



Charles L. Buchanan

The state has proposed locating the Global TransPark at Kinston Regional Jetport, which is largely surrounded by farmland.

Air Cargo Complex: Flight or Fancy?

by Tom Mather

Supporters of Global TransPark, North Carolina's proposed air cargo/industrial park, describe the concept as the logical next step in the evolution of world trade. Fast-tracking the project could give the state the "first-mover's advantage," eventually pumping billions of dollars into the economy and creating thousands of jobs in an economically depressed region. But there's some risk involved—mainly the estimated \$156 million that it would cost the state to develop the complex at an existing airport. This article sets the stage for a pro-con discussion, with the pro side written by Gov. James G. Martin and the con side by Michael L. Walden, an economist with N.C. State University.

“First in Flight,” the familiar motto on North Carolina’s license plates, could take on new meaning if John D. Kasarda has his way. Kasarda,

Kenan Professor of Business Administration at the University of North Carolina at Chapel Hill, would like to see the state go beyond its claim as the birthplace of aviation, the site of the Wright brothers’ first airplane flight.

The next major step in economic trade, Kasarda predicts, is the development of international cargo airports that serve as global manufacturing and distribution centers. (See Figure 1, p. 28.) And he believes that North Carolina is the ideal place to build such a complex, which would include a large airport geared toward national and international cargo flights combined with a large, technologically sophisticated industrial park for companies utilizing “just-in-time” manufacturing.¹

“This complex will make North Carolina the crossroads of global air commerce,” says Kasarda, director of the Kenan Institute for Private Enterprise, a branch of UNC’s Kenan-Flagler Business School that tries to promote economic growth by linking academia, business, and government. “This is much more than a modern air-cargo complex. This is really a computer-age industrial complex, in which global aviation plays the pivotal distributional role.”

Kasarda’s concept, first proposed in a Kenan Institute paper two years ago, has won enthusiastic support from Gov. James G. Martin and some business leaders. (See Table 1 on p. 29 and Martin’s article, “Pro: Global TransPark Is An Investment In The Future,” on page 40.) The state legislature was interested enough that in 1991 it created the N.C. Air Cargo Airport Authority and appropriated \$6.6 million for studying and marketing the so-called Global TransPark.²

But not everyone is enamored with the proposal. Some critics say it is unwise for the state to bankroll such a massive economic development project, especially considering the recent shortfalls in state revenues.³ (See Table 1 on p. 29 and Michael Walden’s article, “Con: Global TransPark Is A Risky Investment For The State,” on page 49.) Indeed, preliminary studies have projected development costs starting at \$156 million.⁴ Questions also remain about the project’s effect on the state’s existing commercial airports and its potential strain on the environment and nearby communities.

Tom Mather is associate editor of North Carolina Insight.

“We’ve been out ahead of everybody. I would say we’re a year ahead of the game right now, from a time standpoint. But other states can get where we are a lot quicker than we did.”

—PAUL A. SHUMAKER JR., DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

Project On The Fast Track

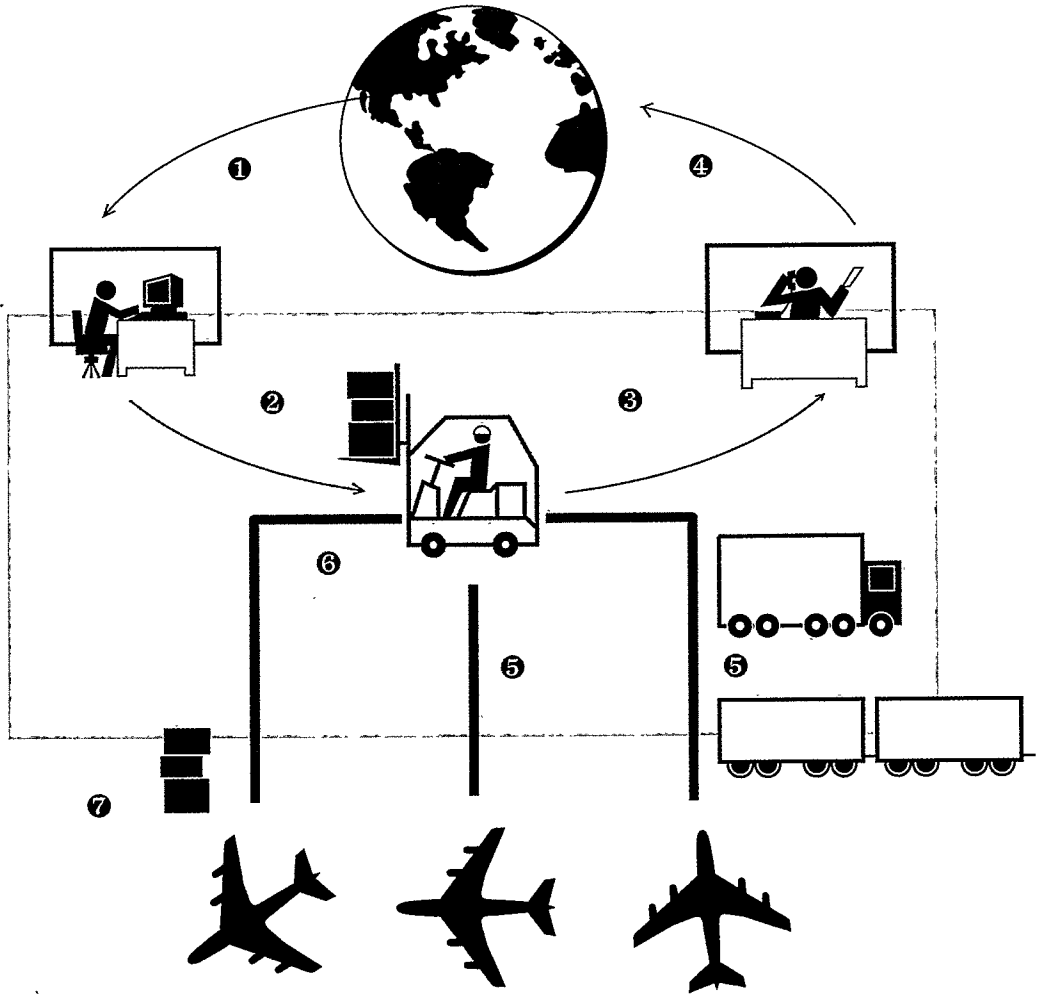
As envisioned by proponents, the complex would dwarf—in size as well as money invested—previous state economic development projects such as Research Triangle Park and the Microelectronics Center of N.C. Kasarda initially envisioned a complex that would cover at least 15,000 acres,⁵ about 20 square miles, and generate nearly 100 flights daily when fully operational.⁶ State officials now estimate that the airport and cargo complex would cover about 4,700 acres, with an additional 28,000 acres zoned for industrial development.

Proponents claim the complex would be the first of its kind. Although others have built or proposed all-freight airports, Kasarda says that no one has yet combined a cargo airport, transportation hub, and manufacturing center in an integrated complex. But at least four existing airports contain substantial elements of the proposed complex and a number of other states are considering plans for comparable facilities. (See Table 2, pp. 32–33.)

Various observers, however, say that North Carolina is leading the pack—at least for now.⁷ North Carolina got the jump in August 1991, when the General Assembly appropriated \$6.2 million to create the Air Cargo Airport Authority, while setting aside another \$400,000 for marketing the Global TransPark through the state Department of Economic and Community Development. In July 1992, the legislature appropriated another \$2 million to the authority for designing runway and cargo-handling facilities at the proposed complex, plus another \$500,000 to continue marketing the project.

“We’ve been out ahead of everybody,” says Paul A. Shumaker Jr., the department’s chief as-

Figure 1. How Global TransPark Would Work



- ① Orders sent to production facility
- ② Orders sent to factory floor
- ③ Factory requests raw materials and components
- ④ Purchasing sends orders to local and remote suppliers
- ⑤ Raw materials delivered to factory
- ⑥ Production of goods
- ⑦ Finished goods shipped air freight to customer

sistant secretary. "I would say we're a year ahead of the game right now, from a time standpoint. But other states can get where we are a lot quicker than we did."

Proponents say it's important that the state maintain its "first-mover's advantage" because the eastern United States probably could not support more than one such complex. That thinking has led Governor Martin, who chairs the air cargo authority, to unabashedly fast-track the proposal. "We've moved at something close to the bureau-

cratic speed of light to get to where we are today," Martin said at the authority's meeting in May 1992. "We need to pick a preferred site, so we can move forward. Otherwise we'll still be talking about this 20 years from now."

Nevertheless, the state has not yet committed to building the complex. That decision depends on the Air Cargo Airport Authority, which in addition to Martin and State Treasurer Harlan E. Boyles includes six other members appointed by the governor, three by House Speaker Daniel T. Blue Jr.,

Table 1. Key Arguments For And Against The Global TransPark Project

PRO	CON
1. Global TransPark would create an estimated 28,000 jobs at the complex and 59,200 statewide by the year 2000.	1. Job and economic projections are based on overly optimistic assumptions regarding plant relocations. State government has a history of inflating estimates of job creations.
2. Would generate an estimated \$3.8 billion in total economic impact statewide by the year 2000, and \$12.9 billion by the year 2010.	2. Economic forecasts are dependent on assumptions that workers and materials would be available for just-in-time production, and that fuel would remain cheap and plentiful.
3. Would bring jobs and economic growth to eastern North Carolina, a region of the state that largely has missed out in previous state development ventures.	3. Large complex would require the relocation of many families, create excessive noise, and burden local highways, schools, and other facilities.
4. Like Research Triangle Park, would create a government/business partnership that would generate statewide economic impact.	4. Private marketplace is better able to assess the wisdom of investing millions of dollars in such a speculative venture.
5. Would accelerate North Carolina's already growing air-freight business.	5. Could draw business away from existing commercial airports, which have plenty of capacity for growth.
6. Would give North Carolina a jump on other states in developing global markets, particularly in fast-growing Pacific Rim nations.	6. North Carolina is better situated for targeting markets in Europe and North and South America; West Coast states are better able to develop Pacific Rim markets.



***“This complex will
make North Carolina
the crossroads of
global air commerce.”***

—JOHN D. KASARDA,
KENAN INSTITUTE FOR PRIVATE ENTERPRISE

John D. Kasarda, left, answers questions about proposed Global TransPark at a meeting of N.C. Air Cargo Airport Authority.

and three by Senate President Pro Tempore Henson Barnes.⁸ (See Table 3, p. 35.)

The 14-member board is charged with determining whether the project is worth pursuing and, if so, when, where and how big it should build the complex. The board's decision hinges not only on the technical merits of the complex, but on whether it can find an airport site that is affordable, has sufficient land, and meets concerns about noise and other environmental factors.

One of the authority's first orders of business was to review a \$475,000 feasibility study, commissioned by the Martin Administration and partially funded by the Federal Aviation Administration, that compared options for the combined cargo airport and industrial park.⁹ That study was completed in February 1992 by Transportation Management Group Inc., a Raleigh-based consulting firm. The consultants' study concluded that the Global TransPark could succeed, generating thousands of jobs and pumping billions of dollars into the state's economy.¹⁰ (See Table 4, p. 37.)

Proponents Hope To Capitalize On Boom In Air Cargo

The consultants' optimistic forecasts are largely based on the assumption that air-freight business will continue to boom. Worldwide, air-cargo traffic increased at an average rate of 8.6 percent annually over the past two decades,¹¹ and the growth rate has been even higher at North Carolina's largest airports.¹² At Raleigh-Durham International Airport alone, carriers handled nearly six times more cargo by weight in 1991 than they did in 1980.¹³ That increase was tied to the growth of nearby Research Triangle Park, as well as American Airlines' decision to locate a regional hub at the airport in 1987. The opening of American's route to Paris in 1988 also has increased international trade, with about one-fifth of RDU's freight headed for foreign markets.

“This is a slow day, believe it or not, for us,” Tom Thurmbuchler, American Airline's supervisor of cargo services at RDU, said in March 1992



Karen Tom

Air cargo traffic has grown at an average rate of 8.6 percent worldwide over the past two decades, and at an even faster rate at North Carolina's largest airports.

as trucks whizzed in and out of the airline's freight center. "We average close to 3.75 million pounds a month, and we're still growing. The last three months, including this month, we've been growing on average 6 percent monthly. So we must be doing something right. We'll handle everything from textiles to computer parts to horse meat."

Air freight has grown so rapidly at Raleigh-Durham that the volume of cargo shipments by 1985 had surpassed projections for the year 2000.¹⁴ To cope with that growth, the RDU Airport Authority has begun constructing a new \$30-million facility that will triple the amount of space available for processing freight and parking cargo planes when it's completed early in 1993. "It's planned right now for the dedicated cargo carriers," says RDU spokesperson Teresa Damiano, referring to

the all-freight airlines such as Federal Express and United Parcel Service. "Since the late 1970s and early '80s, there's been a real squeeze for places for the all-cargo carriers to park."

North Carolina's three largest commercial airports—Raleigh-Durham International, Charlotte/Douglas International, and Piedmont Triad International in Greensboro—together accounted for virtually all (98 percent) of the state's air cargo traffic in 1990. (See Table 5, p. 44.) The state as a whole produced more than 195,000 tons of air cargo that year, with the three large airports handling 254,000 tons (including out-of-state freight).¹⁵ The Global TransPark feasibility study predicts that air-cargo traffic at the state's commercial airports will increase by nearly eight-fold between 1990 and 2010, even without the proposed cargo complex.

Table 2. Projects Comparable To Global TransPark In Other States

Global TransPark proponents say the complex would be the first of its kind — a state-of-the-art manufacturing center linked to global markets through an all-cargo airport, four-lane highways, and nearby seaports. But at least four existing airports possess substantial elements of the proposed air-cargo/industrial park complex, and others are under consideration. Following is a summary of some comparable existing and proposed facilities:

Name	Location	Status	Description
Alliance Airport	Fort Worth, Texas	Existing	This "commercial industrial cargo airport" is a joint venture between the city of Fort Worth and private investors — most notably Ross Perot Jr., son of the well-known billionaire. Airport covers 678 acres, surrounded by some 4,000 acres marketed to industrial tenants geared to just-in-time production. Linked to interstate highways and rail lines. Opened in 1989.
Huntsville International Airport	Huntsville, Alabama	Existing	Airport located on 3,500-acre site that includes a new air-cargo center and a large industrial park. Tenants include Chrysler, Boeing, and other corporations, some engaged in just-in-time production. Linked to interstate highways and rail lines. Opened 1986.
Memphis International Airport	Memphis, Tennessee	Existing	This 4,000-acre airport is the central hub for Federal Express Corp., the nation's largest air-cargo carrier. Airport dominated by passenger traffic by day, cargo at night. Federal Express hub a catalyst for development, attracting manufacturers to adjacent industrial park. Linked to interstate highways, rail lines, and shipping via the Mississippi River.
Front Range Airport	Denver, Colorado	Expansion underway	This 5,000-acre cargo airport is surrounded by a 10,000-acre industrial park. Complex opened in 1984, with an expansion scheduled for completion in 1993. Firms can lease land in industrial park or along runways. Linked closely to interstate highways, rail lines, and Denver International Airport, primarily a passenger facility.

—continues

Name	Location	Status	Description
Jacksonville International Airport	Jacksonville, Florida	Proposed expansion	This 7,500-acre airport is linked to interstate highways, rail lines, and a seaport. Primarily a passenger facility, managers are seeking to locate an air-cargo hub and/or manufacturing plants on airport property.
Calverton Airport	Long Island, New York	Proposed conversion	Feasibility study underway considering conversion of 7,000-acre Navy base into an air cargo/industrial park complex. Linked to interstate highways, railroads, and seaports.
Pease Air Force Base	Portsmouth, New Hampshire	Proposed conversion	Study underway considering conversion of 4,300-acre military base into an air-cargo/industrial park complex. Linked to interstate highways, rail lines, and seaport.
Central - Midwest International Airport	Central City, Kentucky	Proposed	State developing master plan for proposed cargo airport/industrial park complex on a 20,000-acre site. Targeted for just-in-time manufacturers and international trade. Interstate highway links would have to be built, but rail line already runs through property.
Global TransPark	Kinston, North Carolina	Proposed	State developing master plan for proposed cargo airport/industrial park complex. To be located at existing 1,250-acre airport, with about 20,000 acres of nearby land available for development. Would be linked to interstate highways, rail lines, and seaports.

N.C. Center intern Mebane Rash conducted research for this table.

Location Critical To Project's Success

A key factor influencing the potential success of the complex is siting, and the feasibility study compares three broad options: existing commercial airports, military bases, and new "greenfield" locations. (See Table 6, p. 54.) Building the complex at an existing airport would be the least expensive option, costing \$156 million. But the consultants' first choice was that the state develop a "joint-use" complex at a military base, with an estimated cost of \$281 million, because of fewer constraints regarding air traffic, noise, and

other factors. That recommendation led to much speculation that the authority would propose locating the cargo complex at Seymour Johnson Air Force Base in Goldsboro, the state's only military facility with enough available land for the project. But the air cargo authority decided to focus its attention on commercial airports because of lower projected costs and time delays that likely would result from seeking military approval for a joint-use facility.

In February 1992, Governor Martin announced that the board would pick a final site at its May 19 meeting after reviewing proposals from communi-

ties hoping to land the complex. That announcement created a frenzy among economic development coordinators across the state, and 13 groups representing 23 counties submitted bids for the project by the April 16 deadline. "Never before have I seen local elected officials so excited about a project," says Rep. Daniel H. DeVane (D-Hoke).

On May 15, Martin and the authority's executive director, Seddon "Rusty" Goode, narrowed the list of potential airport sites to two finalists without a vote of the entire board—a move that apparently perturbed at least one board member. Cameron Harris of Charlotte, the only member to vote against the board's final choice, referred to that process when asked to explain his opposition: "I am very much for the air cargo facility; I think it's a great idea. But I had some problems with the procedures."

And The Winner Is ...

At its May 19 meeting, the board heard presentations from groups representing the two finalists: Laurinburg-Maxton Airport in Scotland

County and Kinston Regional Jetport in Lenoir County. The authority selected the Kinston airport as the preferred site, following a lengthy closed-door discussion. (See Figure 2, p. 38.) Although both groups offered to donate land, utilities, and airport facilities worth millions of dollars, several factors weighed in Kinston's favor:

- It is centrally located in eastern North Carolina, an economically depressed region in need of jobs, and close to East Carolina University in Greenville.
- The airport has ready access to four-lane highways (U.S. 70 and Interstates 40 and 95), railroad lines, and ports in Wilmington and Morehead City.
- Officials from 17 surrounding counties and a number of nearby towns supported the Kinston proposal.
- The airport has an existing air-traffic control tower operated by the Federal Aviation Administration, a 7,500-foot runway that can handle large cargo aircraft, and an approved master plan for a second parallel runway.
- The airport is surrounded by more than 30,000

More than half the nation's air-cargo is transported by all-freight carriers, such as Federal Express.



Karen Tam

Table 3. N.C. Air Cargo Airport Authority

The authority's 14 members serve two-year terms. Membership includes seven appointed by the Governor, three by the House Speaker, three by the Senate President Pro Tempore, and the State Treasurer. Staff support is provided by the Department of Transportation.¹

Member	Appointed By:	Representation:
Gov. James G. Martin, Chair of Authority	Governor	At large
James C. Gardner, Lieutenant Governor	Governor	At large
Seddon "Rusty" Goode, First Union Plaza, Charlotte	Governor	At large
James T. Broyhill, former U.S. Senator and Representative	Governor	Industry
S. Malcolm Gillis, Dean of the Faculty of Arts and Sciences, Duke University	Governor	Environment
Paul J. Rizzo, Dean, School of Business Administration, UNC-Chapel Hill	Governor	Business
William H. Prestage, Owner and President, Prestage Farms, Clinton	Governor	Agribusiness
Gordon S. Myers, President, Commercial Developers Inc., Asheville	House	At large
Roger A. McLean, Vice Chancellor for Business and Finance, Elizabeth City State University	House	At large
Thomas W. Bradshaw, Transportation Director, The First Boston Corp., New York, N.Y.	House	At large
Nancy R. Stallings, Director, Area Agency of Aging, Neuse River Council of Governments, New Bern	Senate	At large
Charles A. Hayes, Chairman, Guilford Mills, Greensboro	Senate	At large
Cameron Harris, Cameron M. Harris & Co., Charlotte	Senate	At large
Harlan Boyles, State Treasurer	Legislation	Ex-officio

¹ See N.C. G.S. 63A-3.

acres of generally open, level land that potentially could be developed.

Governor Martin says that choosing a site was a crucial step in moving the project forward. Without a specific location, he says, the state couldn't prepare a master plan for the complex, conduct environmental studies, market the complex to prospective customers, or arrange financing.

"By selecting this site we are saying, 'We believe it will work; we believe we can market this concept and our state,'" Martin said after the May 19 meeting. "We've taken another vital step."

Local leaders predict the complex will put Kinston on the map, while creating an economic boon for all of eastern North Carolina. "The

outward migration of our youngest and our brightest can be reversed," says Vernon Rochelle, the city attorney for Kinston. But some local landowners already have formed a group opposing the

project, saying they won't easily part with their property.¹⁶ As one farmer, J.P. Hill of Lenoir County, told *The News & Observer* of Raleigh: "They think we ought to just give our land so they can do whatever they want, but it ain't going to work that way. I know

some that's going to put up a fight, including me. The farm I own is not for sale at any price. I don't want to sell and I don't want them to take it."¹⁷ That sentiment drew support from the *Fayetteville Observer-Times*, which editorialized of local opponents: "They have every right to fight back, and

"The outward migration of our youngest and our brightest can be reversed."

—VERNON ROCHELLE,
CITY ATTORNEY FOR KINSTON

Vernon Rochelle and other Kinston officials celebrate after the N.C. Air Cargo Airport Authority selects the city's airport as the site for the proposed Global TransPark.



Karen Tam

Table 4. Global TransPark: Projected Economic Impact

Forecasts	2000	2010
Flights (all-cargo) ¹	29/day	95/day
Cargo (weight)	123,000 tons/year	418,000 tons/year
Employment (new jobs)		
At Complex	28,000	48,000
Statewide ²	59,200	101,200
Total Statewide Impact (dollars)	\$3.8 billion	\$12.9 billion

Source: Transportation Management Group, *North Carolina Air Cargo System Plan and a Global Air Cargo Industrial Complex Study*, Executive Summary, February 1992, p. 2.

¹For comparison, the number of departures in 1991 averaged 343/day at Charlotte/Douglas International Airport, 165/day at Raleigh-Durham International Airport, and 53/day at Piedmont Triad International Airport. See Transportation Management Group, Chapter 3, pp. 49-50.

²Total number of jobs created statewide in companies that supply or service cargo carriers and manufacturing plants at Global TransPark.

if they win they could even save the state from wasting money. The influx of high-technology manufacturing plants envisioned for the project could easily be made up of ghosts that, unlike the players in [the movie] 'Field of Dreams,' would do nothing."¹⁸

What's Left?

With these and other concerns, the Global TransPark is no sure thing. The air cargo authority still must prepare a detailed master plan for the project and conduct studies analyzing the potential environmental impact at the Kinston site. One looming question is the project's effect on wetlands, which are widespread in Eastern North Carolina. The authority also has yet to propose a method for funding the project, and legislators could balk at the final price tag. Governor Martin, however, is optimistic that such

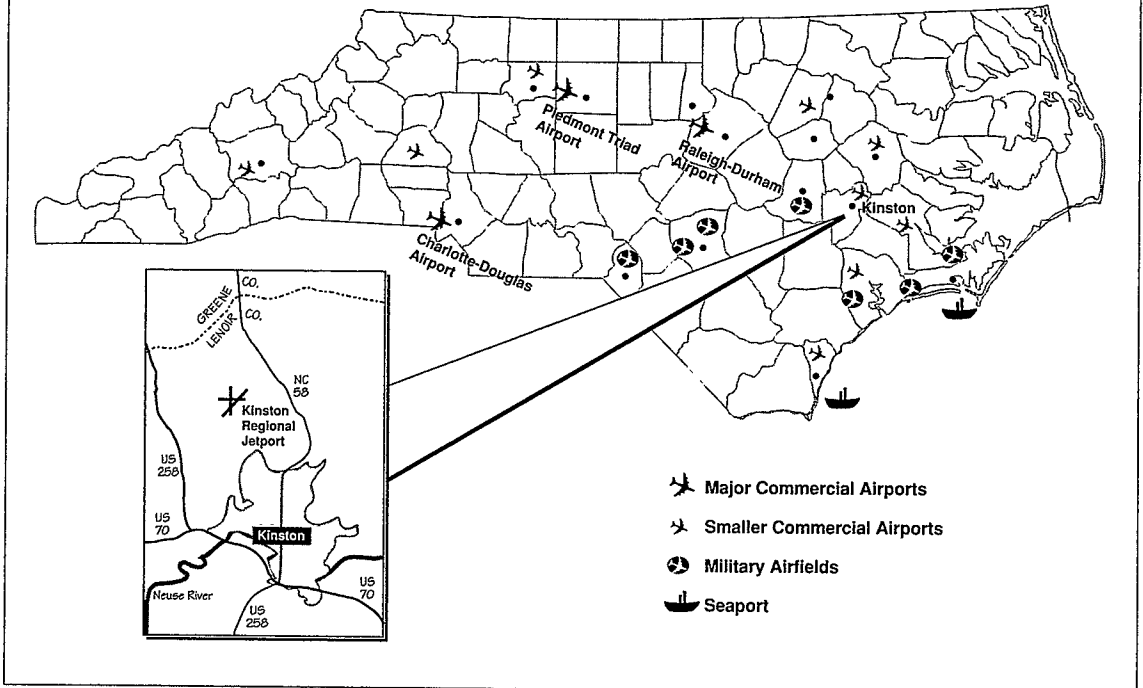
concerns can be resolved.

"There's a lot of support for this idea politically, in the General Assembly and among leaders across the state," Martin says. "The biggest concern in our discussions now is how to finance whatever we do.

"But we've only committed to spend the necessary money to figure out where to go, what to do, and whether to go forward with it. ... We have not authorized the expenditure of large, massive amounts of money. We still have to do the master planning. It would be foolish to pour a lot of concrete or spend a lot of money until we do that."

Some see Martin's support for the Global Transpark as a final attempt by the governor to establish a legacy in a pro-business administration that has had its share of economic setbacks—including the \$1.2-billion budget shortfall in 1991 and the failure of bids to attract large federal projects such as Sematech in 1987 and the Super-

Figure 2. Proposed Global TransPark Site in Relation to Existing Commercial Airports in North Carolina



conducting Super Collider in 1988.¹⁹ “What I see this as is the governor trying to make his mark,” says Michael F. Corcoran, executive vice president of the N.C. Wildlife Federation, the state’s largest conservation group. “I see this as the governor trying to establish another Research Triangle Park.”

Others don’t mind the comparison to Research Triangle Park. Kasarda, the UNC professor who conceived the air cargo/industrial complex concept, notes that the state’s investment in the park since the early 1960s has created thousands of new jobs, increased tax revenues, and spurred economic growth across North Carolina. And like Research Triangle Park, he says, Global TransPark probably won’t take off unless state government provides the seed money and institutional support.

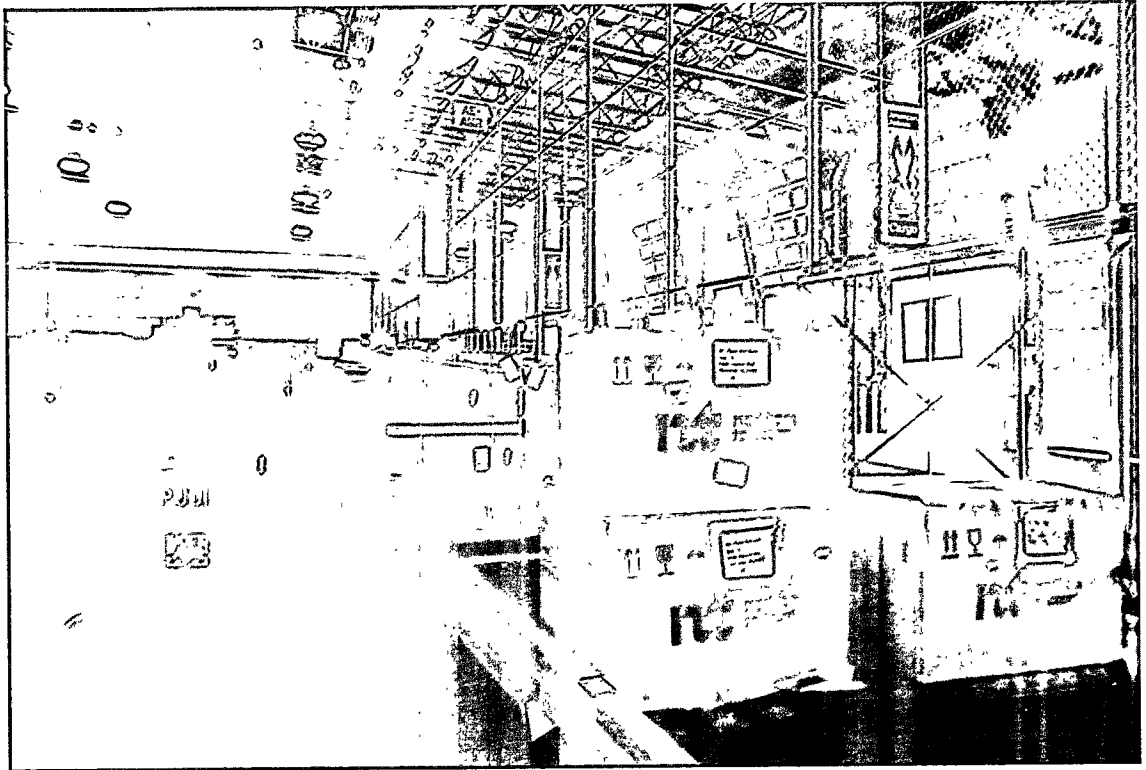
“Research Triangle Park would have never happened if it hadn’t been a state-instigated venture, because you need something to jump-start it,” Kasarda says. “You need somebody to acquire the land, exercise eminent domain. Private enterprise doesn’t have eminent domain, it can’t con-

demn land. It can’t set up the kind of policy needed to make this happen. It can’t float revenue bonds and industrial development bonds.

“If we could sit back and wait for the private sector to do something, are they going to pick North Carolina? We don’t know. But this is the time for us to do something preemptive. If North Carolina wants to shape its destiny, it has the opportunity. And if it seizes it fast, it could have that first-mover advantage.”

“What I see this as is the governor trying to make his mark. I see this as the governor trying to establish another Research Triangle Park.”

—MICHAEL F. CORCORAN,
N.C. WILDLIFE FEDERATION



Much of the air cargo handled at Raleigh-Durham airport is high-value-to-weight goods, such as electronics and computer equipment manufactured by plants in nearby Research Triangle Park.

FOOTNOTES

¹ John D. Kasarda, "A Global Air Cargo-Industrial Complex for the State of North Carolina," Kenan Institute of Private Enterprise, UNC Business School, Chapel Hill, N.C., pp. 1-ff.

² See N.C. G.S. 63A-2(8).

³ For more on the state's recent budget problems, see Mike McLaughlin, "North Carolina's Biennial Budget—Oil Change or Overhaul?" *North Carolina Insight*, Vol. 13, No. 2 (June 1991), pp. 2-19.

⁴ See Transportation Management Group Inc., *North Carolina Air Cargo System Plan and a Global Air Cargo Industrial Complex Study*, Raleigh, N.C., February 1992, Chapter 7, p. 69. The group is a Raleigh-based consulting firm that the state selected to prepare a feasibility study on the proposed Global TransPark.

⁵ Kasarda, p. 15.

⁶ Transportation Management Group, Chapter 1, p. 3.

⁷ Articles in various trade publications have portrayed North Carolina as leading the way toward developing an all-cargo airport complex. For examples, see: Nancy Nachman-Hunt, "If they build them, will global-minded corporations come?" *Expansion Management*, Jan./Feb. 1992, pp. 14-22; Ralph Gardner, "And Now The Fifth Wave," *Air Cargo USA*, Oct. 1991, pp. 8-10; and Gardner, "Tarheel State Places its Bets on a Future in Air Cargo," *Air Cargo News*, Vol. 16, No. 8 (Sept. 1991), pp. 9-10.

⁸ Governor Martin named himself to the authority as one of the seven gubernatorial appointees stipulated by the law.

⁹ Transportation Management Group, Executive Summary, p. 21.

¹⁰ *Ibid.*, Executive Summary, p. 2.

¹¹ *Ibid.*, Executive Summary, p. 1.

¹² *Ibid.*, Chapter 3, p. 26.

¹³ According to Teresa Damiano, public affairs manager for the Raleigh-Durham Airport Authority, cargo traffic at RDU increased from 7,318 tons in 1980 to 41,745 tons in 1991.

¹⁴ Judith Schonbak, "Raleigh-Durham International Airport Outlines Growth Strategy," *Jet Cargo News*, February 1991, p. 18.

¹⁵ Transportation Management Group, Executive Summary, pp. 1-2, 9.

¹⁶ "Group to fight air cargo complex," *The News & Observer*, Raleigh, N.C., June 26, 1992, p. 8C.

¹⁷ Jerry Allegood, "Huge Kinston airport plan doesn't sit well with some neighbors," *The News & Observer*, Raleigh, N.C., May 25, 1992, p. 6A.

¹⁸ "The state's airfield of dreams," *Fayetteville Observer-Times*, reprinted in *The News & Observer*, Raleigh, N.C., June 7, 1992, editorial page.

¹⁹ The state of Texas landed both projects. Sematech, located in Austin, is a joint industry/university/government consortium aimed at improving the production of semiconductors, or computer chips, in the United States. The Superconducting Super Collider is an \$8-billion federal project aimed at building a massive proton accelerator to explore the fundamental nature of matter; the future of that project is in doubt, however, because Congress recently cut its funding.