

# WASHINGTON STATE AIR CARGO MOVEMENT STUDY



STAKEHOLDER ADVISORY PANEL  
MEETING #3  
JUNE 27, 2018  
PORT OF MOSES LAKE





# Study Status

- Describe the Air Cargo System in WA State
  - Final
- Air Cargo Congestion
  - Final
- Evaluate how to use Existing Capacity in Washington
  - Draft for Review
- Recommendations and Implementation Strategy
  - July-September
- Draft and Final Report
  - October-December



## Agenda Topics

- Comparison of competitive airports to Washington State airports
- Basic components needed to attract & maintain air cargo service
- Competitive analysis of select Washington air cargo facilities
- Summary of strengths, weaknesses, opportunities and threats for select airports
- Discussion of opportunities of interest and potential State role
- Next steps



# Evaluate How to Use Existing Capacity Across Washington State

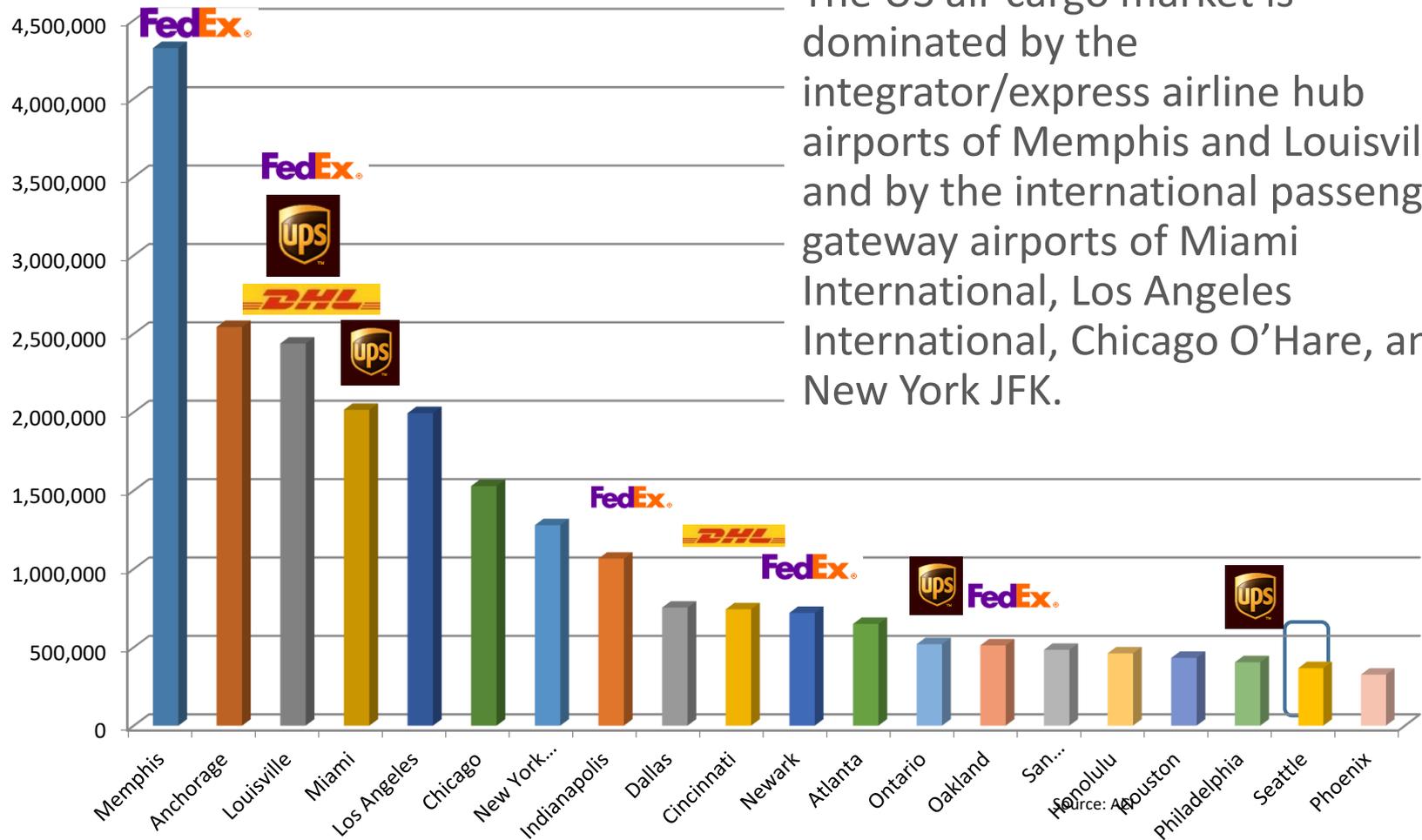
What does it take to make an airport competitive for air cargo?

Which airports in WA have key elements needed to attract air cargo?

What are the strengths, weaknesses, opportunities and threats for WA air cargo airports?



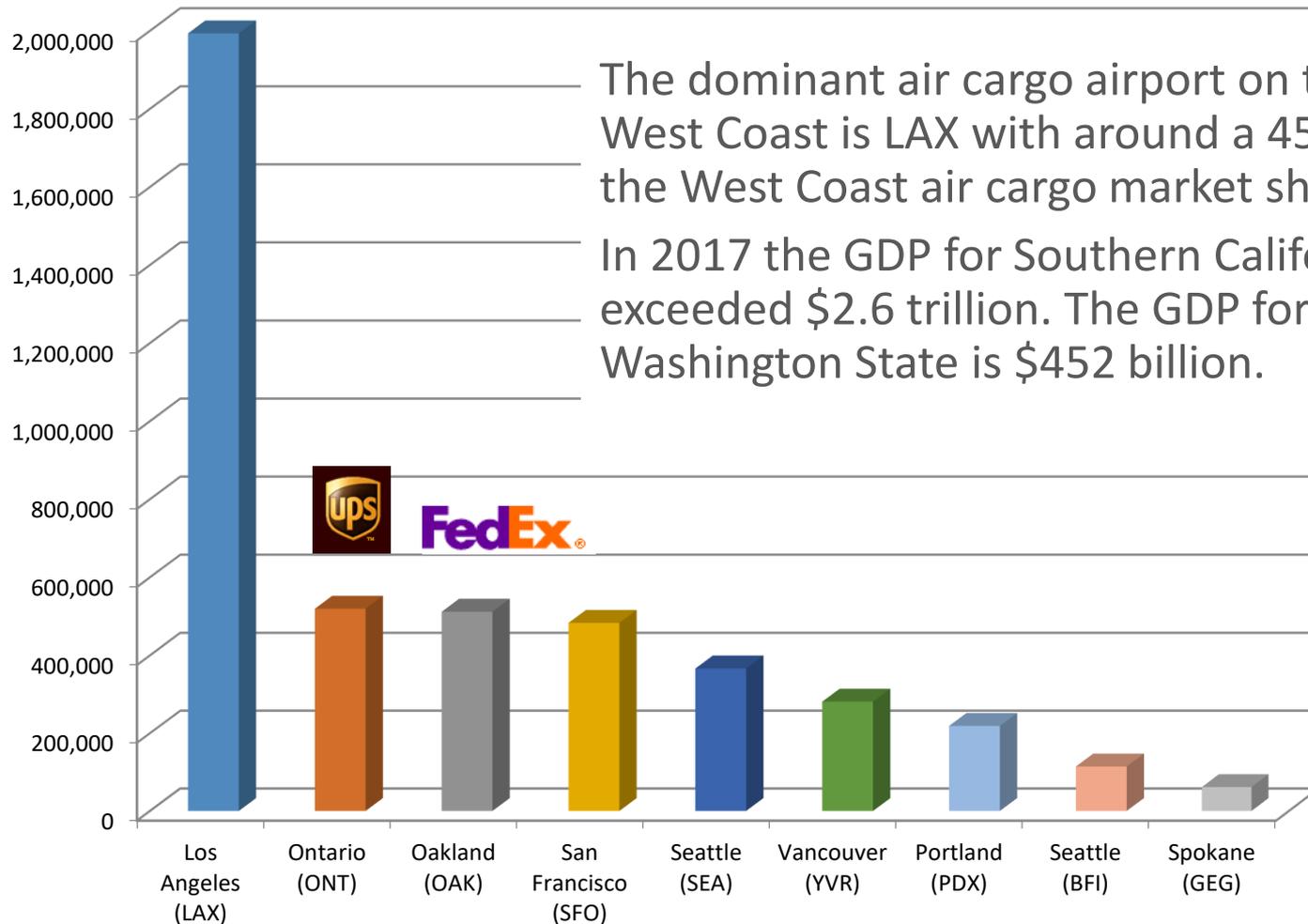
# The Dominant Air Cargo Airports in the US are MIA, LAX, ORD and JFK



The US air cargo market is dominated by the integrator/express airline hub airports of Memphis and Louisville and by the international passenger gateway airports of Miami International, Los Angeles International, Chicago O'Hare, and New York JFK.



# LAX dominates the West Coast Air Cargo Market





## Comparison of Scale between LAX and SEA and other WA Airports

### Average number of outbound flights per week

Airport	Widebody Pax	Freighters	Total
SEA	182	110	292
GEG	0	87	87
BFI	0	48	48
LAX	824	290	1,114
ONT	0	217	217
SFO	533	47	337
OAK	23	183	206
PDX	30	132	162
SLC	36	100	136

Source: Bureau of Transportation Statistics T-100 Segment Data, 2016

LAX generates over 1,100 wide-body aircraft flights per week, as opposed to the 292 weekly flights at Sea-Tac.

No other airports on the US West Coast can compete with LAX on capacity, frequency or number of destinations that can be serviced by shippers or freight forwarders.

Similarly, within the state of Washington, no other airports can provide the level and extent of air service provided by Sea-Tac.



# What Basic Components Are Needed to Attract & Maintain Air Cargo Air Service?

There are certain basic factors, or components, that airports need to satisfy to attract and maintain both passenger and air cargo service. These components can be divided into five distinct areas.

All five criteria are interrelated and are important to cargo carriers and forwarders, although priorities vary among different airline types.





## Factors Influencing Airline/Airport Choice

Market Area	Location	Infrastructure
<p><i>Primary</i>—up to 100 mi</p> <p><i>Secondary</i>—within 400 mi</p> <p><i>Tertiary</i>—&gt;400 mi</p>	<p><i>Fits Existing Network</i>—different for integrator, belly &amp; line haul freighter airlines</p>	<p><i>Runways</i>— length, strength, redundancy, approaches, minimums, etc.</p>
<p><i>Connectivity between services (interlining)</i> - airline, Road Feeder Service, regional Pick Up and Delivery</p>	<p><i>Close to Customers</i>—% of pop (markets) within X miles or Y minutes of airport</p>	<p><i>Aircraft Parking &amp; Ground Handling Capabilities</i></p>
<p><i>Freight Forwarders</i> – multinational, local, specialty, etc.</p>	<p><i>Local Surface Access</i></p>	<p><i>Landside Facilities &amp; Services</i>—terminals, FIS, customs brokers, temp. control, etc.</p>
<p><i>Distribution Services</i>—warehouses/DCs, cool chain, FTZs</p>	<p><i>Interstate Highway Connectivity</i></p>	<p><i>Interstate Highway Access</i></p>



## Factors Influencing Airline/Airport Choice

Financial Environment	Operational Freedom
<p><i>Operating Costs</i> –landing fees, aircraft parking, facility leasing, fuel service charges, etc.</p>	<p><i>Permissions</i>-related to routes, frequencies, pricing, slot controls, curfews</p>
<p><i>Transparency of Accounts</i> – paying only for services utilized</p>	<p><i>Operational Flexibility</i>-aircraft change of gauge, self-handling or ability to select among competing agents, ability to transfer between aircraft, 24/7 operations, etc.</p>
<p><i>Economic Incentive Packages</i></p>	
<p><i>Ability to Use Intermodal Services</i></p>	



# Factors Influencing Airline/Airport Choice (Primary Criteria)

		Seattle-Tacoma International Airport	King County International Airport	Spokane International Airport	Snohomish County Paine Field	Grant County International Airport	Bellingham International Airport	Pasco-Kennewick Tri-Cities/Wenatchee Pangborn Memorial/Walla Walla Regional Airports
<b>PRIMARY CRITERIA</b>								
<b>Market Area</b>	<b>Distance from significant populations:</b> <i>Primary = up to 100 miles Secondary = within 400 miles Tertiary = &gt;400 miles</i>							
	<b>Connectivity/interlining</b> <i>(airline, road feeder service, regional pickup and delivery)</i>							
	<b>Freight Forwarders</b> <i>(multinational, local, specialty)</i>							
	<b>Distribution Services</b> <i>(warehouses/distribution centers, cool chain, foreign trade zones)</i>							
<b>Location</b>	<b>Fits Existing Network</b> <i>(different for integrator, belly and line-haul freighter airlines)</i>							
	<b>Close to Customers</b> <i>(percentage of population [markets] within X miles or Y minutes of airport)</i>							
	<b>Local Surface Access</b>							
	<b>Interstate Highway Connectivity</b>							
<b>Infrastructure</b>	<b>Runways</b> <i>(length, strength, redundancy, approaches, minimums)</i>							
	<b>Aircraft Parking and Ground-Handling Capabilities</b>							
	<b>Landside Facilities and Services</b> <i>(terminals, flight information service, customs brokers, temperature control)</i>							
	<b>Interstate Highway Access</b>							

Note: For a given criteria, four filled squares are best then diminishing from three, two, etc.



# Factors Influencing Airline/Airport Choice (Secondary Criteria)

SECONDARY CRITERIA		Seattle-Tacoma International Airport	King County International Airport	Spokane International Airport	Snohomish County Paine Field	Grant County International Airport	Bellingham International Airport	Pasco-Kennewick Tri-Cities/Wenatchee Pangborn Memorial/Walla Walla Regional Airports
Financial Environment	<b>Operating Costs</b> <i>(landing fees, aircraft parking, facility leasing, fuel service charges)</i>	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
	<b>Transparency of Accounts</b> <i>(paying only for services utilized)</i>	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
	<b>Economic Incentive Packages</b>	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Operational Freedom	<b>Permissions</b> <i>(related to routes, frequencies, pricing, slot controls, curfews)</i>	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
	<b>Operational Flexibility</b> <i>(aircraft change of gauge, self-handling or ability to select among competing agents, ability to transfer between aircraft, 24/7 operations)</i>	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
	<b>Ability to Use Intermodal Services</b>	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■

Note: For a given criteria, four filled squares are best then diminishing from three, two, etc.



## Assessment of Opportunities: Which airports in WA have key elements needed to attract air cargo?

- International non-integrator freighter operators
  - Charters
  - Scheduled service
- Non-integrator/passenger-belly cargo airlines
- Integrator/express all-cargo carriers
- Third-party logistics companies/airport based distribution centers





# Non-Integrator Freighter Operators

## Air Charters

### Competitive Factors

- Convenience
- Pricing
- Consistency

### Assessment

- Cherry charters to Central WA
- Special charters to Paine Field, BFI

## Scheduled Service

### Competitive Factors

- Strong local and secondary market

### Assessment

- Niche markets in Eastern WA/ Intermountain region
- Paine Field, BFI





# Non-Integrator Passenger/ Belly Cargo Operators

## Competitive factors

- Large market area for passenger and cargo
- Network of freight forwarders
- Widebody aircraft international service

## Assessment

- SEA is the only competitive WA state airport in this market
- Long-term possibilities at Spokane/GEG





# Integrator/Express Airlines

## Competitive factors

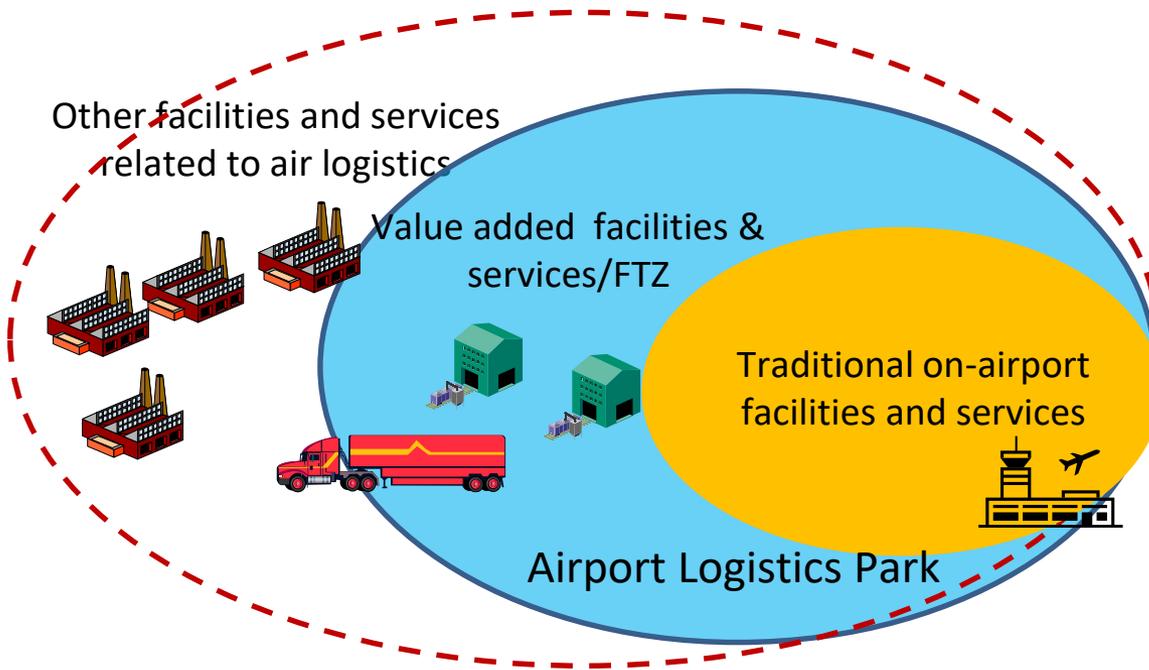
- Strong primary & secondary markets
- Late pick up and early drop-off times to customers
- Fits within existing network

## Assessment

- Key gateways at SEA and BFI
- Overflow possibilities at Paine
- Growth of Spokane/GEG as PNW express distribution center



# Airport Based Logistics/ Distribution Centers/ Inland Ports



Network hubs for consolidation/ distribution of air, truck and rail freight and other related commercial activities.

Enables 3PLs the option to relocate SEA logistics activities to a number of remote hub sites at under-utilized WA airports.



# The Cargo Logistics Park/Inland Port Value Proposition

- Provide third party logistics providers with facilities that allows them to combine off-airport functions with on-airport operations.
- Provide businesses engaged in international trade and logistics turnkey access to readily available facilities.
- Enable key partners to expand existing businesses by providing a suitable location close to existing operations.
- Provide additional space to re-locate various facilities and services such as mail sorting, ground service equipment (GSE) maintenance and repair and customs brokerage services off-airport freeing up on-airport properties.



# The Cargo Logistics Park/Inland Port Value Proposition

- Attract air cargo service as part of a larger multimodal distribution concept for airports with little or no air cargo.
- Help to mitigate the negative impacts of SEA/Port of Seattle logistics activities while providing the private sector with a more efficient way of moving cargo through an alternative supply chain.
- Growth of jobs and secondary businesses to boost the economy of local communities.



## Assessment

- Sea-Tac can increase efficiencies by utilizing Port owned land adjacent to the airport to establish an integrated airport logistics park with both surface access and IT integration.
- Spokane International can further develop its airport business park into a fully integrated airport logistics park.
- Other airports in the state can create airport logistics centers that provide consolidation/ distribution of air, truck and rail freight and other related commercial activities, including remote TSA certified air cargo screening facilities (CCSFs) for air cargo destined for Sea-Tac.



## Conclusions

- Maintain and expand the existing integrator operations within WA State
- Attract new airlines within the industry, specifically the Chinese integrators SF Express (initiating direct widebody service to the US in 2019), YTO Airlines, and EMS Airlines
- Attract cherry air charter operations to central and eastern Washington airports
- Develop non-hub airports into centers for regional ground-based logistical operations, including e-commerce, to relieve pressures at SEA



## Conclusions

- Scheduled freighter service is a more realistic, longer term goal for some airports such as Paine, Spokane International and Grant County International
- Spokane International Airport will eventually attract wide-body passenger service, bringing with it the potential to grow their belly cargo potential
- A statewide strategy including specific steps (e.g. market analysis, incentives, etc.) will be developed in the next task



# Strengths, Weaknesses Opportunities and Threats



What role can each airport play in the statewide strategy for air cargo?



## Seattle-Tacoma International Airport: Strengths, Weaknesses, Threats and Opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Existing air field infrastructure</li> <li>▪ Developed landside infrastructure</li> <li>▪ Existing scheduled air cargo service</li> <li>▪ Existing wide-body aircraft service</li> <li>▪ Direct and through international service</li> <li>▪ Existing air cargo buildings</li> <li>▪ Dominance of regional market</li> <li>▪ Interstate highway access</li> <li>▪ Growing local manufacturing base</li> <li>▪ Access to primary manufacturing/retail markets</li> <li>▪ Existing all-cargo carrier operations</li> <li>▪ Good airline and truck connectivity</li> <li>▪ Planned aircraft ramp capacity</li> <li>▪ Size of local economic and population base</li> <li>▪ Distance from large metro markets</li> <li>▪ Existing air forwarder network</li> <li>▪ Synergy with ocean port operations</li> <li>▪ Pacific Rim location</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited relative economic and population base</li> <li>▪ Limited air cargo terminals</li> <li>▪ Inefficient cargo building utilization</li> <li>▪ Limited land availability</li> <li>▪ Competing resource demands</li> <li>▪ Seasonally unreliable highway access to Eastern Washington</li> <li>▪ Congested local roadways</li> <li>▪ Relatively isolated U.S. Pacific Northwest geographic location</li> <li>▪ Noise and land use compatibility</li> <li>▪ Limited federal inspection services capacity</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Pacific Rim gateway</li> <li>▪ Regional e-commerce hub</li> <li>▪ Consolidation/distribution center for PNW</li> <li>▪ Base for integrator airlines</li> <li>▪ International freighters</li> <li>▪ International charters</li> <li>▪ Contract logistics/ distribution centers</li> <li>▪ Sea-air intermodal opportunities</li> <li>▪ Linkages with off-airport facilities</li> <li>▪ Key link in the growing aerospace industry supply chain</li> <li>▪ Alternative to Ted Stevens Anchorage International Airport for trans-Pacific tech stop</li> </ul>	<ul style="list-style-type: none"> <li>▪ Restructuring of FedEx/DHL/Amazon operations</li> <li>▪ Competition from Vancouver International Airport, Portland International Airport</li> <li>▪ Overly congested highway access</li> <li>▪ Trucking vs. air service</li> <li>▪ Economically weak airlines</li> <li>▪ Oppressive air cargo security regulations</li> <li>▪ Global trade war</li> <li>▪ Global conflict</li> <li>▪ Relocation of Delta Air Lines' Pacific gateway hub</li> <li>▪ Change in international air bilaterals</li> </ul>



## Spokane International Airport: Strengths, Weaknesses, Threats and Opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Existing air field infrastructure</li> <li>▪ Uncongested airside and landside facilities</li> <li>▪ Availability of cargo aircraft parking ramp</li> <li>▪ Availability of developable land</li> <li>▪ Existing joint use air cargo building</li> <li>▪ New Eastside cargo area</li> <li>▪ Existence of adjacent Airport Logistics Park</li> <li>▪ Interstate highway access</li> <li>▪ U.S. Customs</li> <li>▪ Access to secondary manufacturing markets</li> <li>▪ Access to high-value agricultural production</li> <li>▪ Presence of integrated carriers</li> <li>▪ Port of Entry/federal inspection services</li> <li>▪ Availability of labor and community support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Relatively small economic and population base</li> <li>▪ No wide-body passenger aircraft service</li> <li>▪ Limited direct or through international service</li> <li>▪ No line-haul airport-to-airport cargo carriers</li> <li>▪ Limited presence of freight forwarders</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Alternative to congested facilities at Sea-Tac and Boeing Field</li> <li>▪ Regional e-commerce hub</li> <li>▪ Expansion of the presence of integrators</li> <li>▪ Perishables and high-value food products</li> <li>▪ Growing Economy</li> <li>▪ International freighters</li> <li>▪ International charters</li> <li>▪ Contract logistics/ distribution center</li> <li>▪ Intermodal opportunities</li> <li>▪ Master planned on-airport development</li> <li>▪ U.S.-Canadian cross-border freight</li> <li>▪ Inland port/Container Freight Station</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competition from Sea-Tac, Moses Lake, Boise, Great Falls</li> <li>▪ Restructuring of FedEx/UPS/Amazon operations</li> <li>▪ Trucking vs. air service</li> <li>▪ Economically weak airlines</li> <li>▪ Oppressive air cargo security regulations</li> <li>▪ Global trade war</li> <li>▪ Global conflict</li> </ul>



## Kings County International Airport: Strengths, Weaknesses, Threats and Opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Existing air field infrastructure</li> <li>▪ Availability of cargo aircraft parking ramp</li> <li>▪ Availability of developable land</li> <li>▪ Existing air cargo buildings</li> <li>▪ Port of entry status and federal inspection services</li> <li>▪ Boeing Field International's central geographic location</li> <li>▪ Interstate highway access</li> <li>▪ Growing local manufacturing base</li> <li>▪ Access to primary manufacturing market</li> <li>▪ Existing all-cargo carrier operations</li> <li>▪ Availability of labor</li> <li>▪ Distance from large metro markets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Congested airside and landside facilities</li> <li>▪ No wide-body passenger service</li> <li>▪ Lack of expansion potential</li> <li>▪ Limited air cargo marketing program</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Base for integrator airlines</li> <li>▪ International freighters</li> <li>▪ Domestic and international charters</li> <li>▪ Contract logistics/distribution center</li> </ul>	<ul style="list-style-type: none"> <li>▪ Restructuring of UPS operations</li> <li>▪ Competition from Seattle-Tacoma International Airport, Vancouver International Airport, Portland International Airport</li> <li>▪ Overly congested highway access</li> <li>▪ Trucking vs. air service</li> <li>▪ Economically weak airlines</li> <li>▪ Oppressive air cargo security regulations</li> <li>▪ Global trade war</li> <li>▪ Global conflict</li> </ul>



## Snohomish County Paine Field Airport: Strengths, Weaknesses, Threats and Opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Existing air field infrastructure</li> <li>▪ Uncongested airside and landside facilities</li> <li>▪ Availability of cargo aircraft parking ramp</li> <li>▪ Availability of developable land</li> <li>▪ Existing joint use air cargo building</li> <li>▪ Schedule passenger service</li> <li>▪ Interstate highway access</li> <li>▪ U.S. Customs</li> <li>▪ Access to primary &amp; secondary manufacturing markets</li> <li>▪ Port of Entry/federal inspection services</li> </ul>	<ul style="list-style-type: none"> <li>▪ No wide-body passenger aircraft service</li> <li>▪ Limited direct or through international service</li> <li>▪ Limited presence of freight forwarders</li> <li>▪ Lack of community support</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Alternative to congested facilities at Seattle-Tacoma International Airport and Boeing Field</li> <li>▪ Regional aerospace hub</li> <li>▪ International freighters</li> <li>▪ International charters</li> <li>▪ Contract logistics/ distribution center</li> <li>▪ Intermodal opportunities</li> <li>▪ Master planned on-airport development</li> <li>▪ United States–Canadian cross-border freight/Container Freight Station</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competition from Seattle-Tacoma International, Bellingham</li> <li>▪ Trucking vs. air service</li> <li>▪ Economically weak airlines</li> <li>▪ Oppressive air cargo security regulations</li> <li>▪ Global trade war</li> <li>▪ Global conflict</li> </ul>



## Grant County Paine Field Airport: Strengths, Weaknesses, Threats and Opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Existing air field infrastructure</li> <li>▪ Uncongested airside and landside facilities</li> <li>▪ Availability of cargo aircraft parking ramp</li> <li>▪ Availability of developable land</li> <li>▪ Existing air cargo buildings</li> <li>▪ Port of entry status and federal inspection services</li> <li>▪ Moses Lake's central geographic location</li> <li>▪ Interstate highway access</li> <li>▪ Growing local manufacturing base</li> <li>▪ Access to secondary manufacturing market</li> <li>▪ Relatively low development costs</li> <li>▪ Availability of labor</li> <li>▪ Availability for clean slate development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Size of local economic and population base</li> <li>▪ Lack of scheduled airline service</li> <li>▪ Lack of scheduled air cargo service</li> <li>▪ Lack of wide-body aircraft service</li> <li>▪ No direct or through international service</li> <li>▪ Lack of scheduled Road Feeder Service</li> <li>▪ Trucking vs. air service</li> <li>▪ Limited local freight forwarder network</li> <li>▪ Lack of recognition in the marketplace</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ International cherry charters</li> <li>▪ Inland Port/CFS</li> <li>▪ Alternative to Seattle-Tacoma International for air cherry charters</li> <li>▪ Consolidation/distribution center for state</li> <li>▪ International freighters</li> <li>▪ Domestic and international charters</li> <li>▪ Contract logistics/ distribution center</li> <li>▪ Intermodal opportunities</li> <li>▪ Master planned on-airport development</li> <li>▪ Container Freight Station</li> <li>▪ Export consolidation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competition from Spokane International Airport, Yakima Air Terminal/McAllister Field</li> <li>▪ Trucking vs. air service</li> <li>▪ Economically weak airlines</li> <li>▪ Oppressive air cargo security regulations</li> <li>▪ Global trade war</li> <li>▪ Global conflict</li> </ul>



## Bellingham International Airport: Strengths, Weaknesses, Threats and Opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Existing air field infrastructure</li> <li>▪ Uncongested airside and landside facilities</li> <li>▪ Availability of cargo aircraft parking ramp</li> <li>▪ Availability of developable land</li> <li>▪ Existing air cargo buildings</li> <li>▪ Port of entry status and federal inspection services</li> <li>▪ Border location</li> <li>▪ Interstate highway access</li> <li>▪ Growing local manufacturing base</li> <li>▪ Existing Port management structure</li> <li>▪ Existing all-cargo carrier operations</li> <li>▪ Distance from large metro markets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Size of local economic and population base</li> <li>▪ Lack of scheduled air cargo service</li> <li>▪ Lack of wide-body aircraft service</li> <li>▪ No direct or through international service</li> <li>▪ Lack of scheduled Road Feeder Service</li> <li>▪ Limited runway length</li> <li>▪ Limited local freight forwarder network</li> <li>▪ Lack of recognition in the marketplace</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ United States–Canadian cross-border freight</li> <li>▪ Domestic and international charters</li> <li>▪ Contract logistics/ distribution center</li> <li>▪ Intermodal opportunities</li> <li>▪ Container Freight Station</li> <li>▪ Export consolidation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Restructuring of FedEx/UPS operations</li> <li>▪ Competition from Seattle-Tacoma International Airport, Vancouver International Airport</li> <li>▪ Overly congested highway access</li> <li>▪ Trucking vs. air service</li> <li>▪ Economically weak airlines</li> <li>▪ Oppressive air cargo security regulations</li> <li>▪ Global trade war</li> <li>▪ Global conflict</li> </ul>



## Yakima, Tri-Cities, Walla Walla and Pangborn Field Airports: Strengths, Weaknesses, Threats and Opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Existing air field infrastructure</li> <li>▪ Uncongested airside and landside facilities</li> <li>▪ Availability of cargo aircraft parking ramp</li> <li>▪ Availability of developable land</li> <li>▪ Existing air cargo buildings</li> <li>▪ Port of entry status and federal inspection services</li> <li>▪ Central Washington geographic location</li> <li>▪ Interstate highway access</li> <li>▪ Availability of labor</li> </ul>	<ul style="list-style-type: none"> <li>▪ Size of local economic and population base</li> <li>▪ Limited scheduled air cargo service</li> <li>▪ Lack of wide-body aircraft service</li> <li>▪ No direct or through international service</li> <li>▪ Limited runway length</li> <li>▪ Limited local freight forwarder network</li> <li>▪ Lack of recognition in the marketplace</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Inland Port</li> <li>▪ Domestic charters</li> <li>▪ Contract logistics/ distribution center</li> <li>▪ Intermodal opportunities</li> <li>▪ Master planned on-airport development</li> <li>▪ Container Freight Station</li> <li>▪ Export consolidation</li> <li>▪ Domestic and international charters</li> <li>▪ Contract logistics/ distribution center</li> <li>▪ Intermodal opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Restructuring of FedEx/UPS operations</li> <li>▪ Competition from Grant County International Airport, Spokane International Airport, Seattle-Tacoma International Airport</li> <li>▪ Economically weak airlines</li> <li>▪ Other local/regional logistics parks</li> </ul>



## Discussion for Statewide Strategy

Which opportunities seem most intriguing?  
What should the State's Role be?



## Previous Stakeholder Panel Discussion of State Role and Interest

- Identification of infrastructure needs to support air cargo competitive advantage
- Analysis of economic benefits and other impacts
- Identify tools to support competitive advantage
  - Streamlined data systems and measurements
  - Define and market the state airport system
  - Land use and other policy guidance
- Market intelligence and trend analysis
- Convening partners
- Funding support



# Debrief on Staff Work Group Discussion

- Define and market state airport network as a system
- Identify roles for various airports
  - Designations
  - Use in marketing/branding
- Explore Inland Port Concept
- Consider investment in broader transportation network, individual airports and marketing
- Joint marketing with State support
  - International venues
  - Freight Forwarders
  - Key Cargo trade groups (e.g. tree freight growers)
- Highlight FTZ benefits as part of statewide marketing
- Potential legislation on workforce issues (pilot and maintenance)
- Consider what other states are doing



## Next Steps

- JTC briefing July 19 - Olympia
- Statewide Business Strategy – Summer
- Final Stakeholder Panel Meeting, October 2 at Boeing Field