii) Have you laid out a cost/time comparison between your airport and the primary gateway?
      iii) Can be just the number of local passenger flights with belly load capacity for fast distribution of product.
      iv) 
   b) Political Environment: Are there factors that will need to be addressed?
      i) Are there economic development agencies willing to assist with financial support for some of the specialized functions of cargo?
      ii) Can you assist an entrant with introductory meetings to these agencies?
      iii) Do you have a list of state and local funding sources such as special interest incentive grants or loans?
      iv) Workforce and educational support to sustain a second gateway?