

City and County Budget Crises

When in a hole, first stop digging

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QUICK FACTS

- ♦ This report documents the change in locally generated revenues of 98 North Carolina counties* and the 30 largest N.C. cities between 2002 and 2007.
- ♦ Locally generated revenues increased faster than population and inflation in 96 of 98 counties and 24 of 30 cities. In Union County, revenue increased 48 percent faster than population and inflation over five years.
- ♦ For that reason, many counties and cities are having financial difficulties because they have spent taxpayer revenues on unnecessary or low-priority projects.
- ♦ In addition, the public has recognized that counties must live with in their means. Since 2007, voters have rejected tax increases 66 of the 74 times that county commissioners asked for a tax increase. That is almost 90 percent of the time.
- ♦ Furthermore, this report provides information that is an essential starting point for citizens to hold their elected and unelected officials accountable for their spending decisions.
- ♦ County and city officials must do more to put budget and revenue information on the Internet in easily accessible formats.

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* The counties of Graham and Scotland failed to report revenue information for Fiscal Year 2007 to the State Treasurer's Office.

INTRODUCTION

The current economic recession has left many North Carolina cities and counties strapped for money. As economic activity declines, sales taxes, fees, and other revenue sources decline. Many city councils and county commissions are considering ways to increase taxes, a very bad idea during the recession. Others are asking the federal governments to bail them out.

Many North Carolina cities and counties have only themselves to blame. During the period (2002-07) before the recession, locally generated revenues in many cities and counties increased faster than population and inflation would warrant (see Figures 1 and 2 and Appendices A and B). Instead of cutting taxes or putting money into “rainy day” funds, they started or expanded unnecessary or low-priority projects.

This report provides graphic illustrations of revenue trends in 98 North Carolina counties¹ and in the state’s 30 largest cities (see Appendix). As a baseline, the graphs start with fiscal year (FY) 2002 locally generated revenue (excluding transfers from the state and federal governments) for each county or city. This amount is adjusted for population growth and inflation through FY 2007 (the red line on the graph). We label this line “Growth pays for itself” because even in fast-growing counties, the local government, if it maintained this level, would be receiving revenues with the same purchasing power per person as it did in 2002.

We also provide a line that shows the actual inflation-adjusted locally generated revenue collected per person in each county or city (the blue line). Figures 1 and 2 rank the counties and cities according to growth in inflation-adjusted locally generated revenue per person, and they show that 96 of the 98 counties and 24 of the 30 largest cities collected more revenue than what would have been necessary to keep up with increases in inflation and population.

In some cases they take in significantly more revenue. Union County, for example,

collected 48 percent more than necessary to keep up with population and inflation. An average family of four in Union County needed \$1,876 more income in 2007 than in 2002 just to keep up with the increase in county taxes and fees.

A decrease in per-person, inflation-adjusted revenue is not always what it seems, however. Fayetteville, for example, experienced a 19 percent decrease in adjusted revenues between FY 2002 and FY 2007. This decrease owes in large part to Fayetteville’s annexation of about 42,000 people and 27 square miles into the city. Thus the number of people in the city increased more rapidly than the tax revenues generated by those people.

In 2007 the North Carolina General Assembly gave counties the option to raise the sales tax by one-fourth of a cent or to triple the land-transfer tax from 0.2 to 0.6 percent, but only after a vote of the people. Since then county commissioners in 57 counties have tried to make the case that their counties needed more revenue (see Figure 3).

In 15 counties, voters rejected a tax increase more than once. After Hertford and Henderson voters rejected tax increases twice, commissioners had the audacity to hold a third vote — which they also lost. So 15 counties have asked voters for tax increases 32 times, and voters have sent a resounding message to commissioners by rejecting tax increases in 31 of the 32 votes. Since 2007, voters in 57 counties have voted 74 times, rejecting tax increases in 66 of those votes (or nearly 90 percent of the time).

CONCLUSION

Counties and cities obviously have multiple factors that influence their tax revenues, so measuring locally generated revenue for an area over time cannot give the full picture. But looking at the growth of local government revenues adjusted for inflation and population gives citizens enough information to allow them to hold elected and unelected officials accountable for their taxing and

spending decisions.

Citizens should ask: Do those revenues pay for essential services such as public safety, or are they used for special amenities aimed at a small number of residents, such as golf courses and equestrian centers? Are new schools being built in the most cost-effective manner, or do the new projects contain frills unrelated to providing quality education, such as building two-story glass atriums, adding middle school performing-arts auditoriums, or buying 100 acres for a high school when 50 would do? Are tax increases necessary, or should the county or city spend present revenues more efficiently and effectively?

In a representative democracy, citizens control their governments. But to do so properly, they must have access to information on what their governments are doing. This report helps fill this need for citizens of

local governments in North Carolina. Those counties and cities, however, must do a better job at making their operations, budgets, contracts, and programs more transparent to their residents. Citizens should be able to find county and city budgets, contracts, and checkbook records on the Internet in easily understandable formats; they shouldn't have to be CPAs to understand the financial records of their government.

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The authors wish to thank John Locke Foundation Research Intern Clint Atkins for his assistance on this report.

NOTE

1. The counties of Graham and Scotland failed to report revenue information for FY 2007 to the State Treasurer's Office.

Figure 1. Inflation-Adjusted Change in County Revenue Per Person, FY2002-FY2007

Rank	County*	Percent Change in Revenue	Change in Revenue (Dollars)	Percent Change in Population	Rank	County*	Percent Change in Revenue	Change in Revenue (Dollars)	Percent Change in Population
1.	Union	48%	\$373	30.5%	47.	Transylvania	15%	\$153	3.5%
2.	Watauga	43%	\$314	1.5%	52.	Currituck	14%	\$294	25.0%
3.	Clay	39%	\$282	13.1%	52.	Halifax	14%	\$111	-2.8%
4.	Onslow†§	35%	\$167	7.7%	52.	Dare	14%	\$334	11.4%
4.	Cherokee	35%	\$248	9.0%	52.	Lenoir	14%	\$99	-1.9%
6.	Avery	34%	\$302	2.9%	52.	Gates	14%	\$93	9.8%
7.	Pender	32%	\$250	15.9%	57.	Vance	13%	\$93	0.4%
7.	McDowell	32%	\$171	2.0%	57.	Warren	13%	\$121	0.0%
9.	Hoke	31%	\$163	21.1%	57.	Bladen	13%	\$185	1.2%
10.	Chowan	30%	\$243	3.6%	57.	Duplin	13%	\$99	5.5%
10.	Polk	30%	\$241	1.7%	57.	Stanly	13%	\$92	0.7%
12.	Alamance	29%	\$161	4.5%	57.	Stokes	13%	\$81	2.6%
12.	Sampson	29%	\$175	4.9%	57.	Robeson	13%	\$78	3.8%
12.	Jackson	29%	\$245	7.9%	—	County Average	12%	\$106	8.1%
12.	Columbus	29%	\$184	-0.1%	64.	Macon	12%	\$133	8.6%
16.	Perquimans	28%	\$224	7.6%	64.	Lee†	12%	\$96	9.8%
17.	Haywood	28%	\$217	3.6%	64.	Forsyth	12%	\$96	6.8%
18.	Orange	27%	\$266	4.6%	67.	Davie	11%	\$105	10.2%
18.	Buncombe	27%	\$239	6.2%	67.	Yancey	11%	\$75	1.7%
20.	Tyrrell	25%	\$231	1.5%	67.	Carteret	11%	\$107	6.5%
21.	Caswell	24%	\$137	-0.6%	67.	Northampton	11%	\$98	-2.4%
22.	Wilson	23%	\$168	4.0%	71.	Cleveland	10%	\$64	0.0%
22.	Harnett	23%	\$166	10.5%	71.	Alexander	10%	\$65	6.8%
22.	Montgomery	23%	\$160	1.7%	71.	Greene	10%	\$67	9.3%
25.	Edgecombe	22%	\$150	-4.3%	71.	Guilford	10%	\$82	5.6%
25.	Granville	22%	\$132	7.8%	75.	Caldwell	9%	\$58	1.5%
25.	Iredell	22%	\$158	13.5%	75.	Beaufort	9%	\$78	2.3%
28.	Ashe	21%	\$155	3.9%	75.	Camden	9%	\$81	31.6%
28.	Craven	21%	\$144	3.1%	75.	Rockingham§	9%	\$63	-0.1%
30.	Pitt	20%	\$137	8.4%	75.	Washington	9%	\$68	-1.6%
30.	Alleghany	20%	\$172	2.2%	80.	Wilkes	8%	\$61	1.0%
30.	Madison	20%	\$118	3.7%	80.	Pamlico	8%	\$72	2.1%
30.	Lincoln	20%	\$187	8.9%	80.	Nash	8%	\$51	4.6%
34.	Henderson	19%	\$160	9.5%	83.	Yadkin	7%	\$47	3.3%
34.	Chatham	19%	\$194	13.0%	83.	Hertford	7%	\$50	3.0%
34.	Jones†	19%	\$107	0.3%	85.	Cumberland	6%	\$46	1.3%
37.	Bertie	18%	\$126	-2.0%	85.	Mitchell	6%	\$46	0.3%
37.	Rutherford	18%	\$118	-0.4%	87.	New Hanover	5%	\$66	12.5%
37.	Wayne	18%	\$111	1.3%	87.	Mecklenburg	5%	\$67	15.5%
37.	Cabarrus	18%	\$143	15.3%	87.	Martin	5%	\$42	-3.5%
37.	Richmond	18%	\$124	0.2%	87.	Swain	5%	\$34	5.8%
42.	Moore	17%	\$141	8.3%	87.	Franklin	5%	\$46	13.3%
42.	Brunswick	17%	\$233	23.9%	92.	Wake	4%	\$40	19.6%
42.	Anson	17%	\$136	0.4%	92.	Pasquotank	4%	\$35	14.3%
42.	Gaston	17%	\$128	3.1%	94.	Catawba	3%	\$28	4.0%
46.	Person	16%	\$148	3.8%	95.	Burke	2%	\$12	-0.6%
47.	Surry	15%	\$116	2.0%	96.	Durham	1%	\$6	7.6%
47.	Hyde	15%	\$253	-3.9%	96.	Randolph	1%	\$4	4.6%
47.	Johnston†	15%	\$115	18.7%	98.	Davidson	-2%	-\$15	4.3%
47.	Rowan	15%	\$96	2.0%					

* The counties of Graham and Scotland did not provide revenue data for FY 2007

† Excluding Water and Sewer Charges

§ Excluding Mental Health

Figure 2. Inflation-Adjusted Change in Municipal Revenue Per Person, FY2002-FY2007

Rank	Municipality	Percent Change in Revenue	Change in Revenue (Dollars)	Percent Change in Population
1.	Mooreville	41%	469	35.8%
2.	Burlington	33%	291	4.2%
3.	Thomasville	24%	160	7.3%
3.	Jacksonville	24%	114	12.5%
5.	Asheville	23%	259	6.3%
5.	Chapel Hill	23%	158	1.9%
5.	Goldsboro	23%	181	-2.9%
8.	Raleigh	22%	198	23.2%
9.	Rocky Mount	20%	511	0.7%
10.	Charlotte	18%	222	15.9%
10.	Matthews	18%	66	14.7%
12.	Kannapolis	16%	105	9.3%
12.	Huntersville	16%	97	27.7%
14.	Greensboro	14%	147	7.1%
15.	Concord	12%	250	16.2%
16.	Sanford	10%	109	13.8%

Rank	Municipality	Percent Change in Revenue	Change in Revenue (Dollars)	Percent Change in Population
—	Municipal Average	10%	132	14.3%
17.	Wilson	8%	297	7.9%
17.	Durham	8%	78	12.3%
19.	Greenville	7%	261	18.1%
19.	Winston-Salem	7%	67	7.0%
21.	Apex	6%	114	31.4%
22.	High Point	5%	110	10.6%
23.	Salisbury	4%	47	15.0%
24.	Cary	1%	8	21.9%
25.	Gastonia	0%	-2	4.6%
26.	Wilmington	-1%	-11	8.3%
27.	Statesville	-2%	-42	8.4%
28.	Hickory	-3%	-41	5.9%
29.	Monroe	-4%	-122	22.2%
30.	Fayetteville	-19%	-408	39.9%

Figure 3. County Tax Referenda and Outcomes, 2007-08

County	Result(s) of Tax Vote(s)
Alexander	Passed
Anson	Failed
Ashe	Failed
Avery	Failed
Brunswick	Failed
Burke	Failed
Caswell	Failed
Catawba	Passed
Chatham	Failed
Cherokee	Failed
Chowan	Failed
Clay	Failed
Columbus	Failed Twice
Cumberland	Failed, then Passed
Davie*	Failed Twice
Duplin	Failed
Edgecombe	Failed
Gaston	Failed
Gates	Failed Twice
Graham*	Failed Twice
Greene	Failed Twice
Guilford	Failed Twice
Harnett*	Failed Twice
Haywood	Passed
Henderson	Failed 3 Times
Hertford	Failed 3 Times
Hoke	Failed
Johnston*	Failed Twice
Jones	Failed

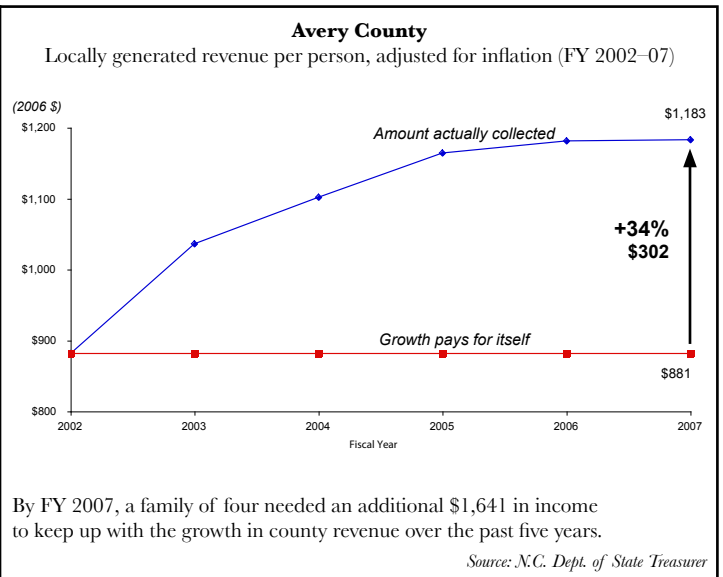
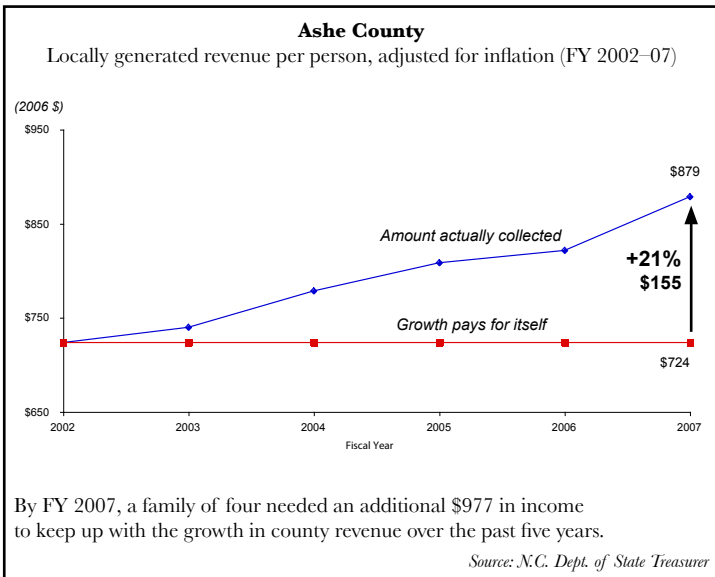
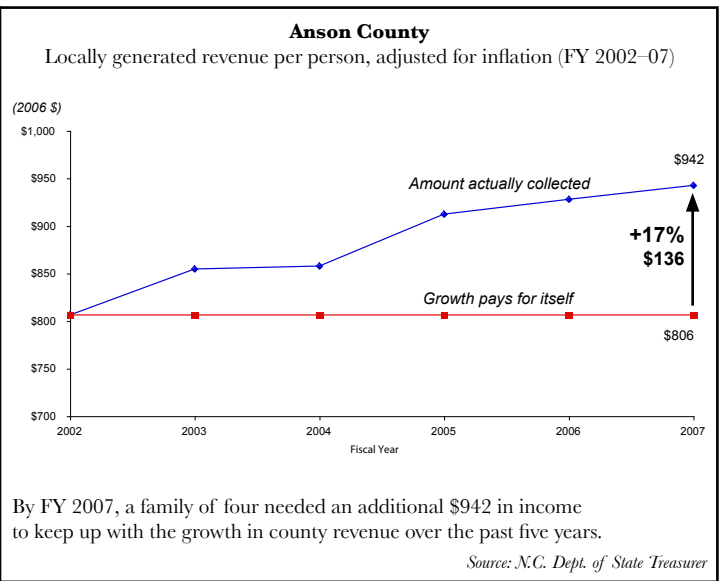
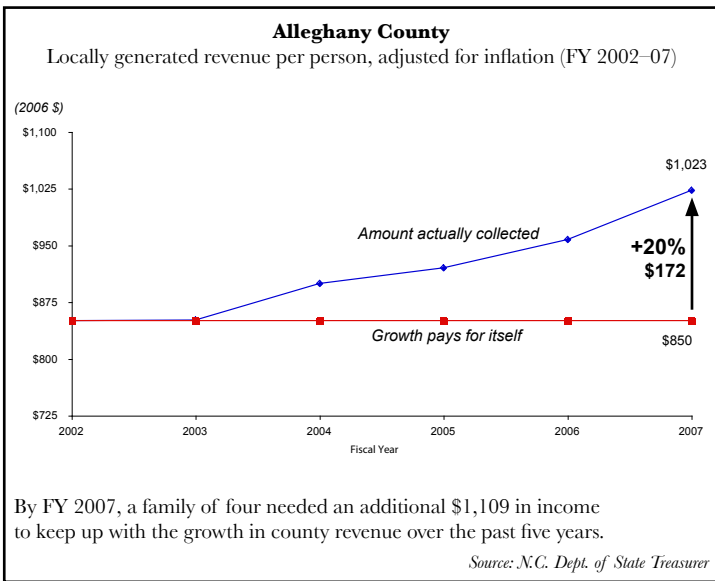
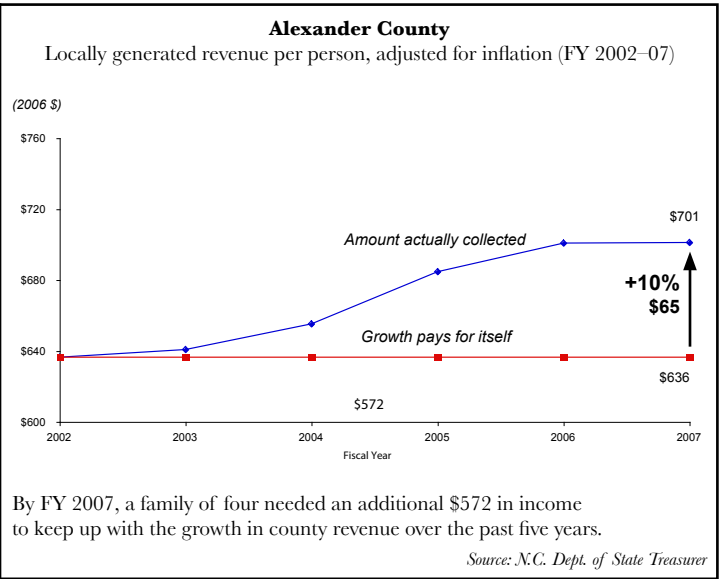
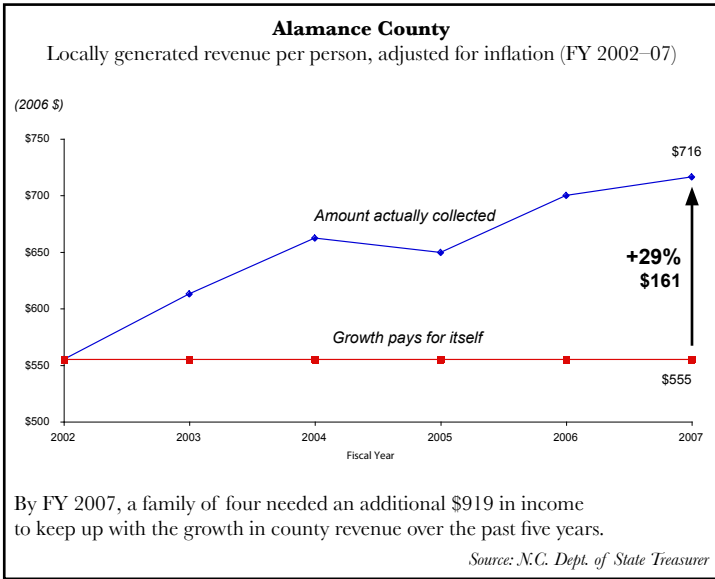
County	Result(s) of Tax Vote(s)
Lee	Failed
Lenoir	Failed
Lincoln	Failed
Macon	Failed
Martin	Passed
Mitchell	Failed
Moore	Failed Twice
Nash	Failed
Onslow	Failed Twice
Orange	Failed
Pender	Failed
Person	Failed
Pitt	Passed
Polk	Failed
Randolph	Failed
Robeson	Failed
Rockingham	Failed
Rutherford*	Failed Twice
Sampson	Passed
Stanly	Failed
Surry	Passed
Swain	Failed
Tyrrell	Failed Twice
Union	Failed
Washington	Failed
Wayne	Failed
Wilkes	Failed
Wilson	Failed

* Voters in these counties rejected a sales tax and a land-transfer tax increase on the same ballot.

Source: N.C. Association of County Commissioners

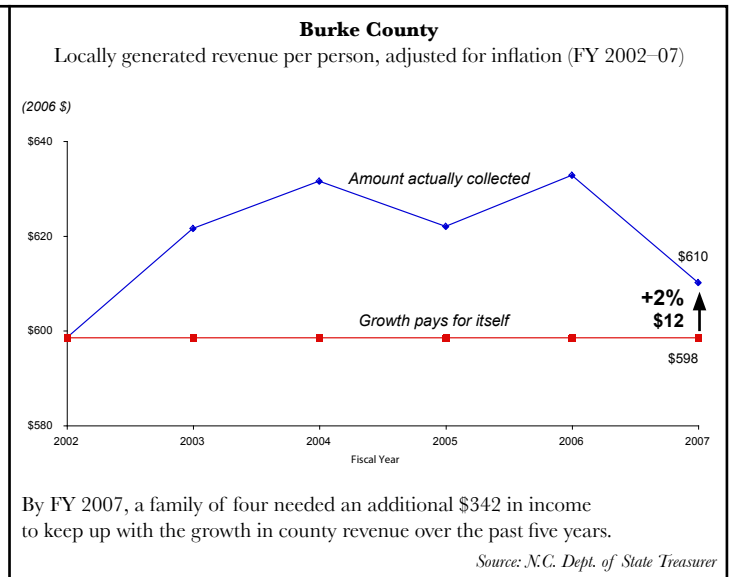
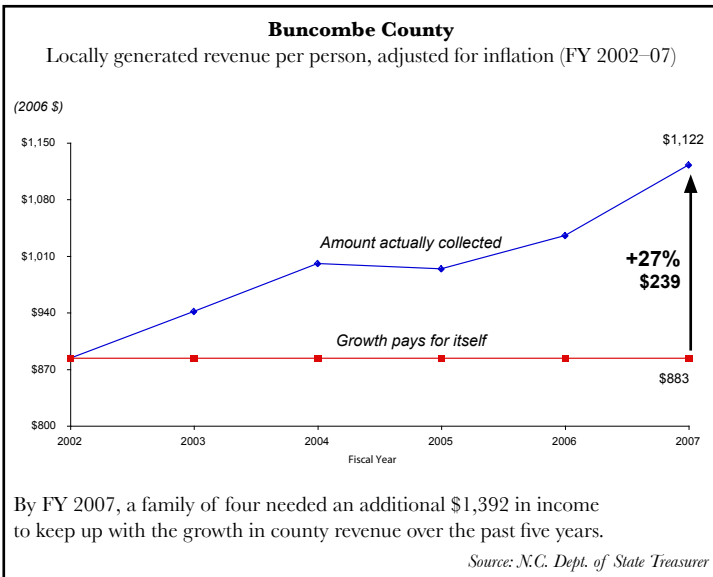
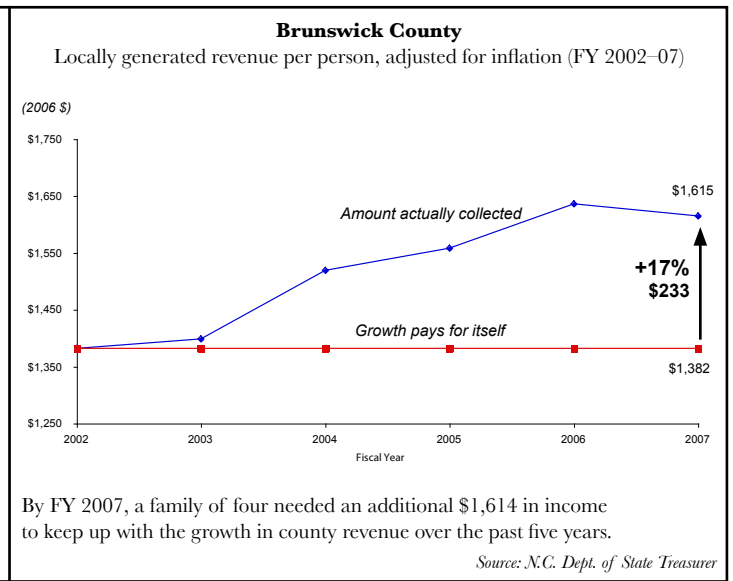
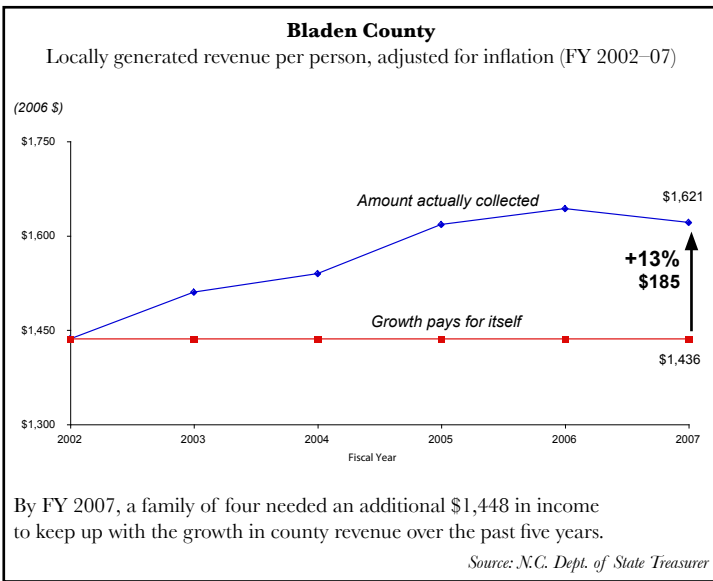
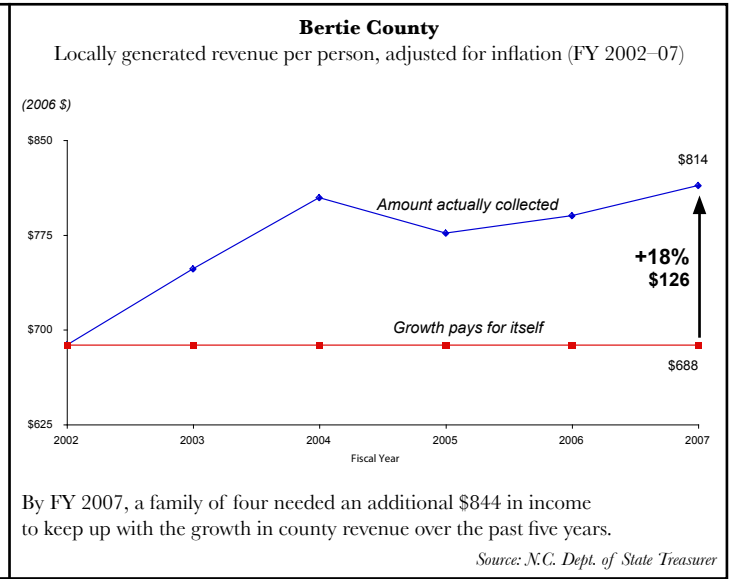
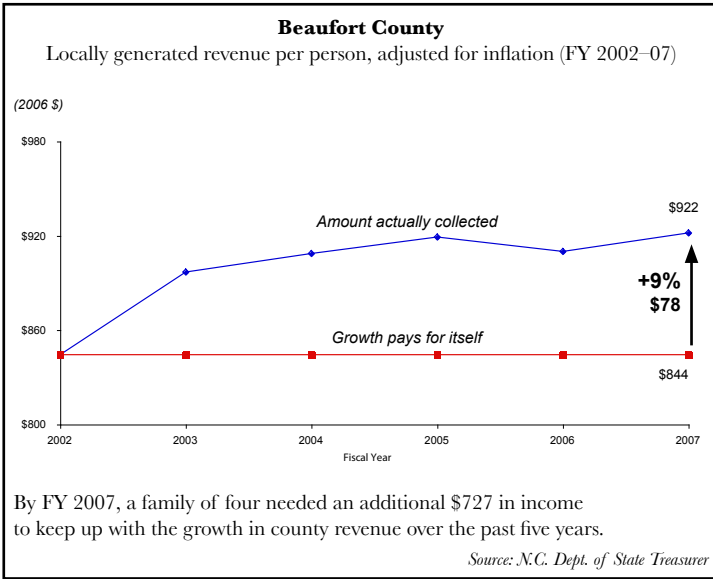
Appendix A. County Charts: Alamance to Avery

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



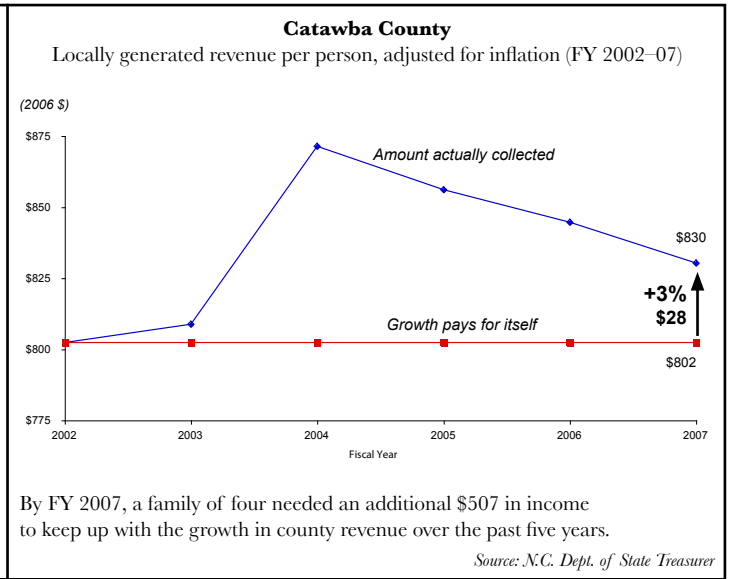
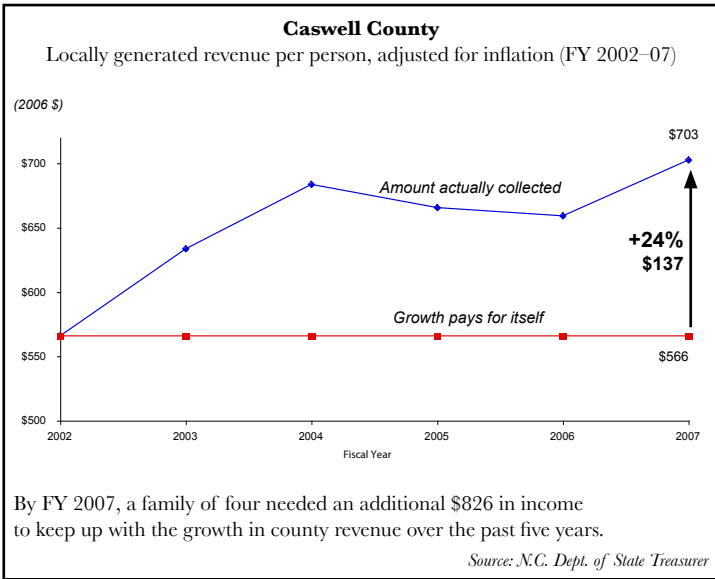
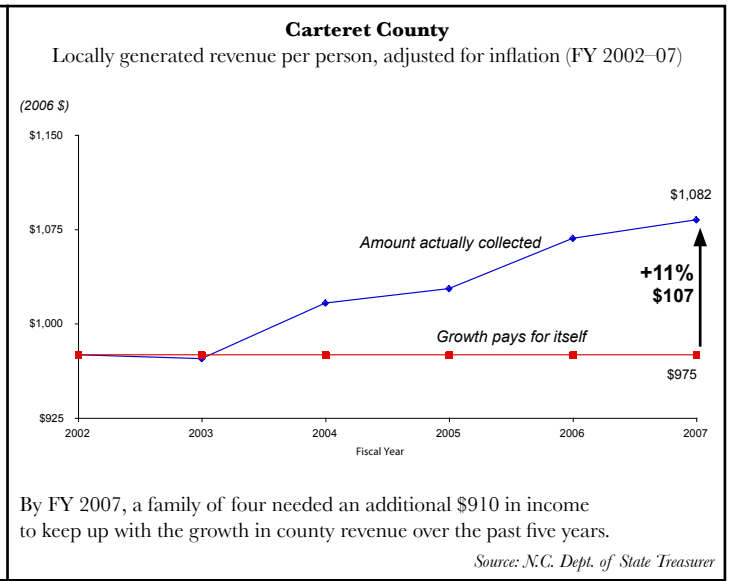
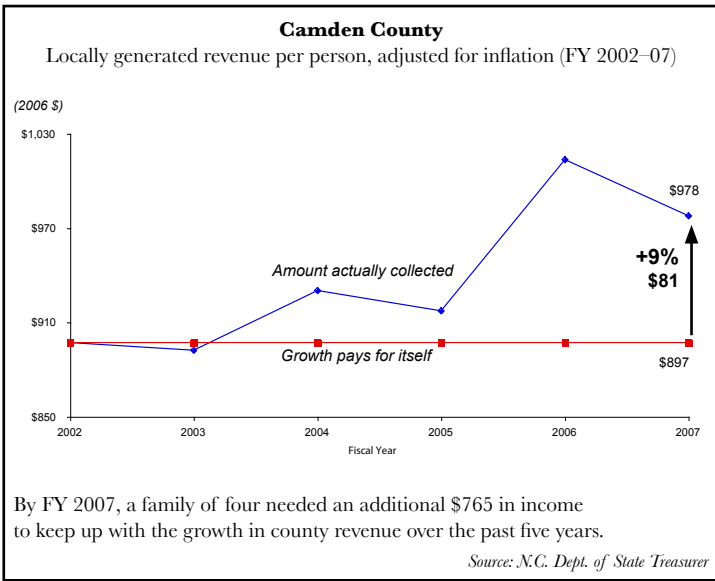
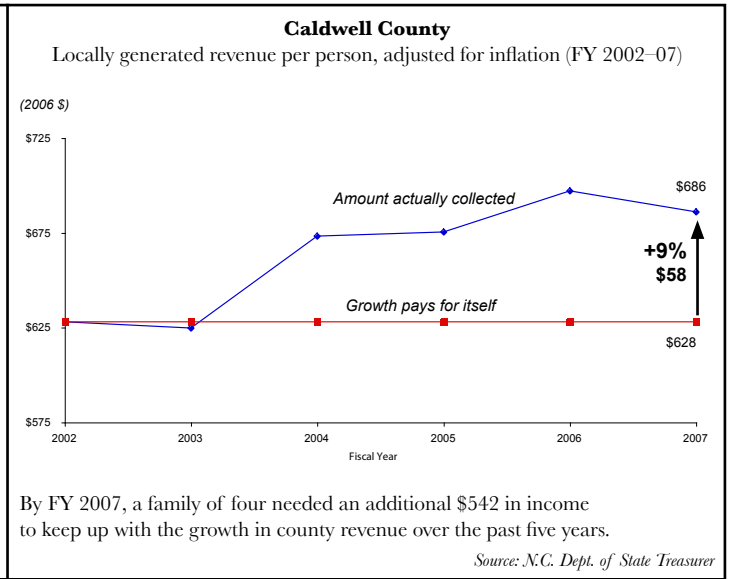
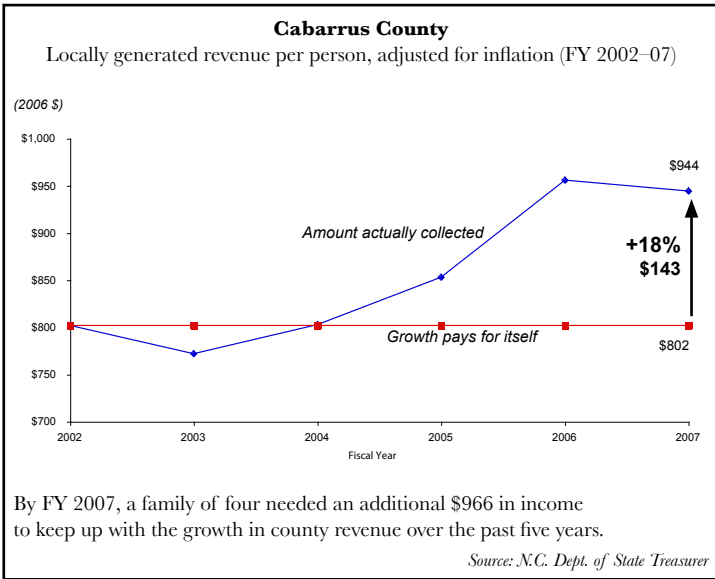
Appendix A. County Charts: Beaufort to Burke

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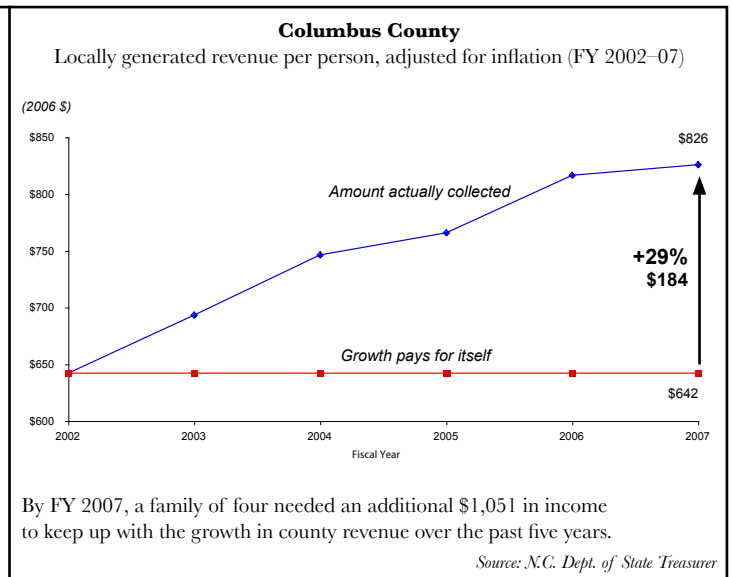
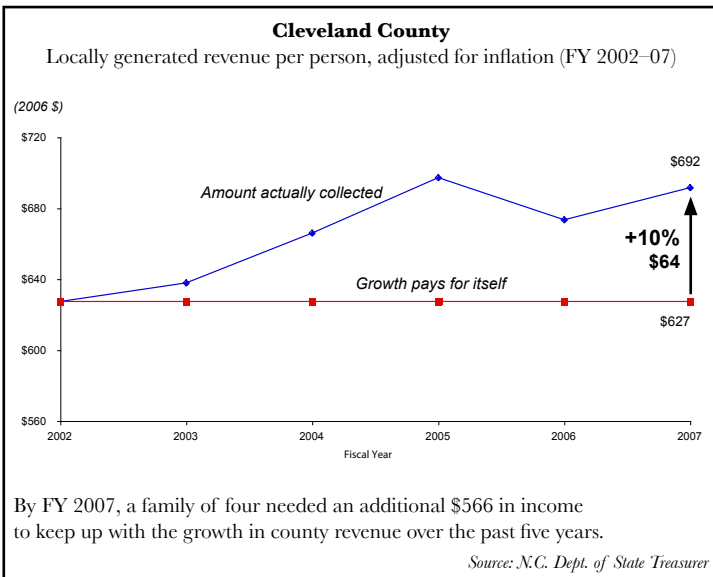
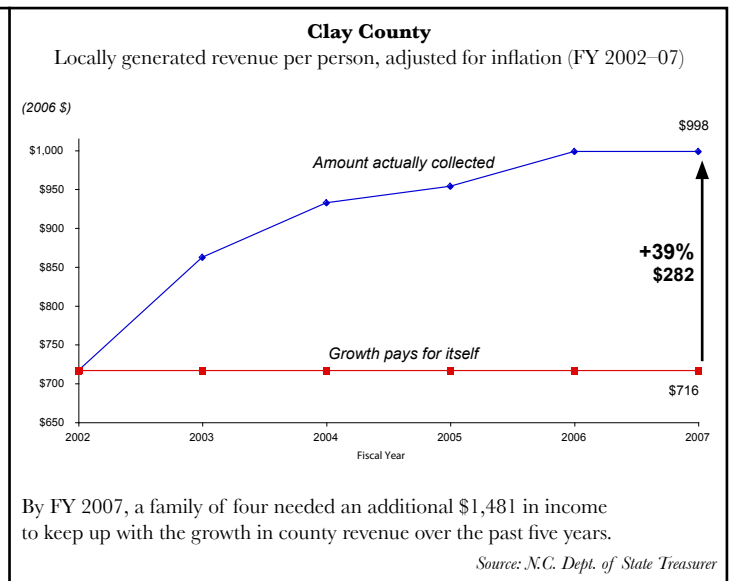
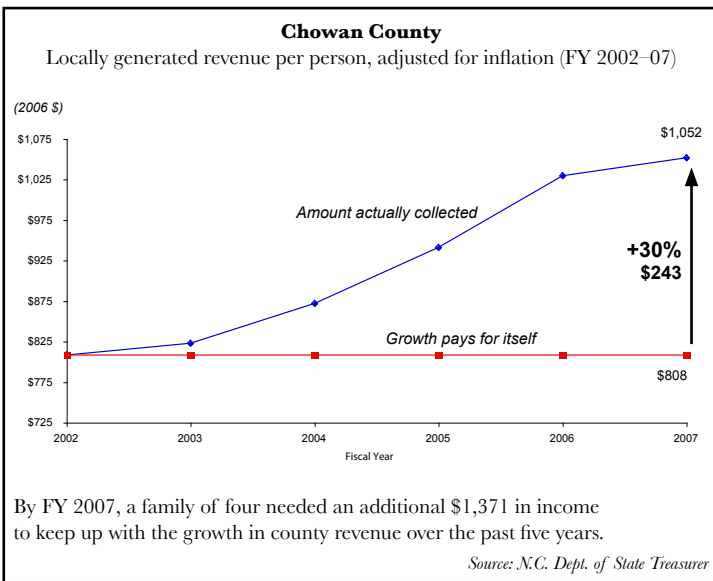
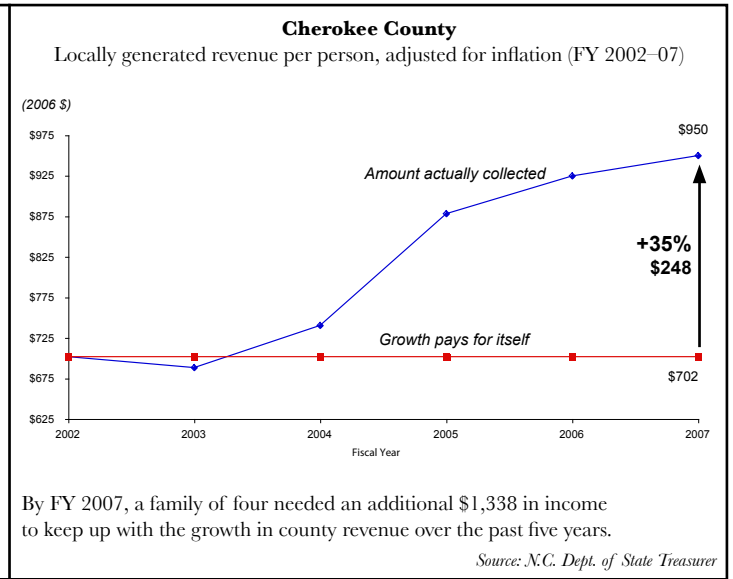
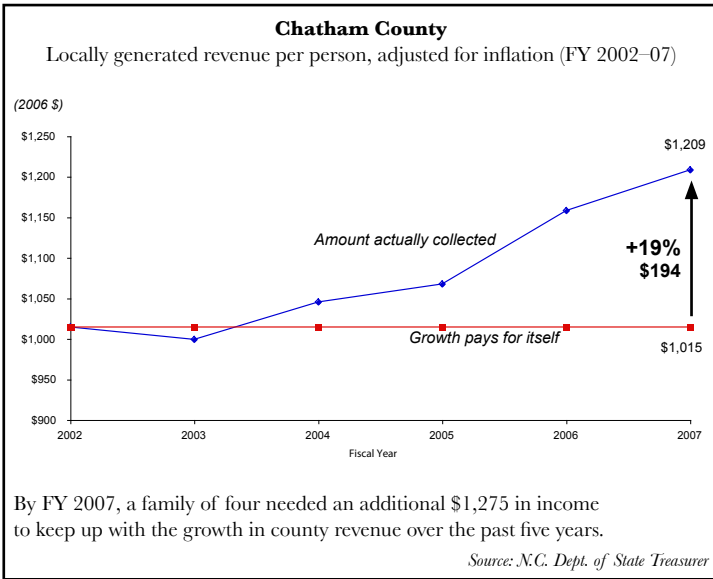
Appendix A. County Charts: Cabarrus to Catawba

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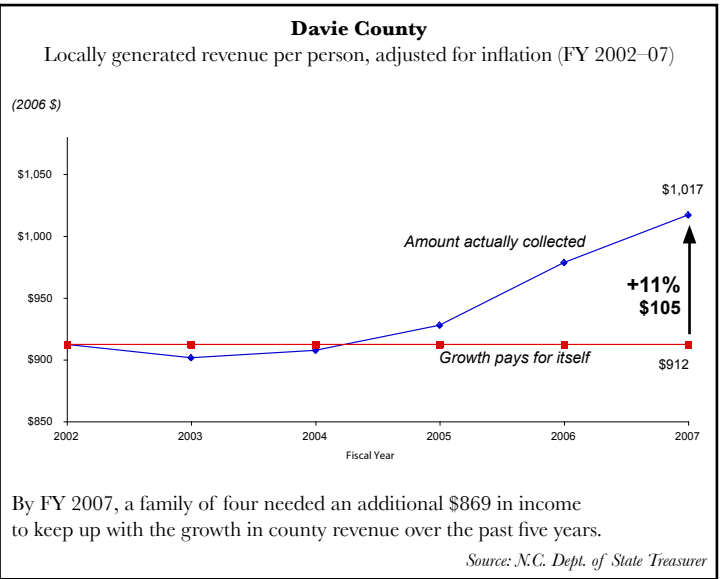
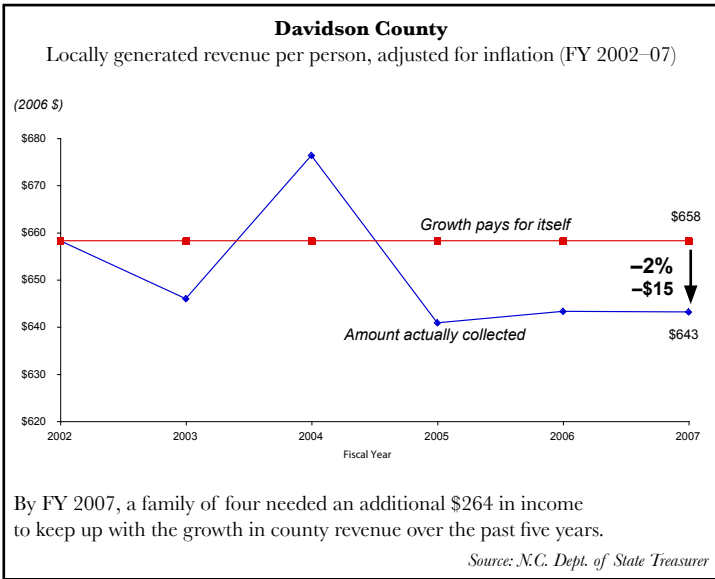
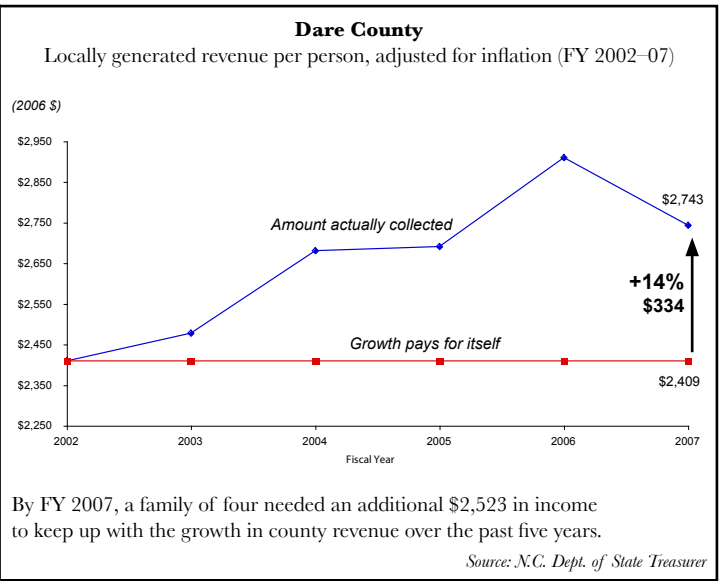
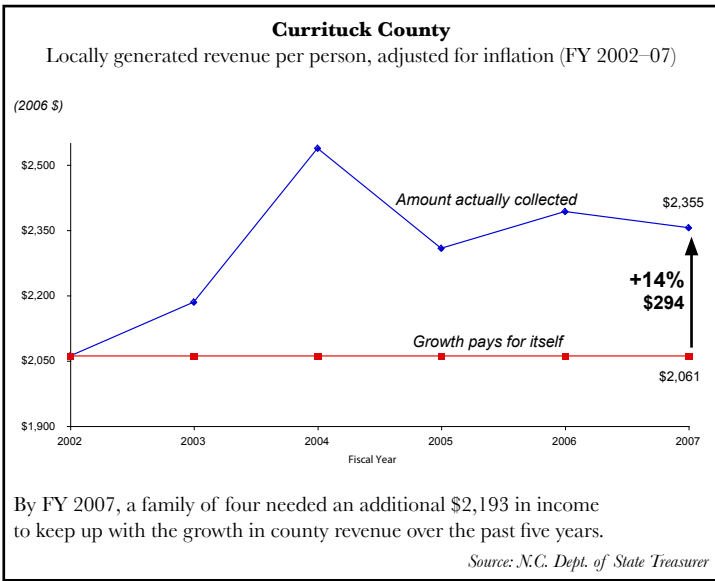
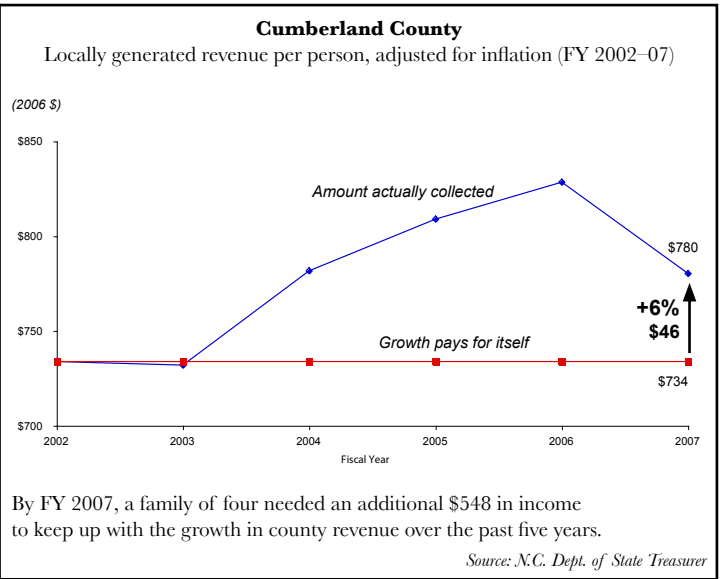
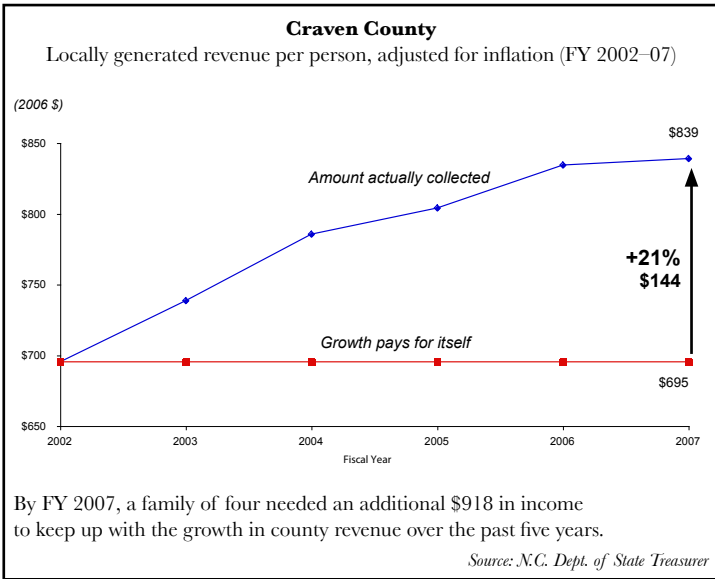
Appendix A. County Charts: Chatham to Columbus

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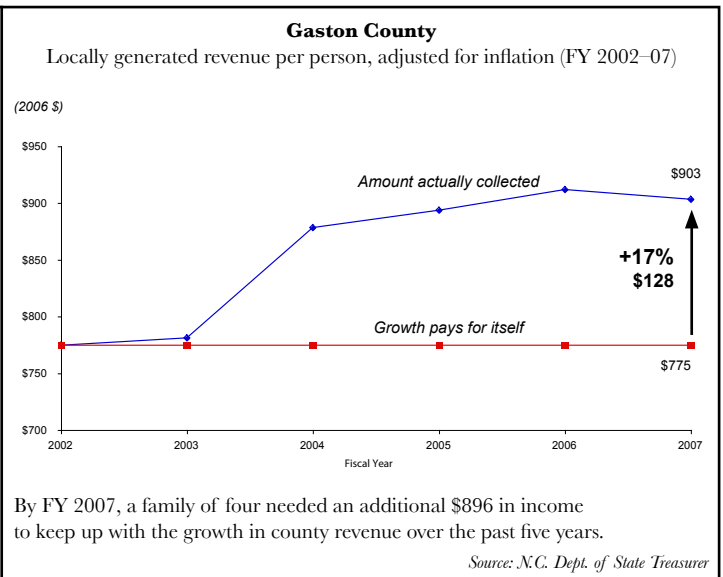
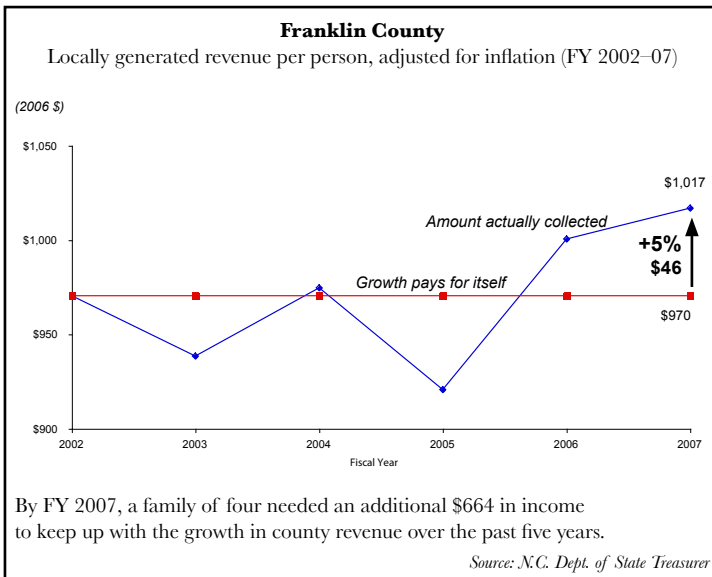
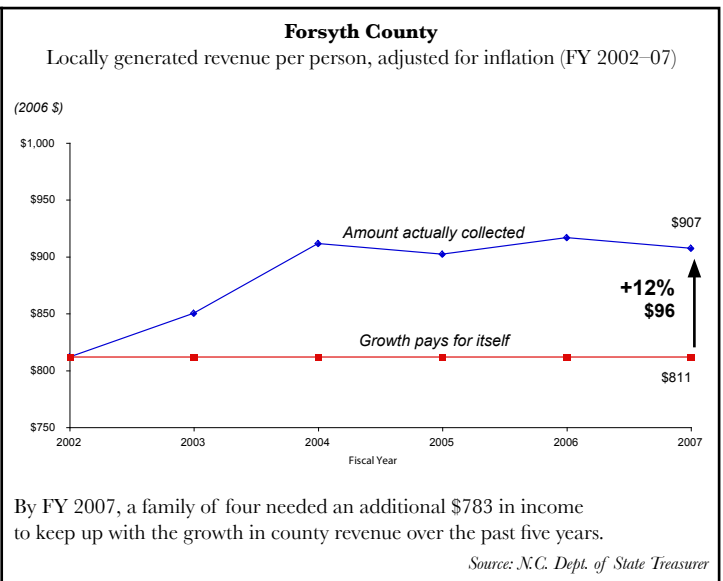
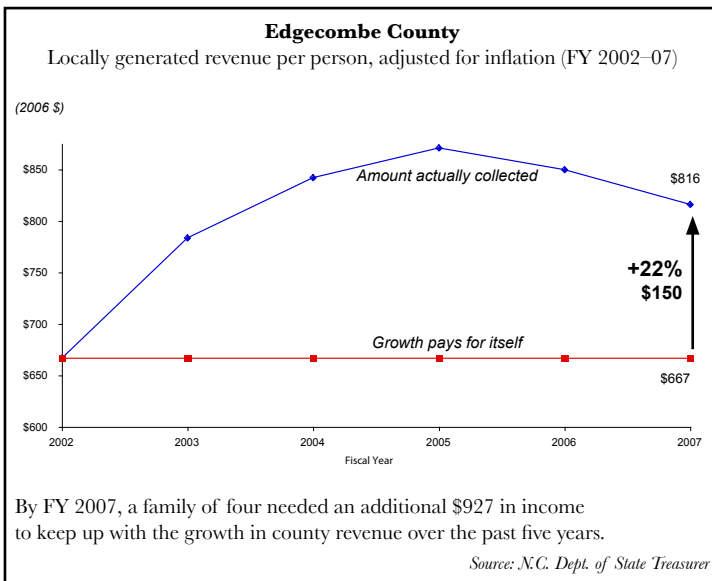
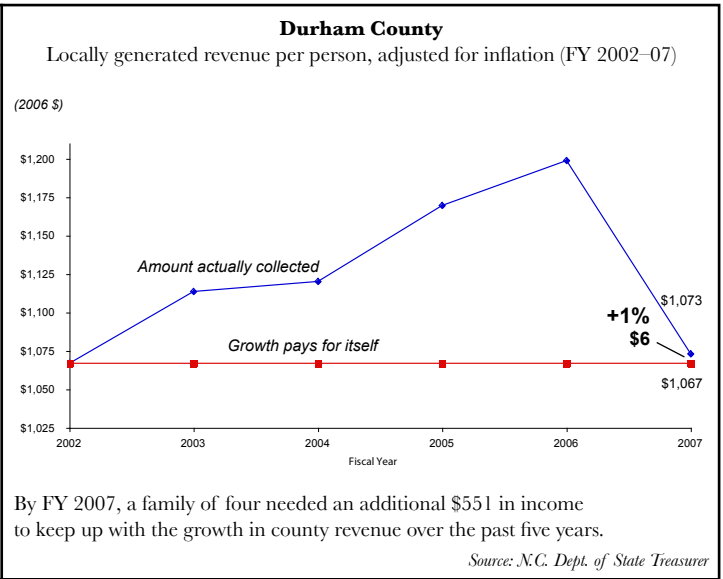
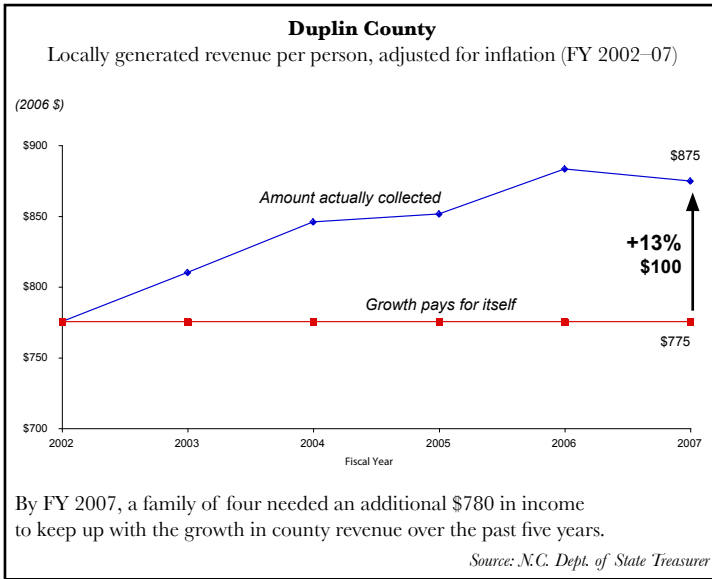
Appendix A. County Charts: Craven to Davie

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



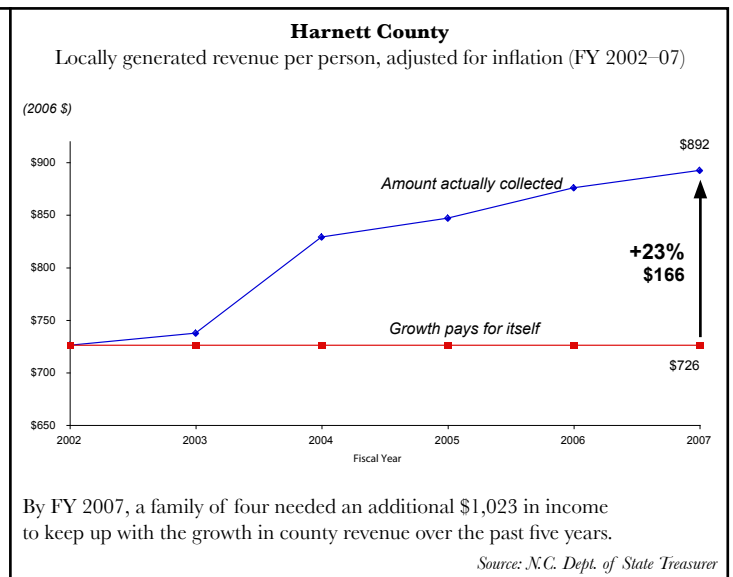
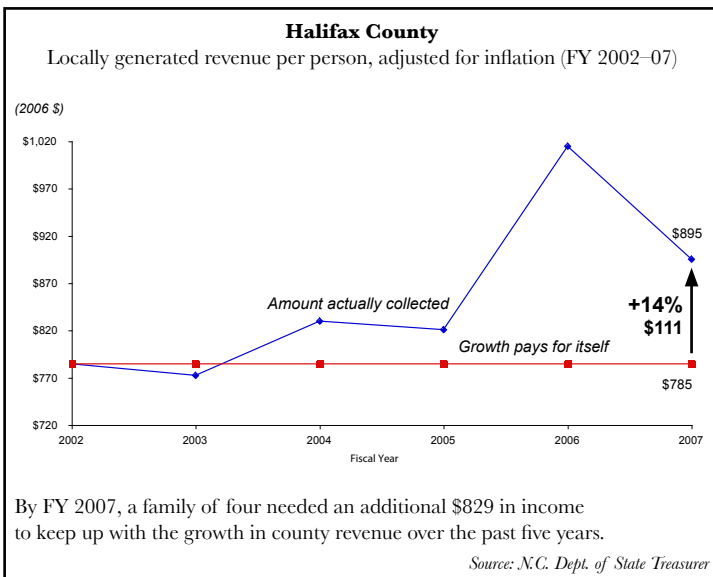
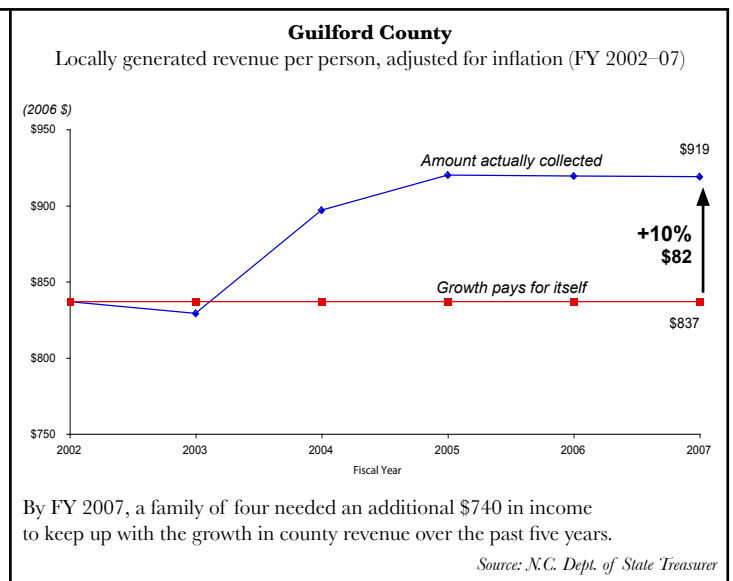
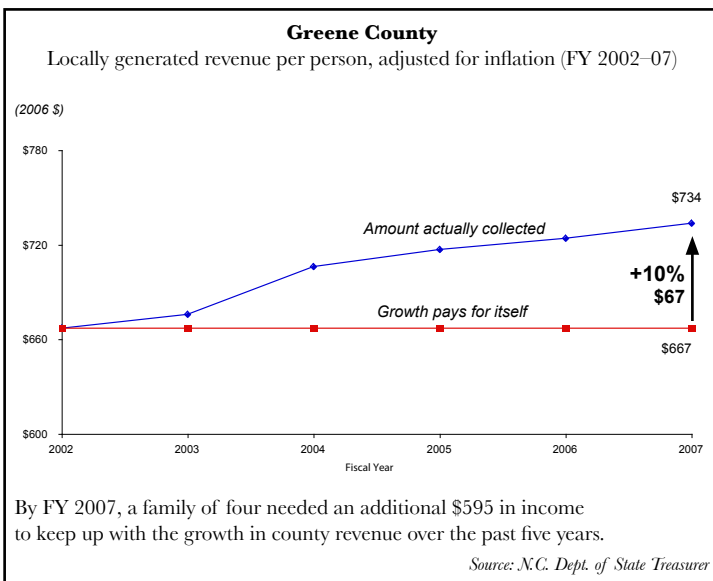
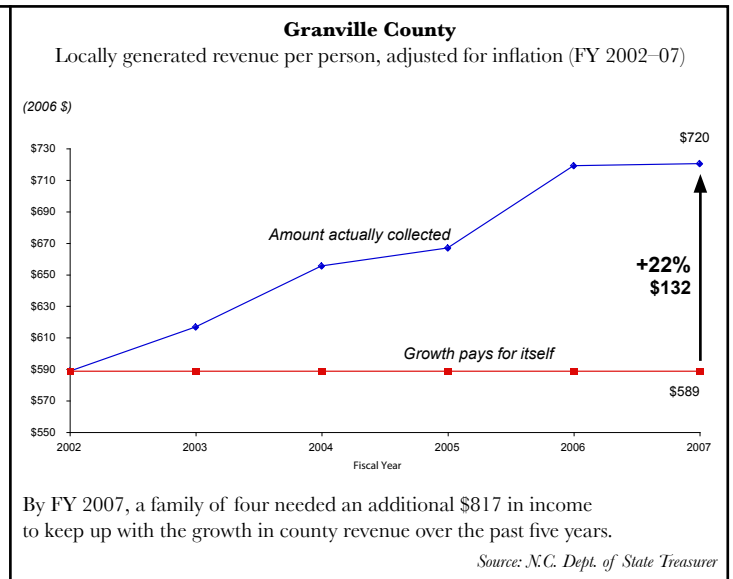
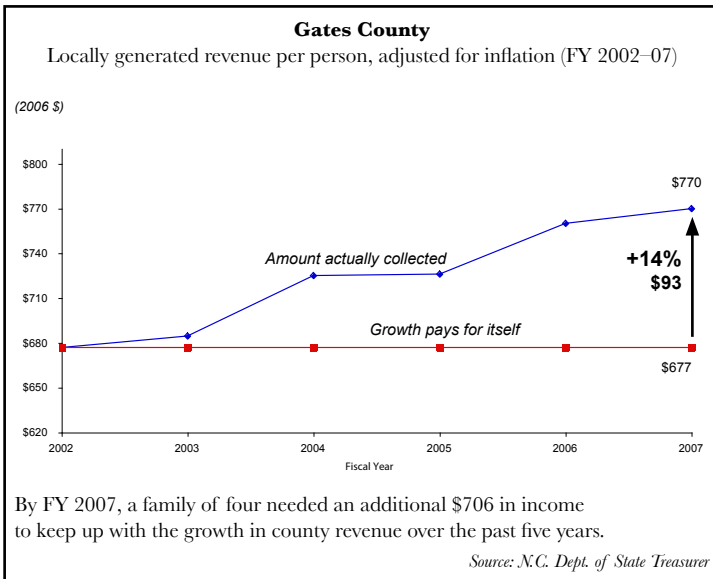
Appendix A. County Charts: Duplin to Gaston

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



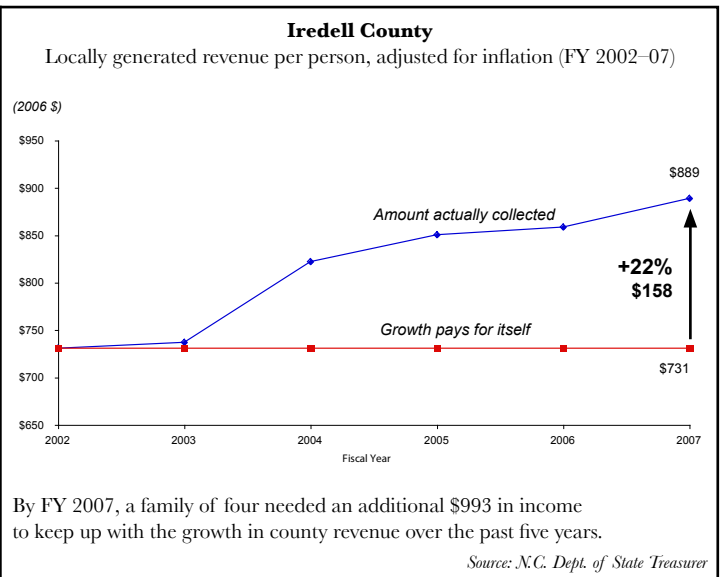
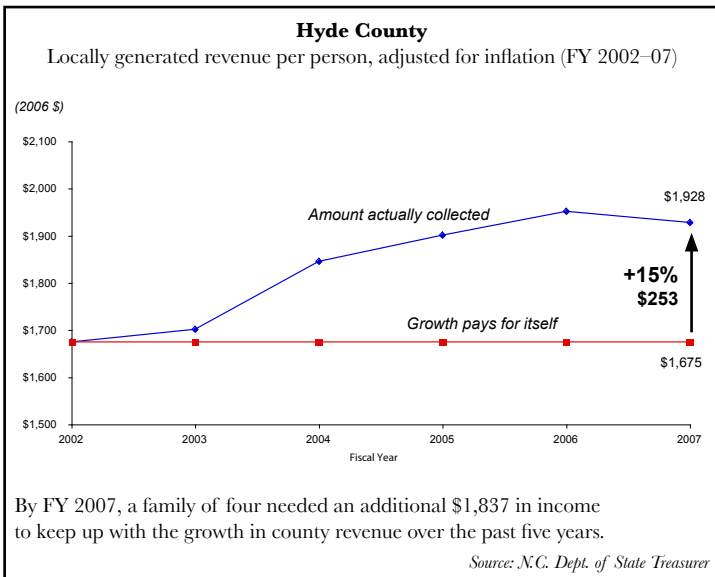
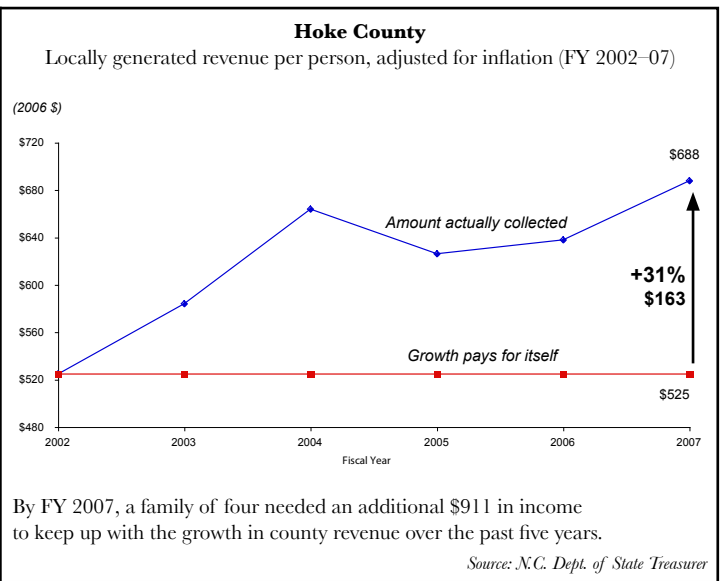
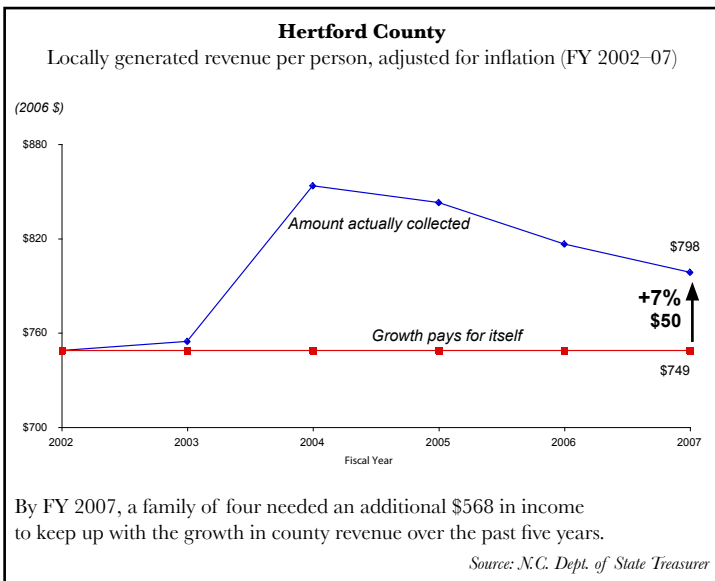
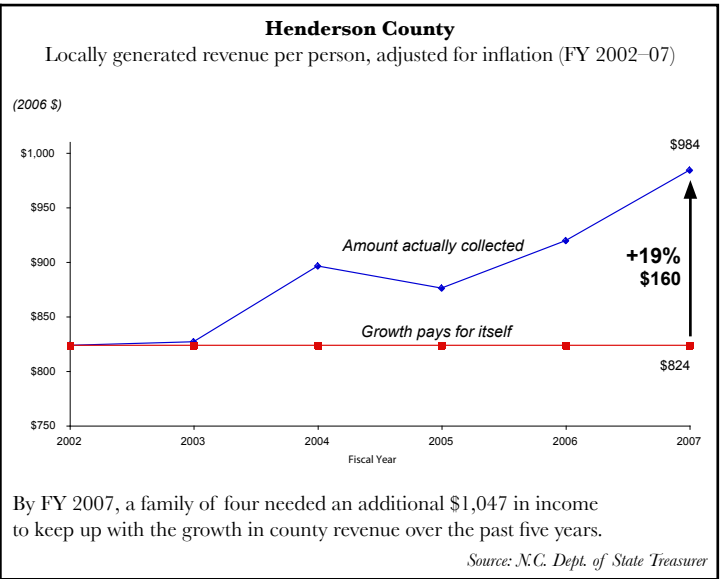
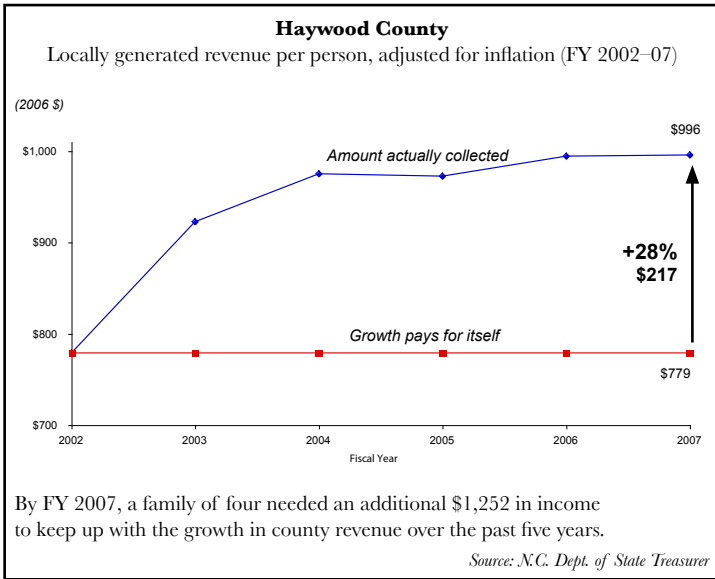
Appendix A. County Charts: Gates to Harnett

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



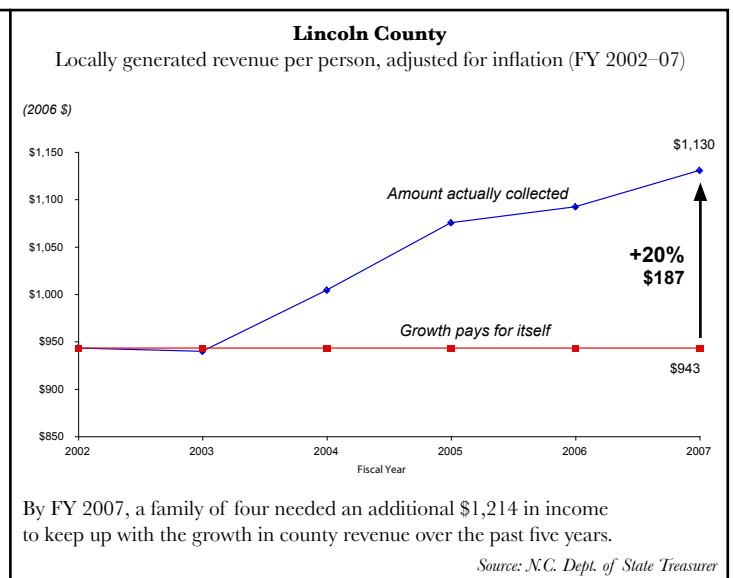
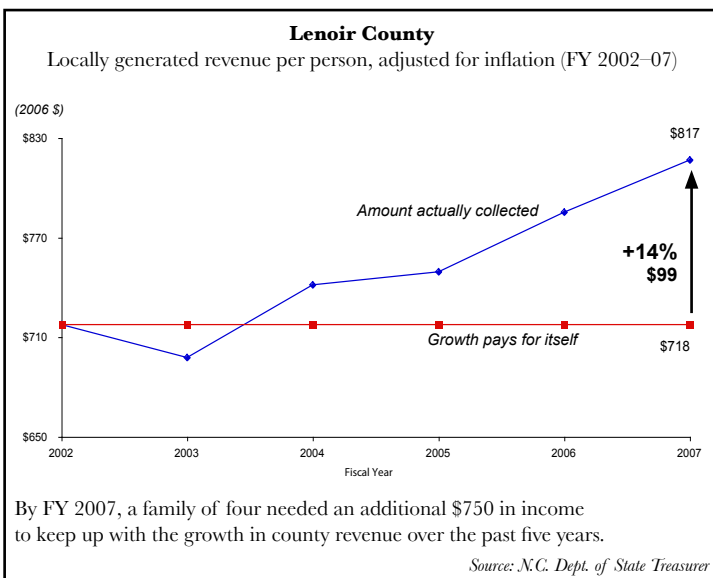
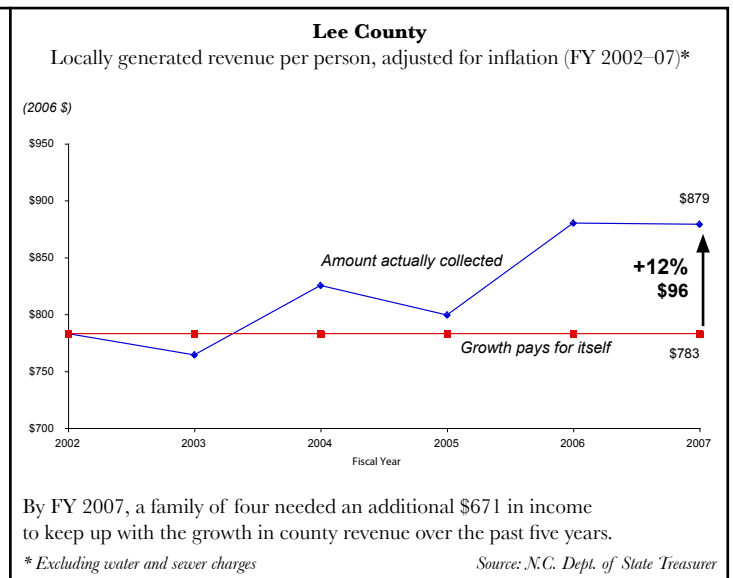
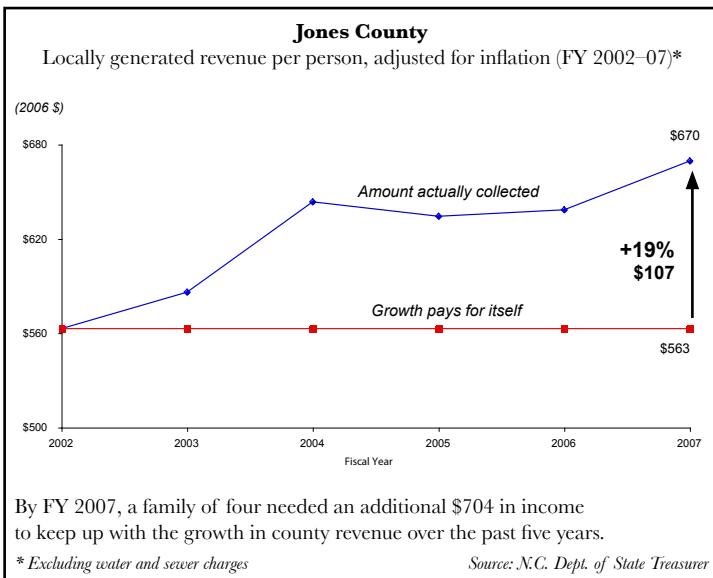
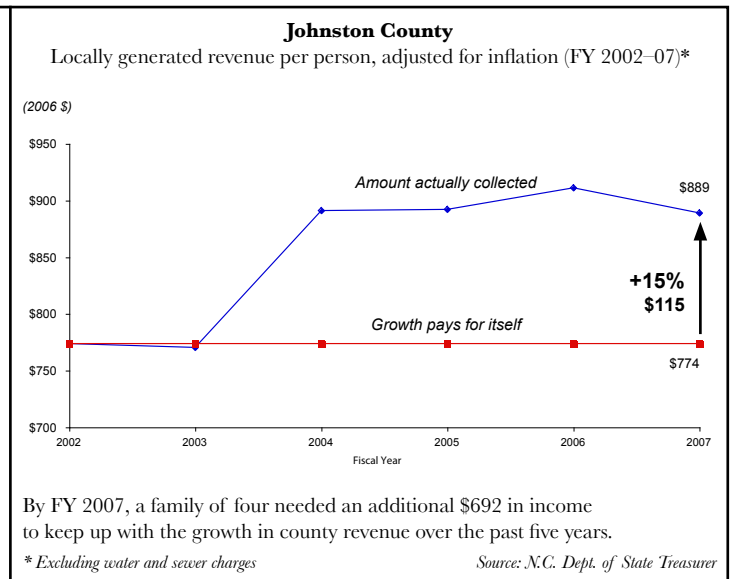
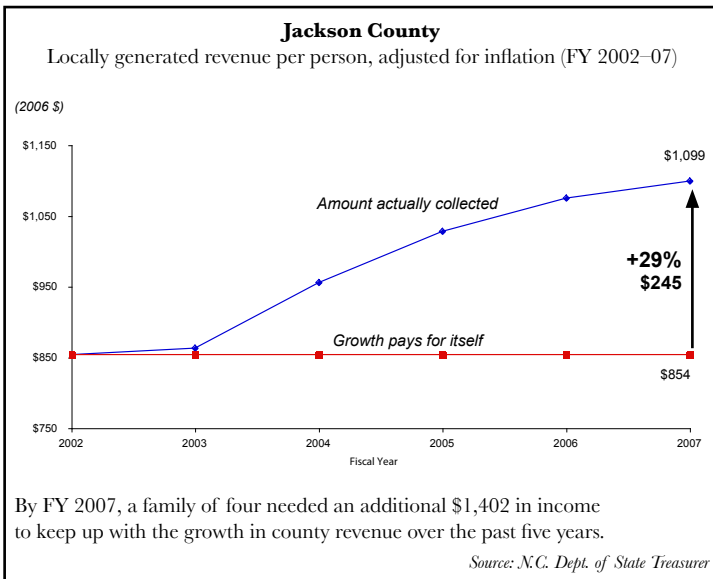
Appendix A. County Charts: Haywood to Iredell

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



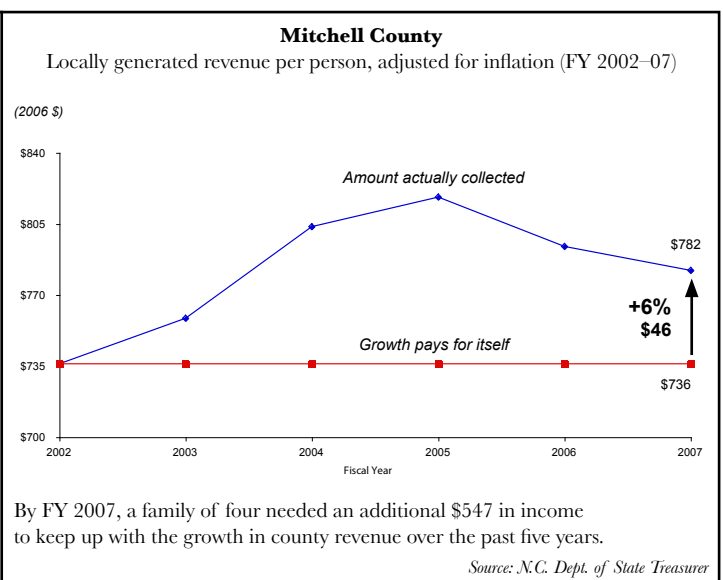
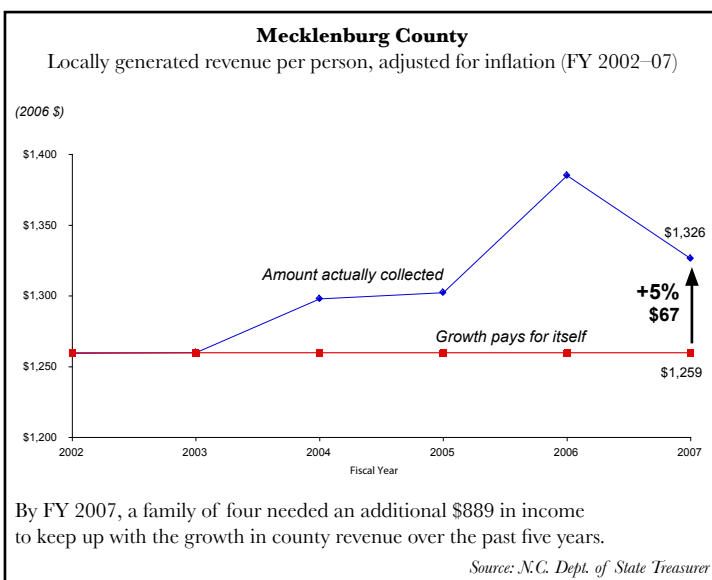
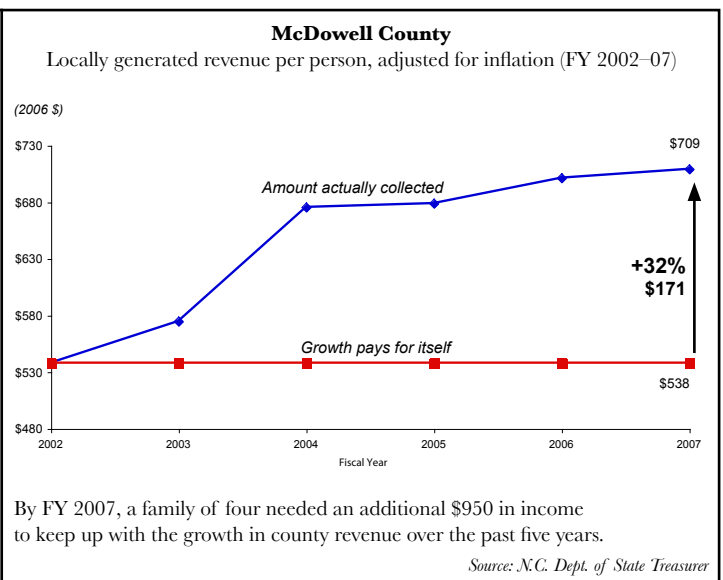
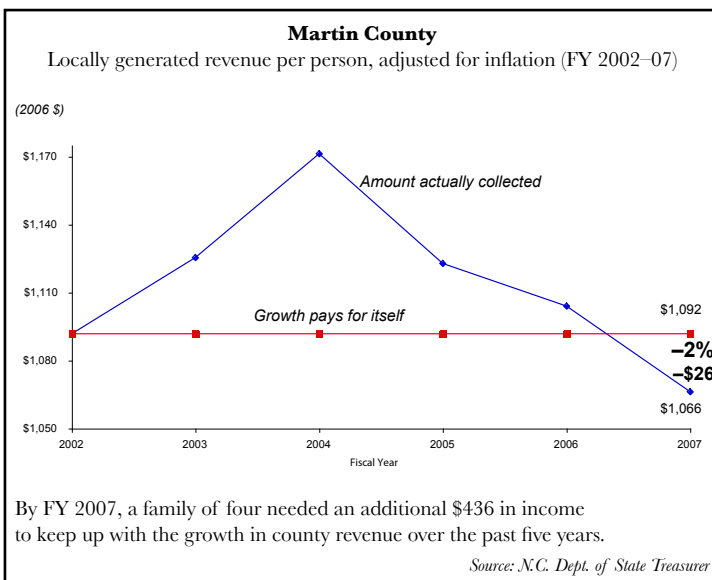
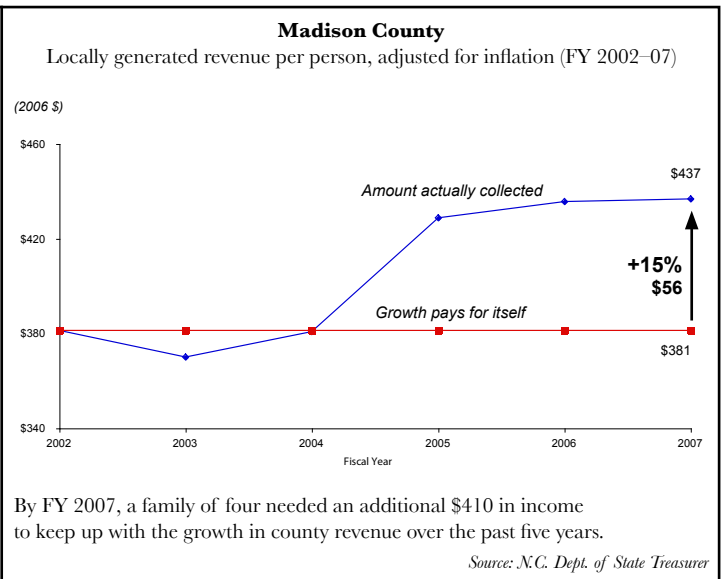
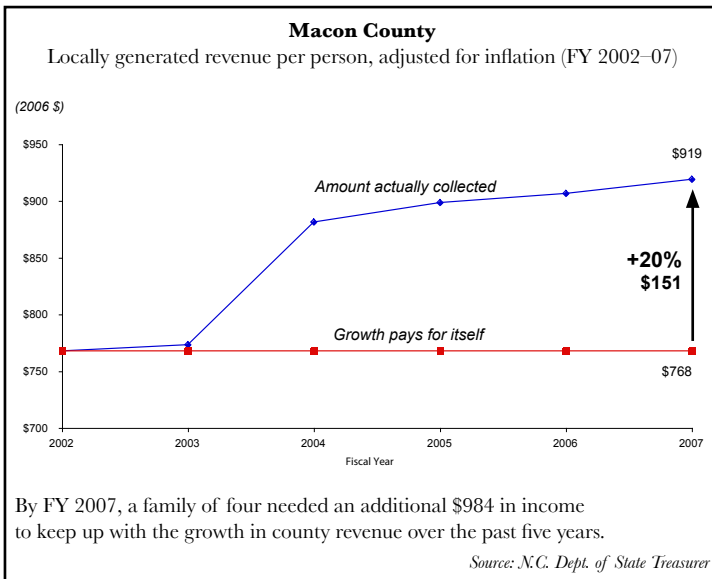
Appendix A. County Charts: Jackson to Lincoln

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



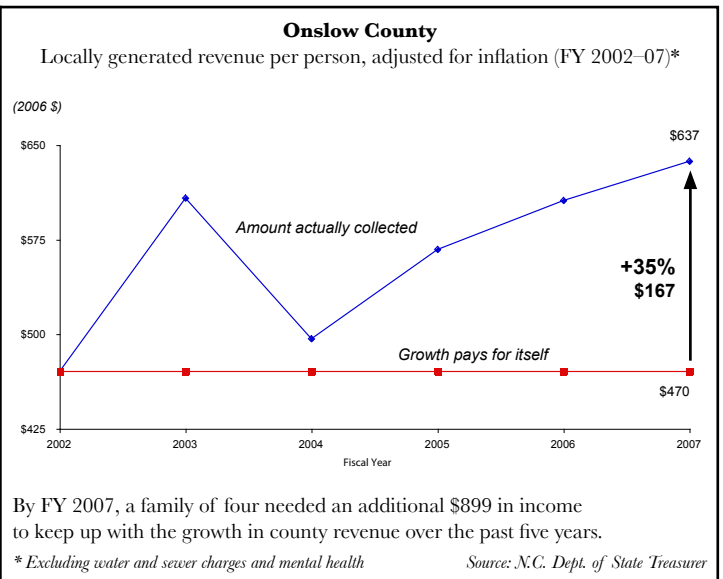
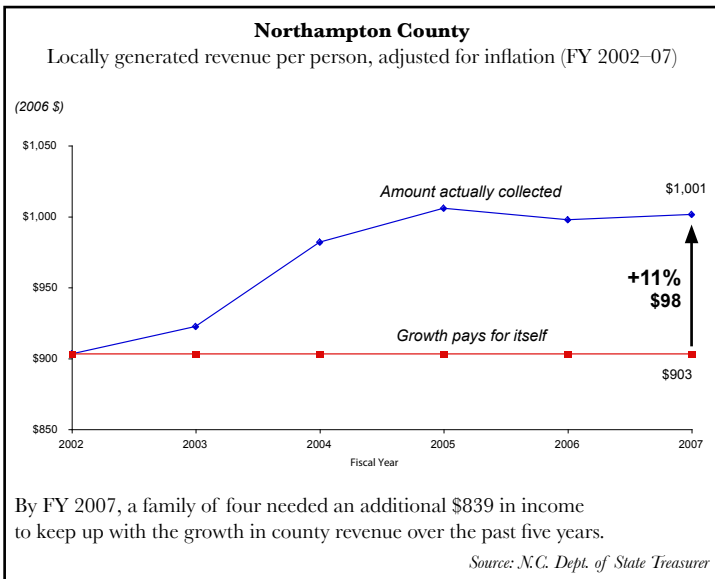
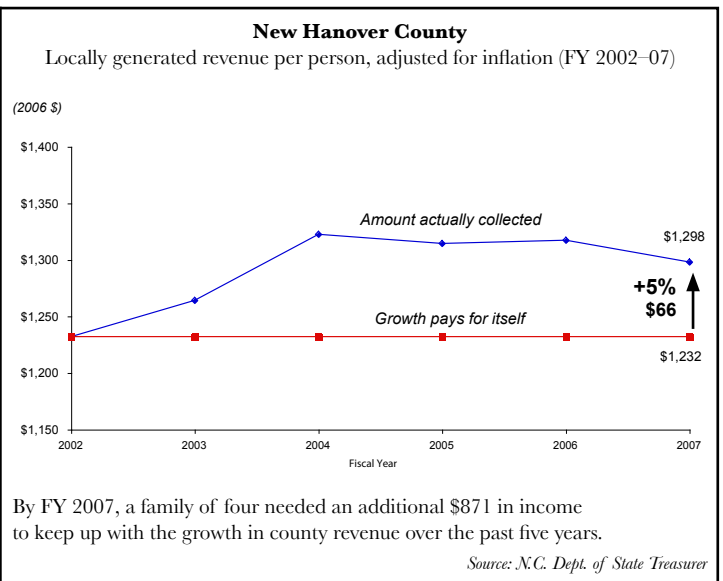
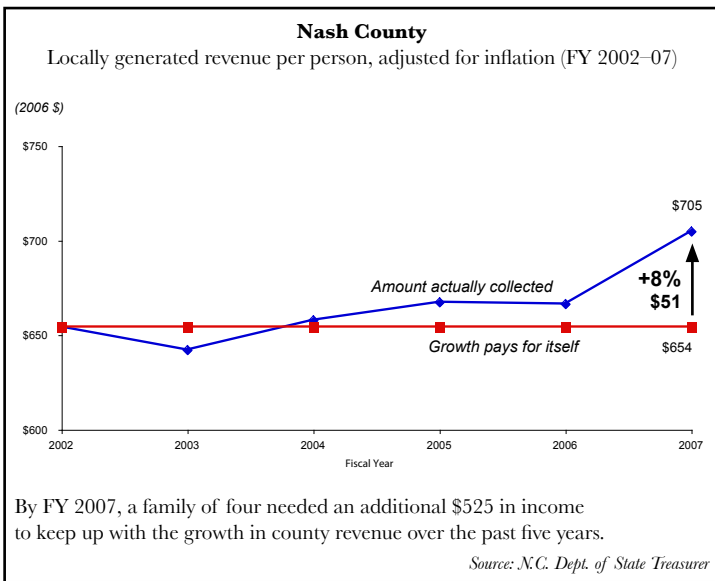
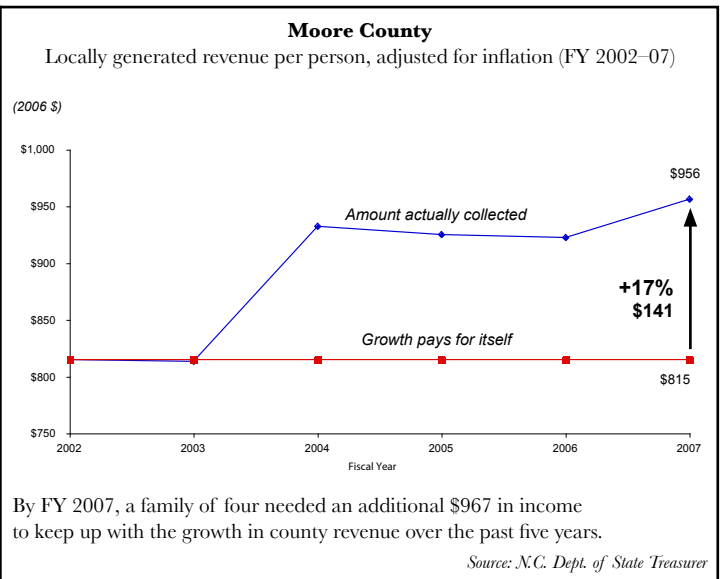
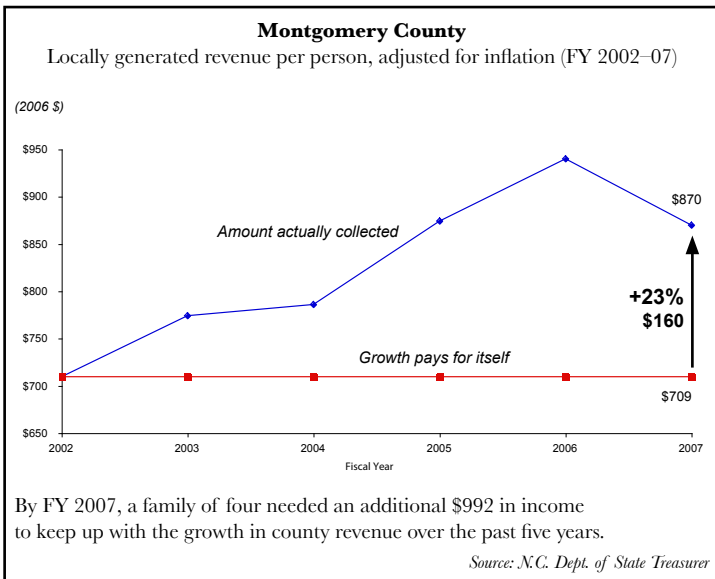
Appendix A. County Charts: Macon to Mitchell

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



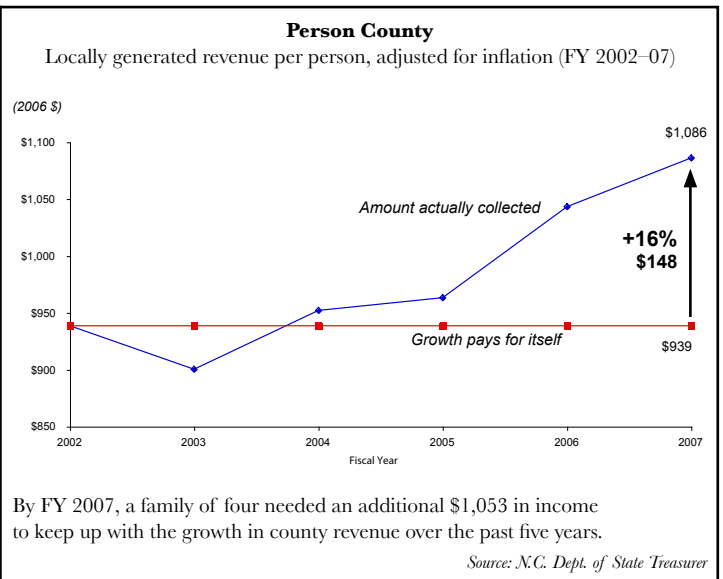
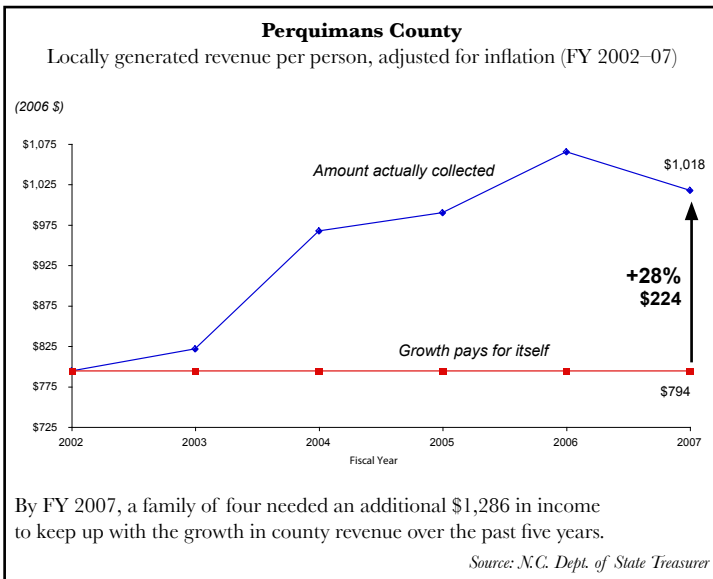
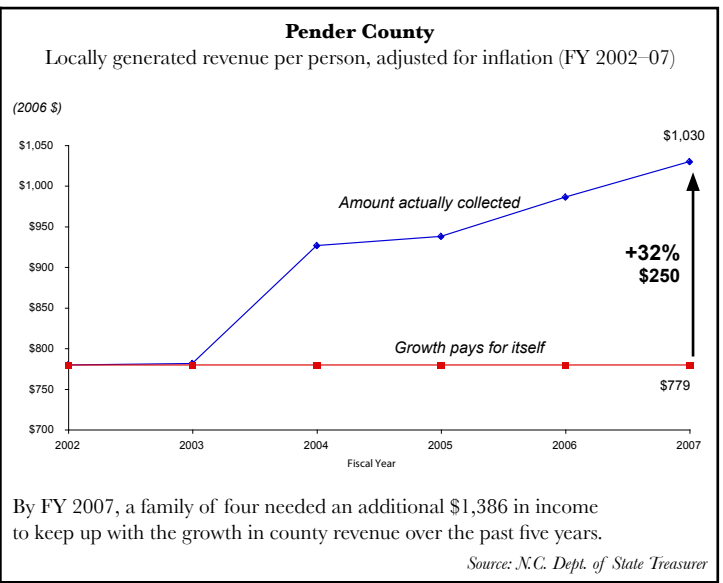
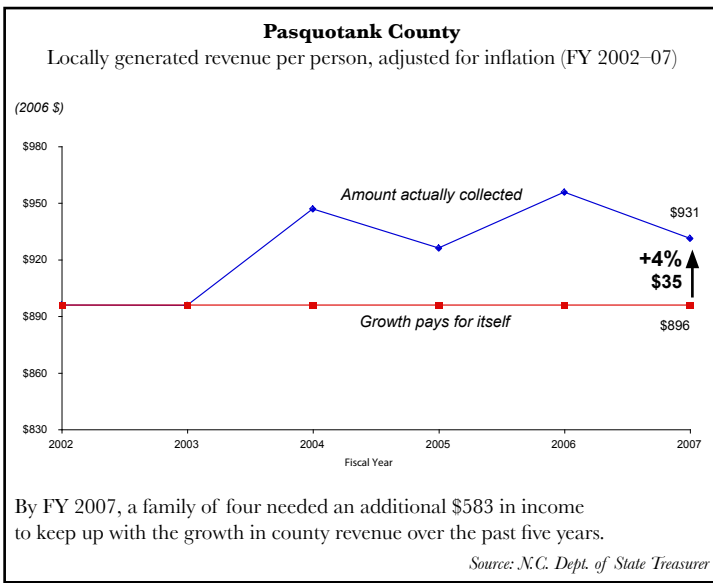
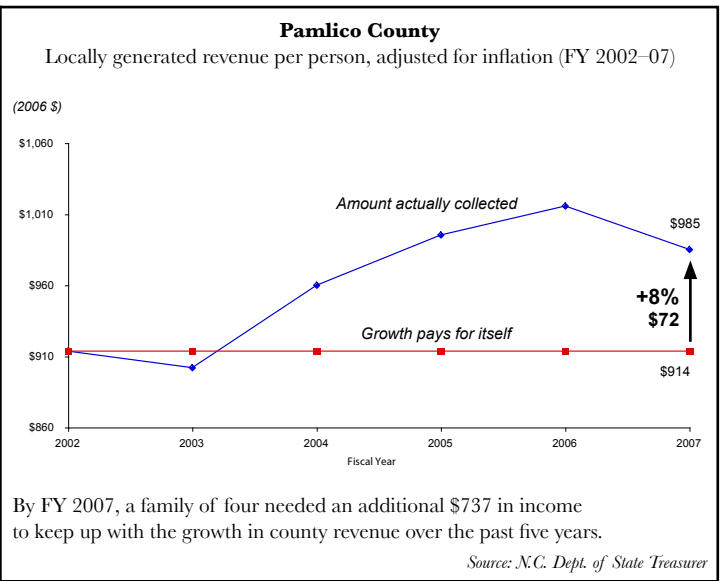
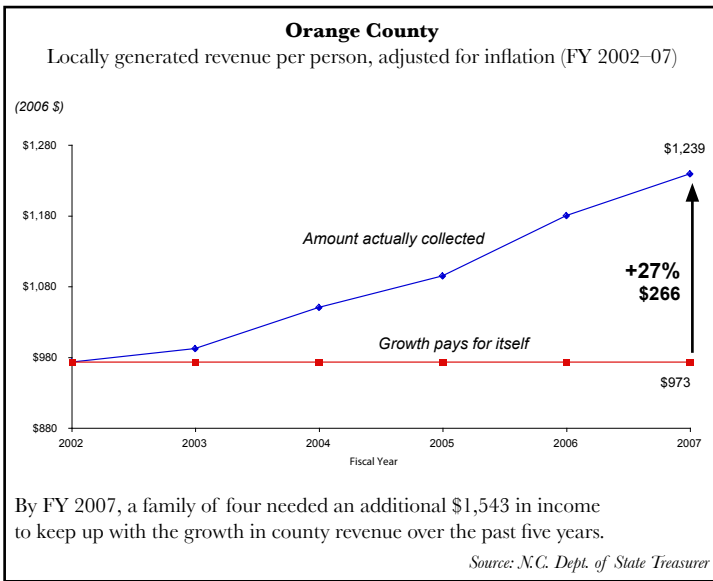
Appendix A. County Charts: Montgomery to Onslow

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



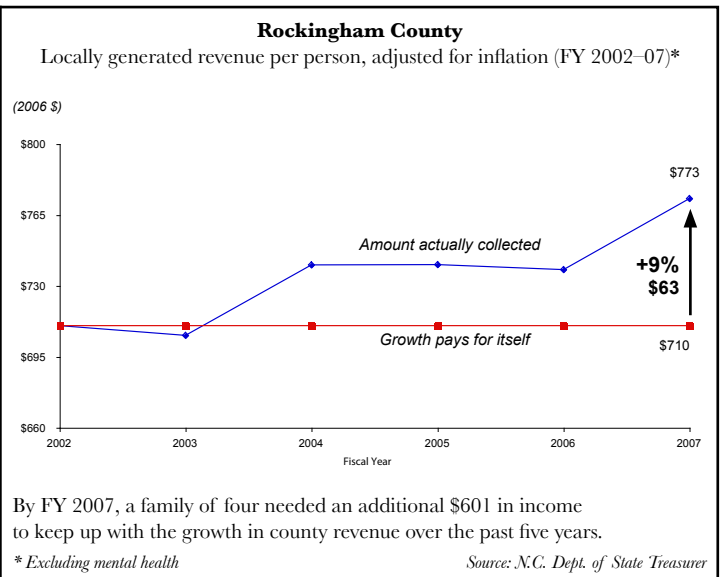
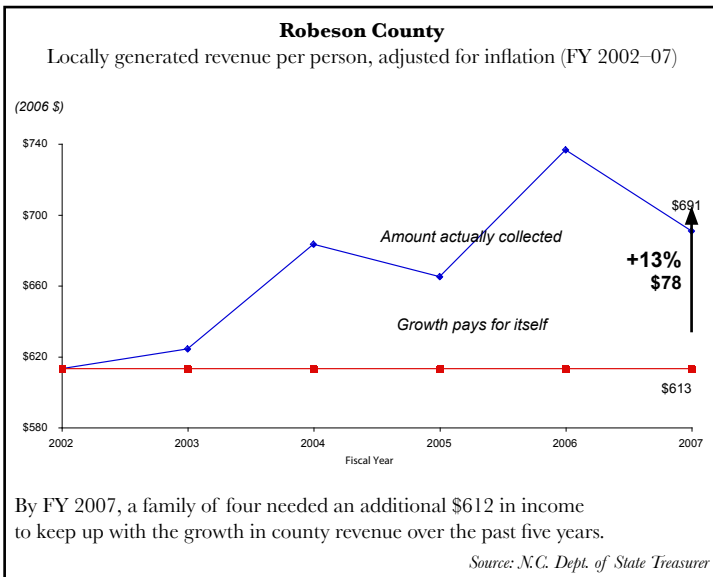
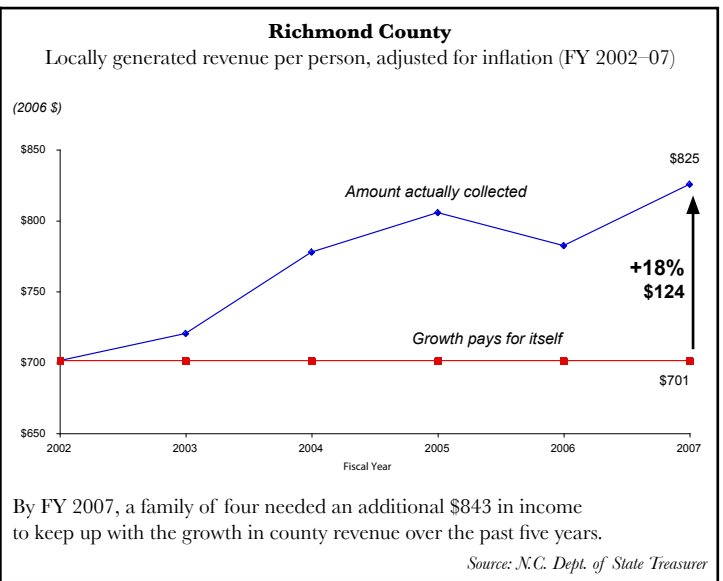
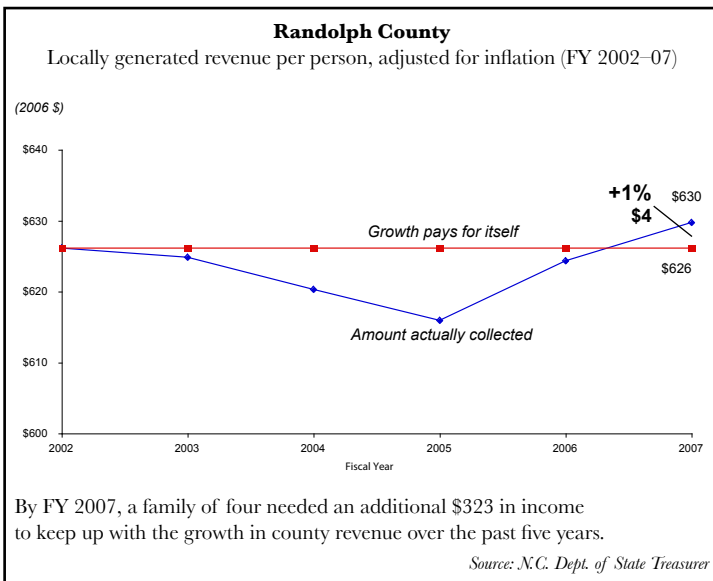
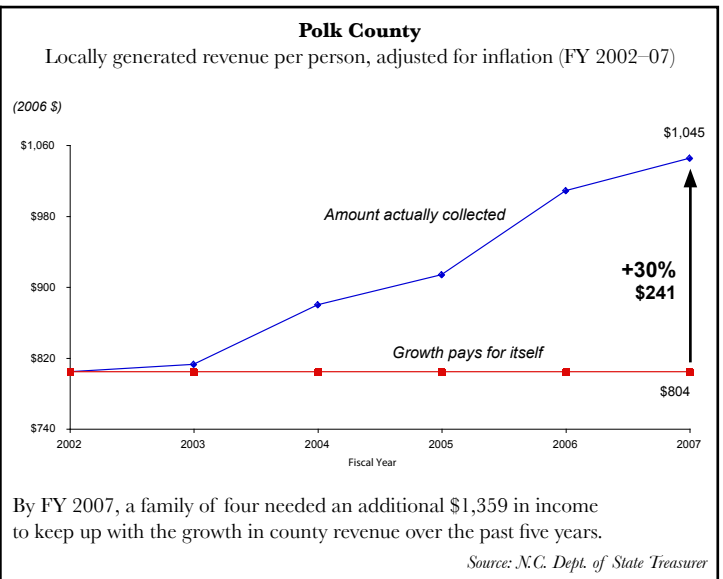
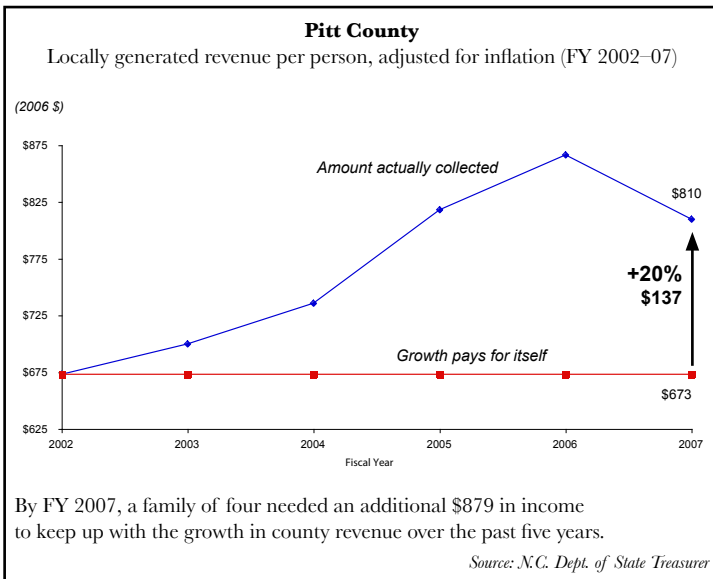
Appendix A. County Charts: Orange to Person

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



Appendix A. County Charts: Pitt to Rockingham

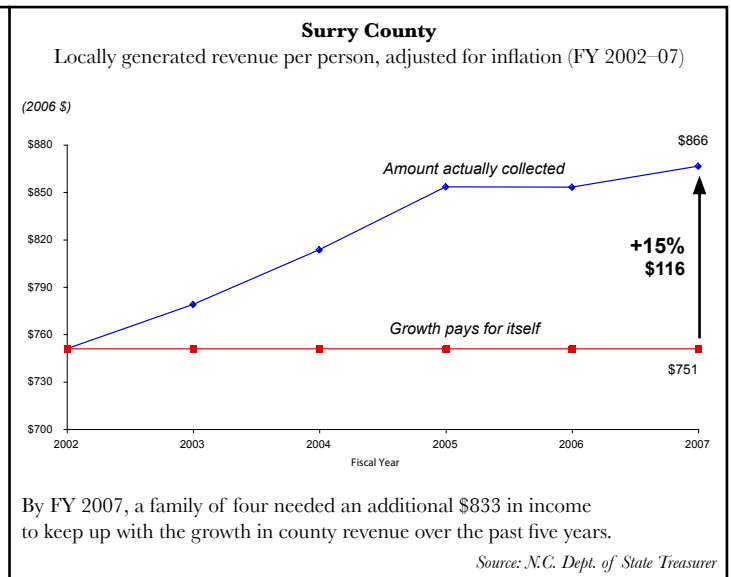
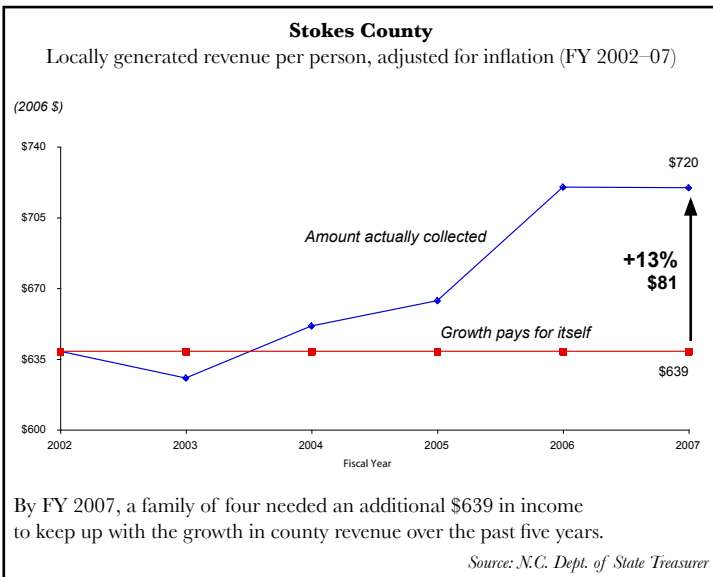
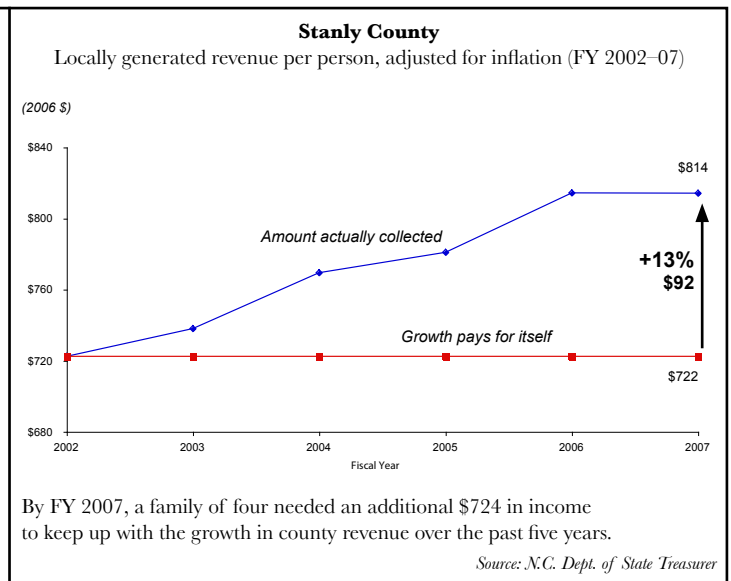
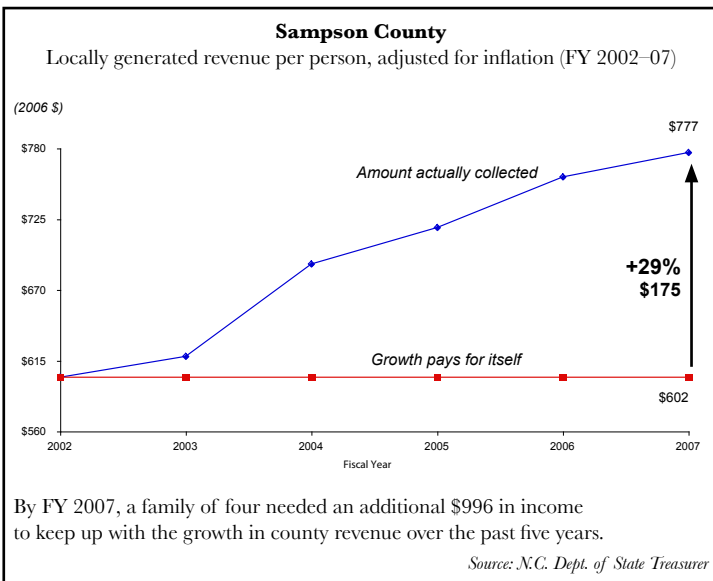
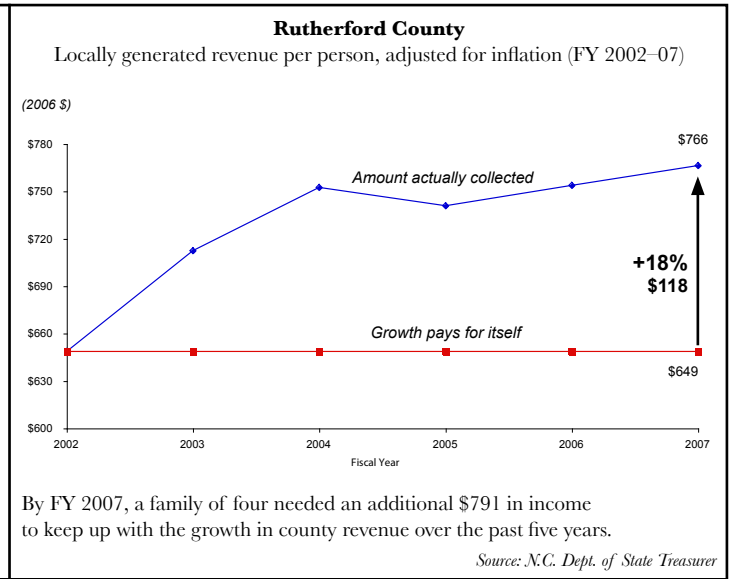
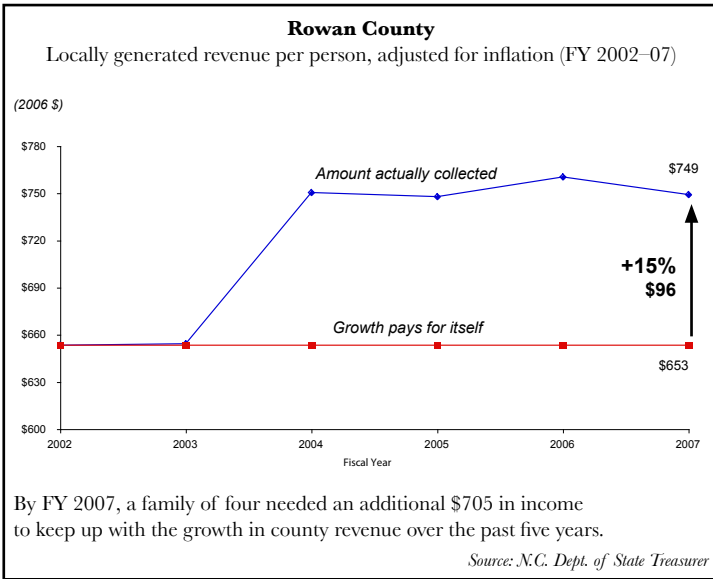
Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



* Excluding mental health

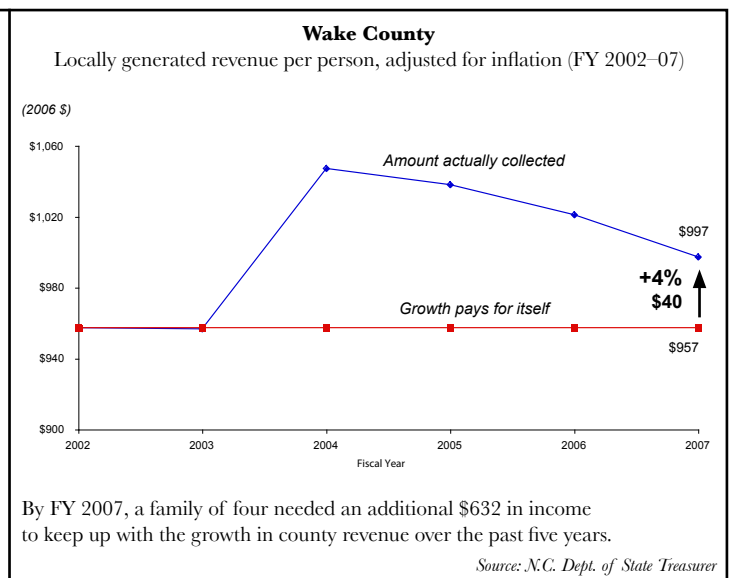
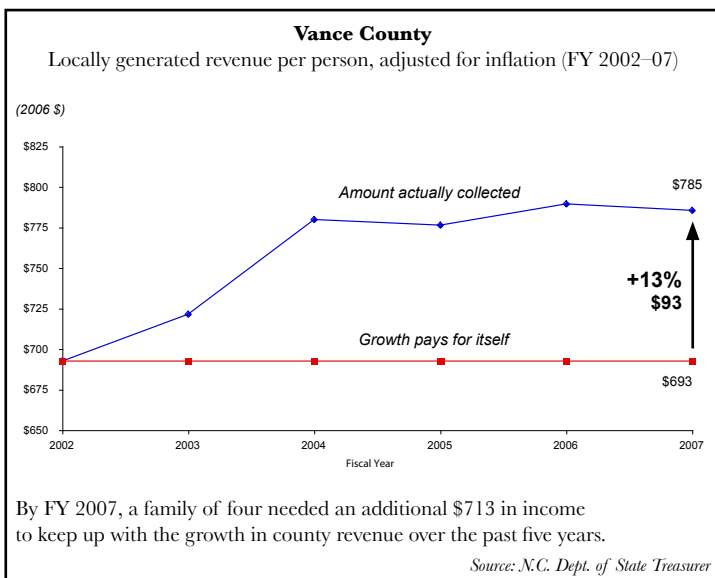
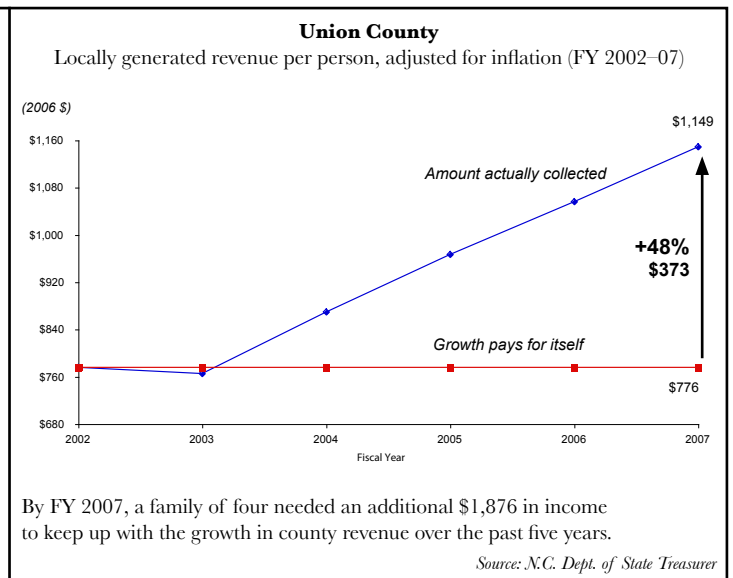
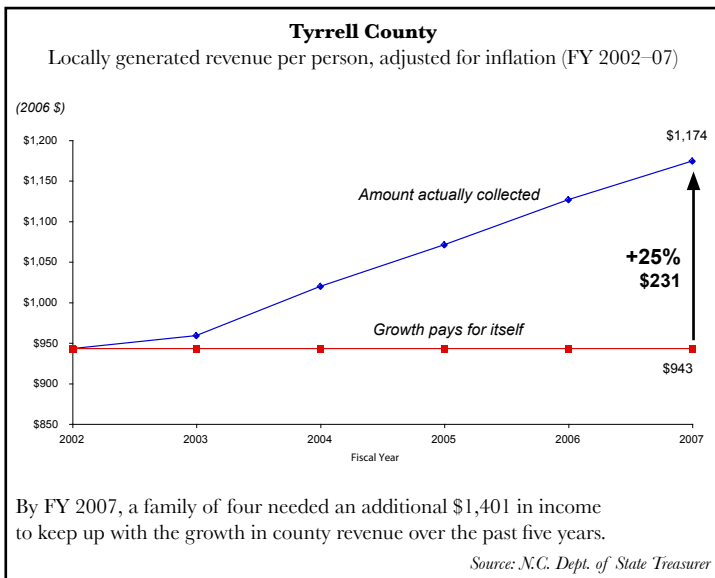
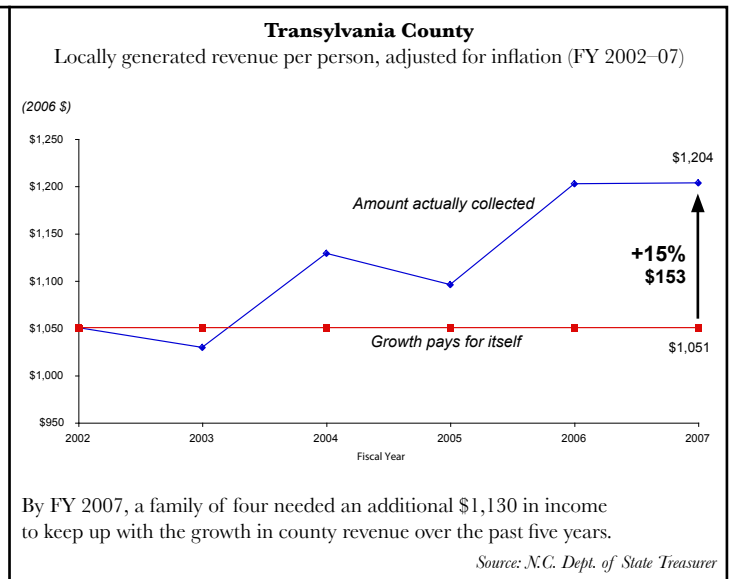
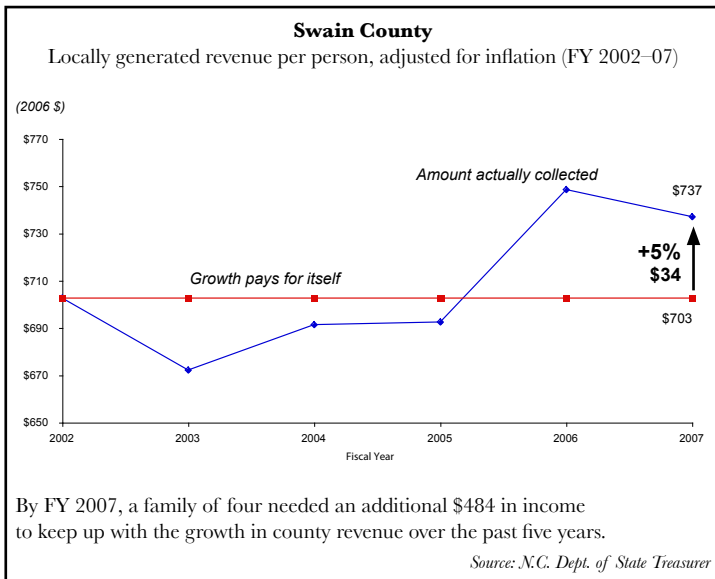
Appendix A. County Charts: Rowan to Surry

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



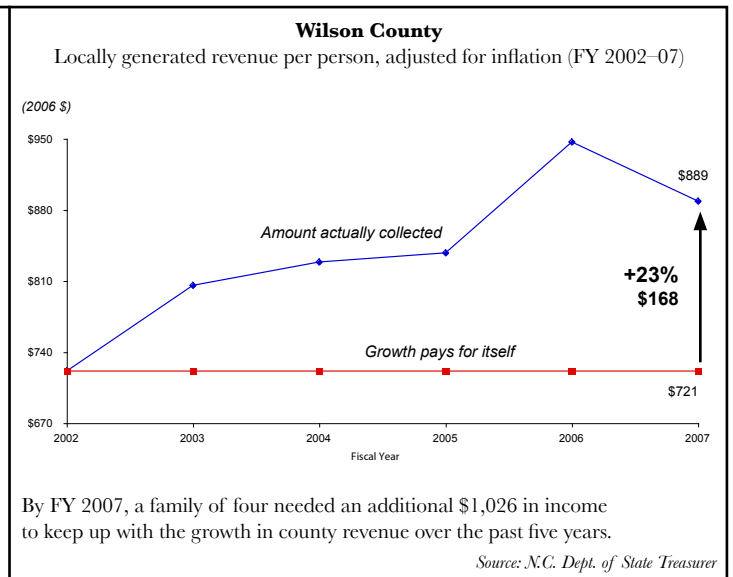
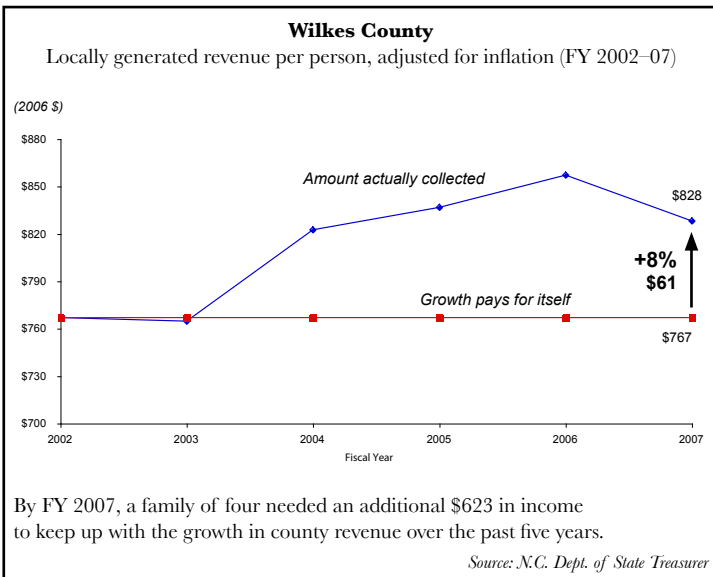
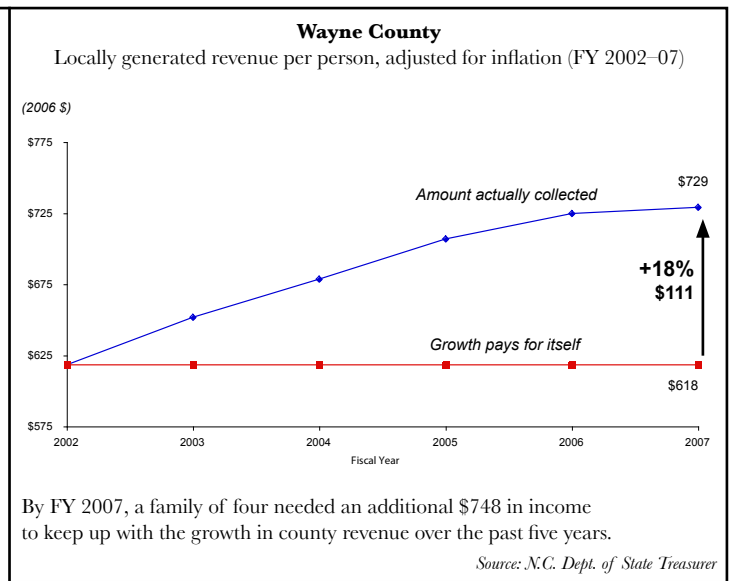
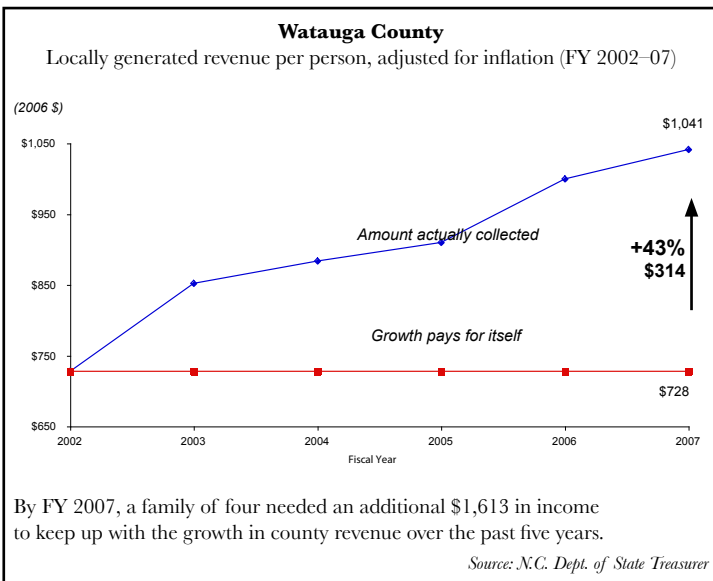
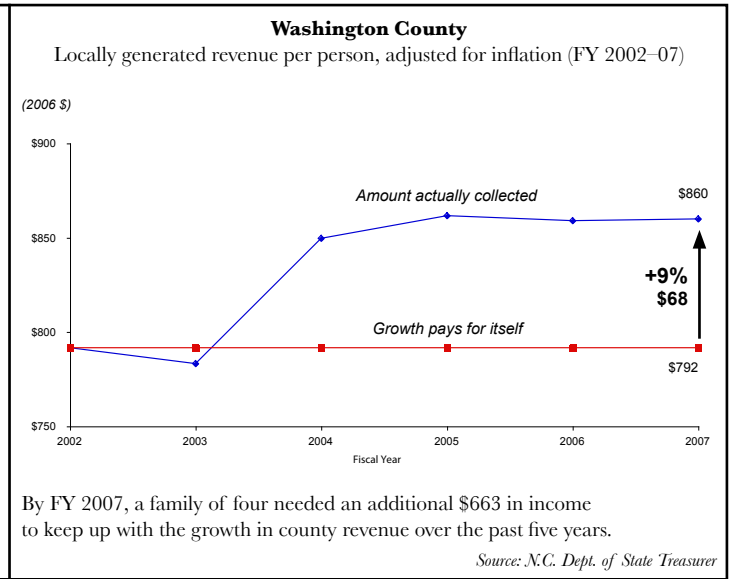
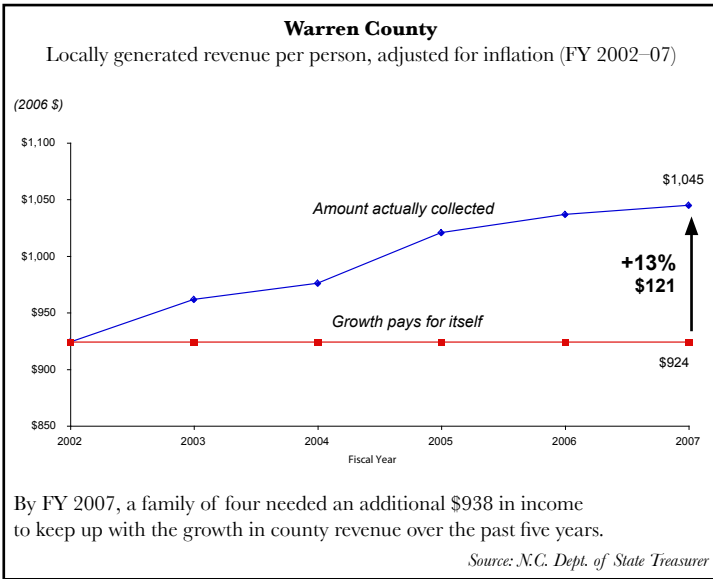
Appendix A. County Charts: Swain to Wake

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



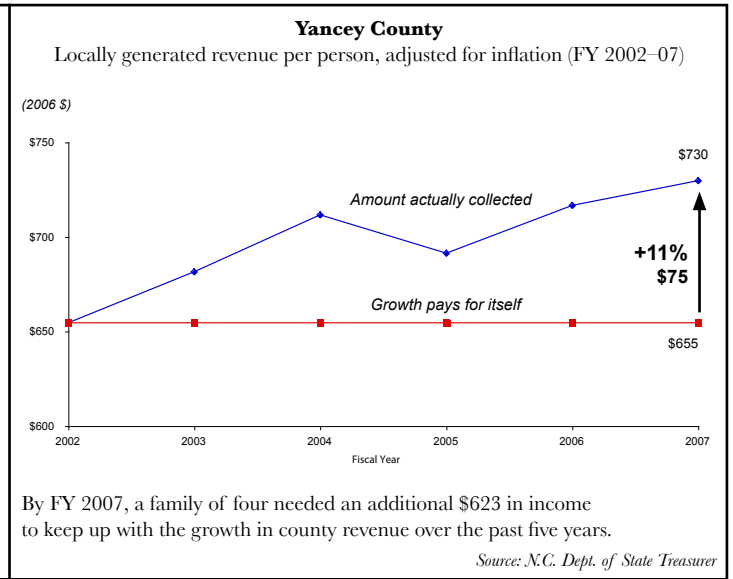
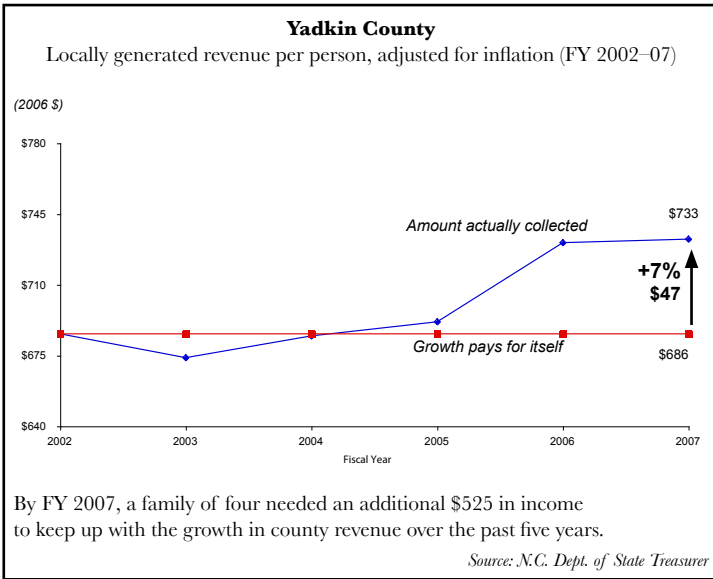
Appendix A. County Charts: Warren to Wilson

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



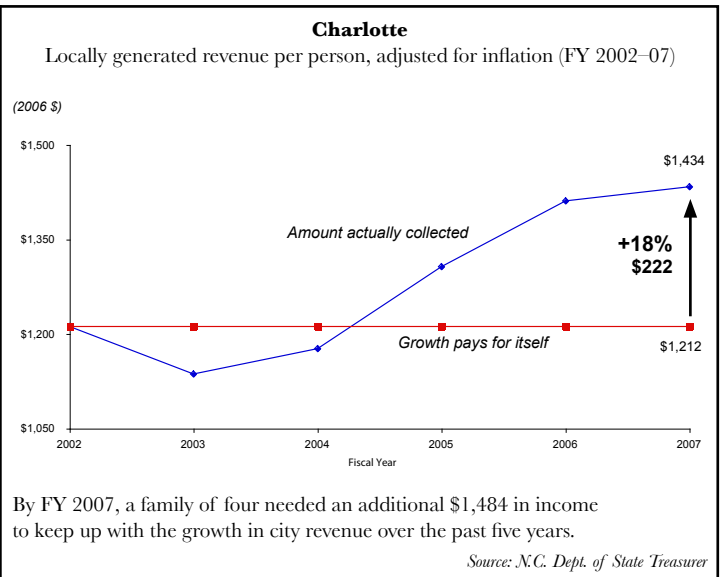
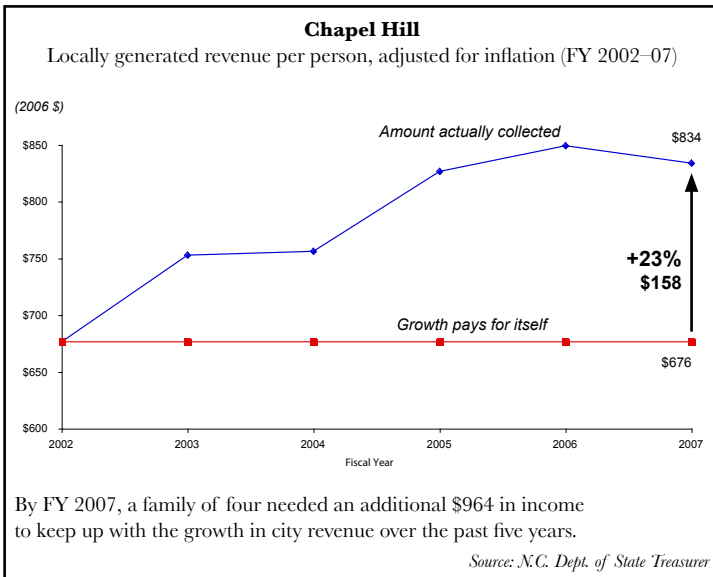
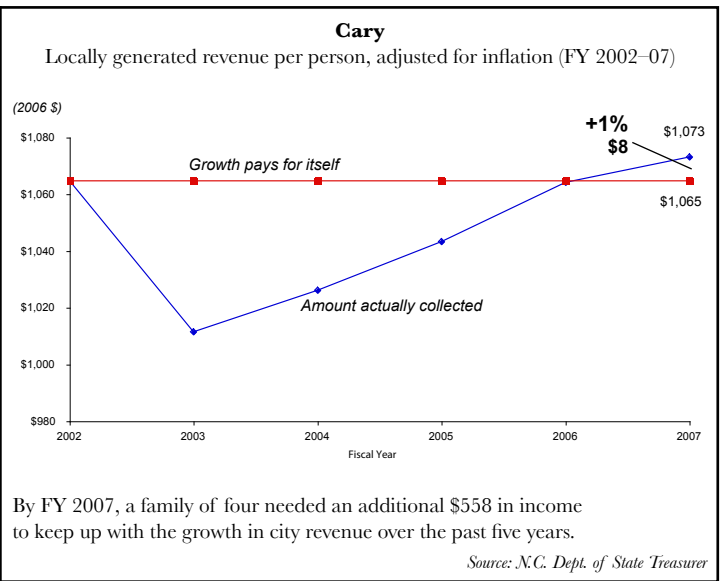
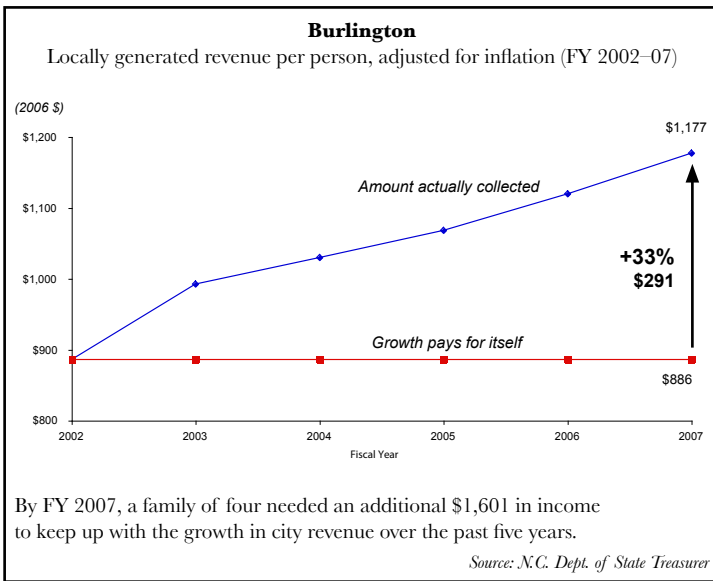
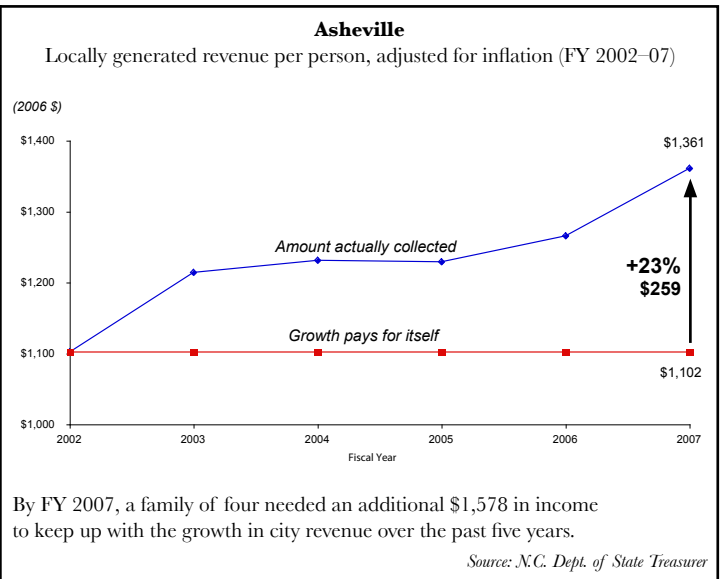
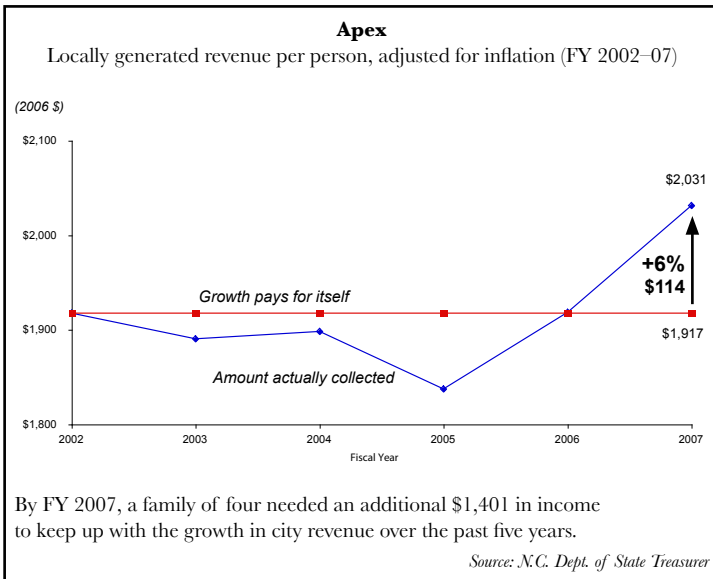
Appendix A. County Charts: Yadkin to Yancey

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



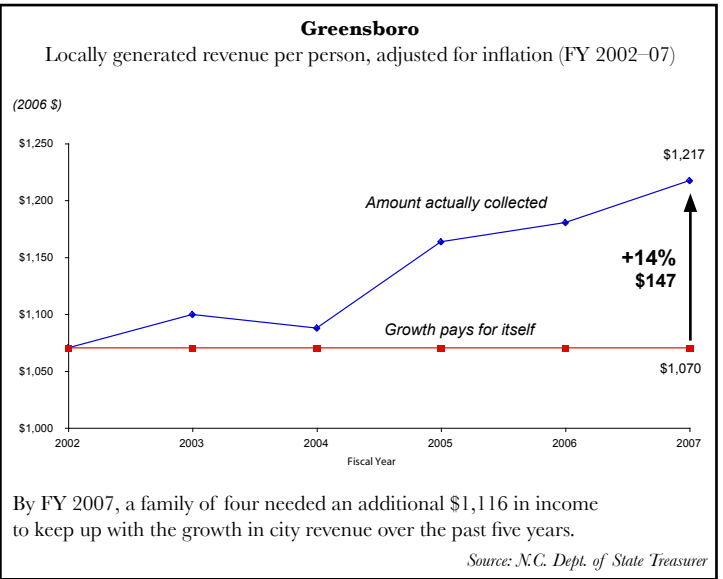
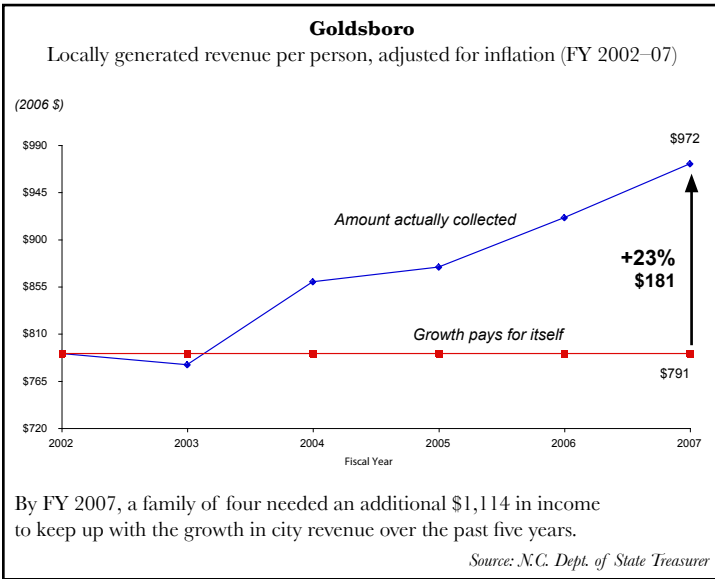
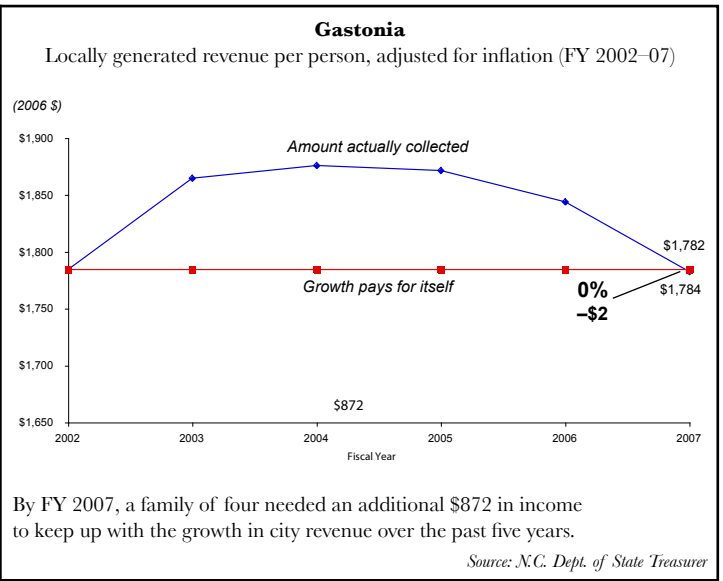
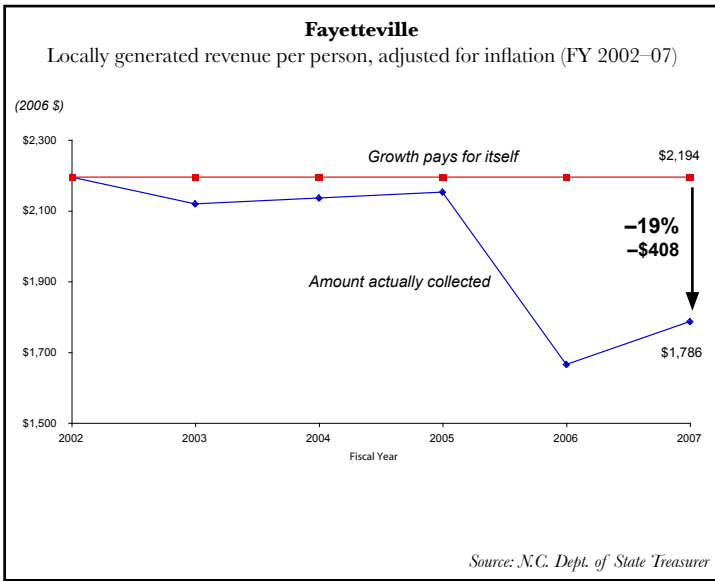
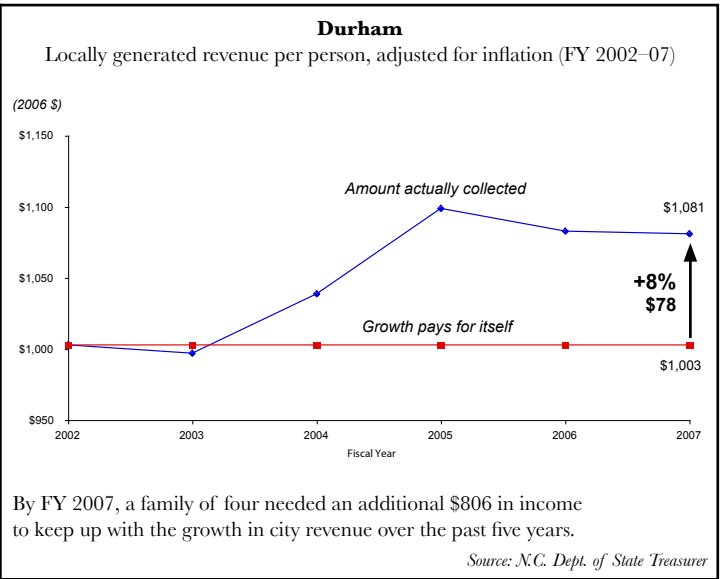
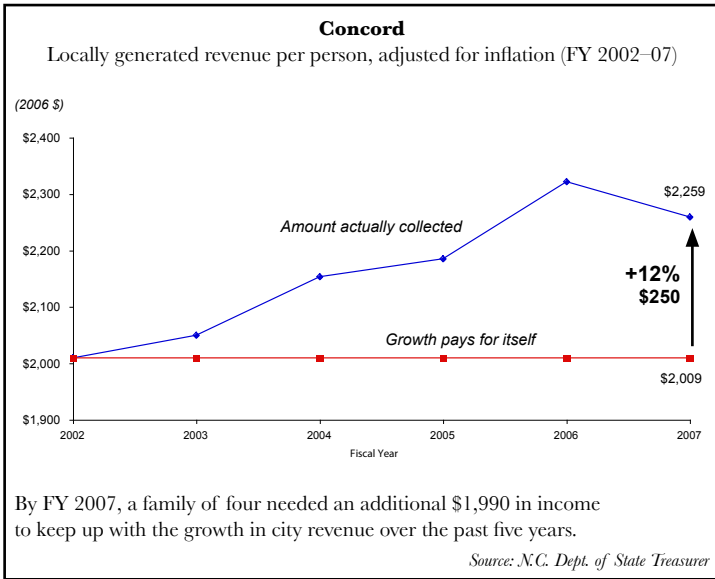
Appendix B. City Charts: Apex to Charlotte

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



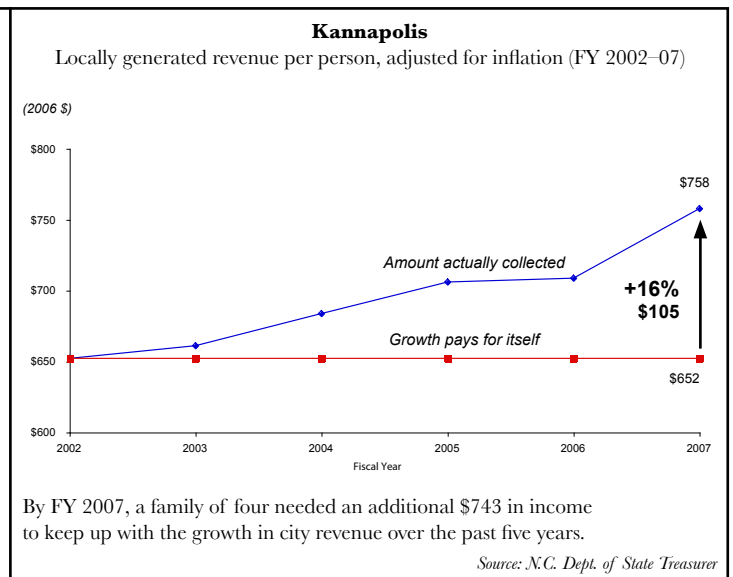
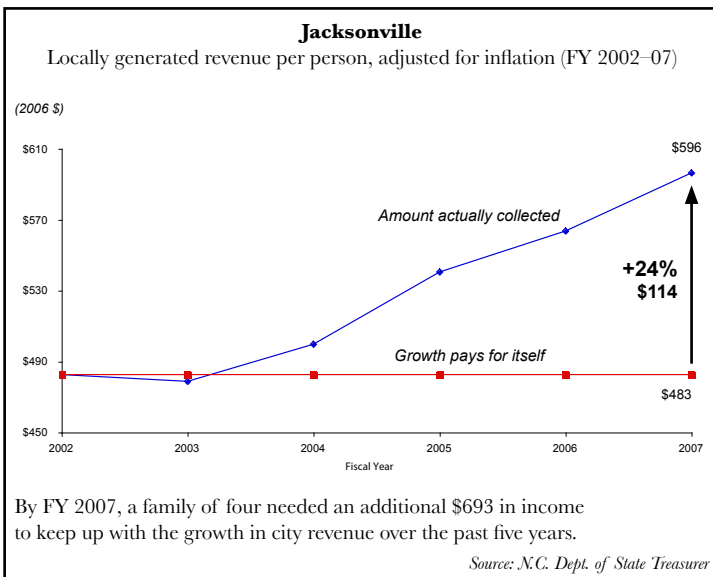
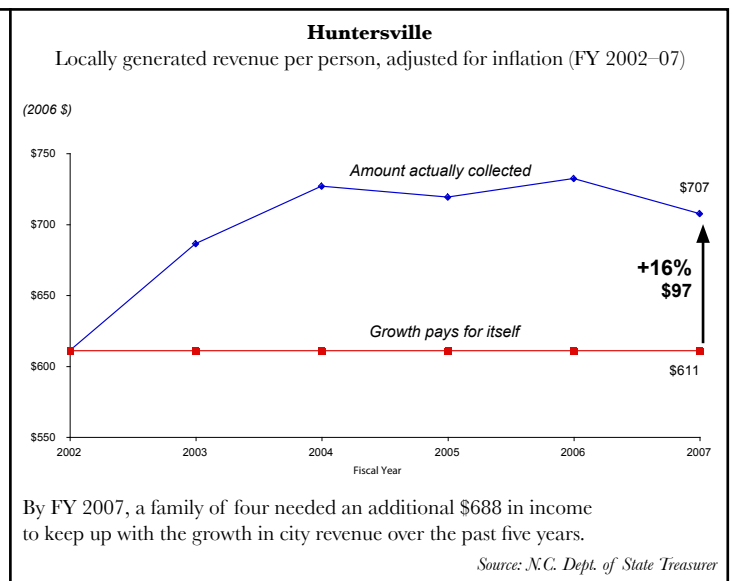
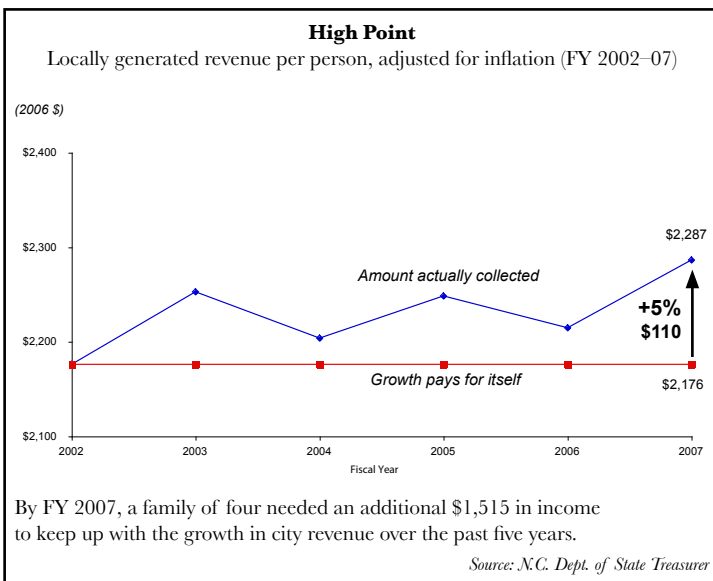
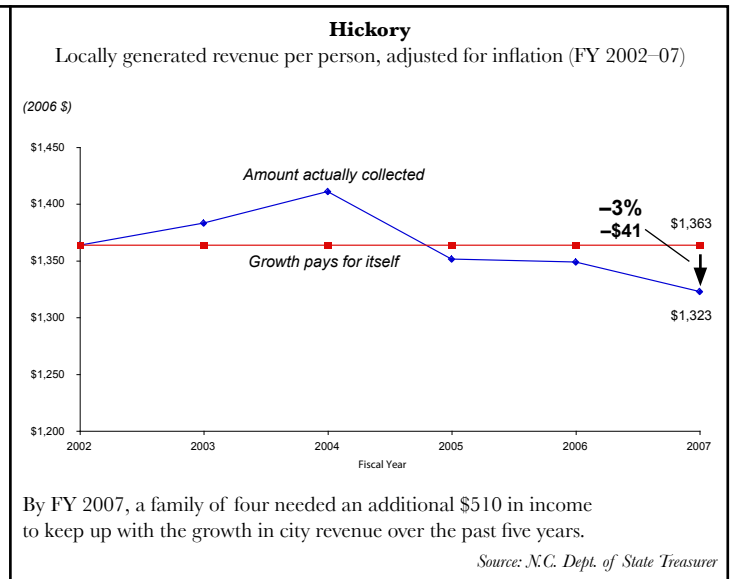
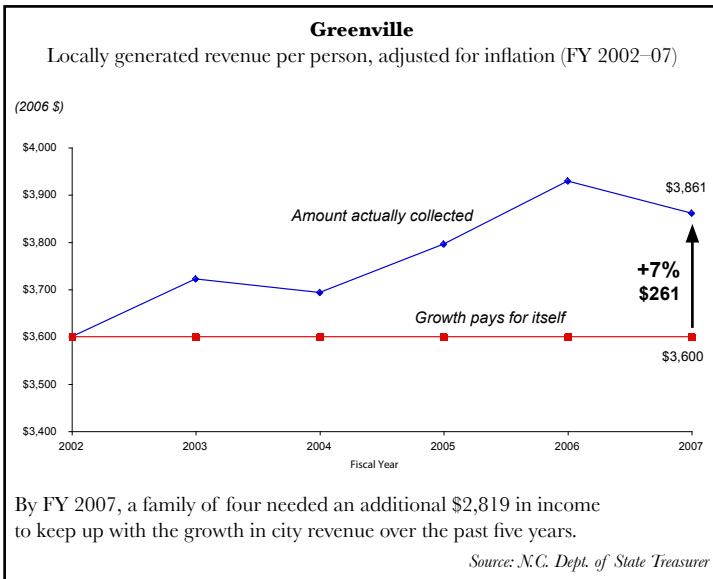
Appendix B. City Charts: Concord to Greensboro

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



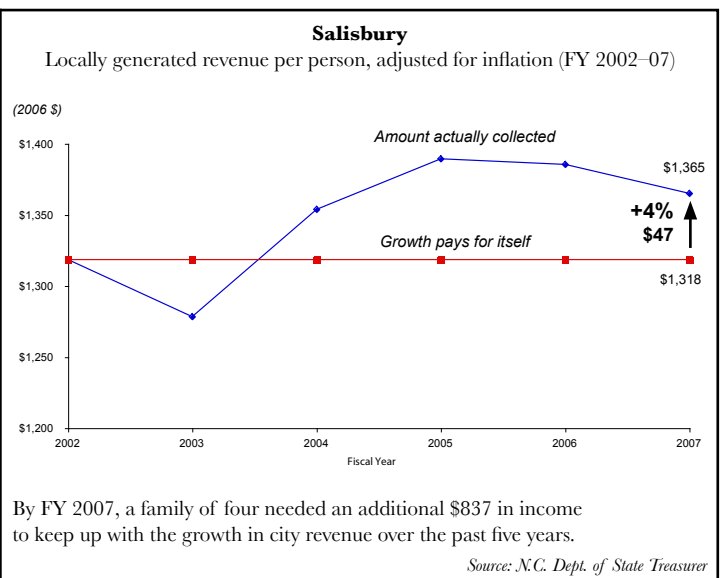
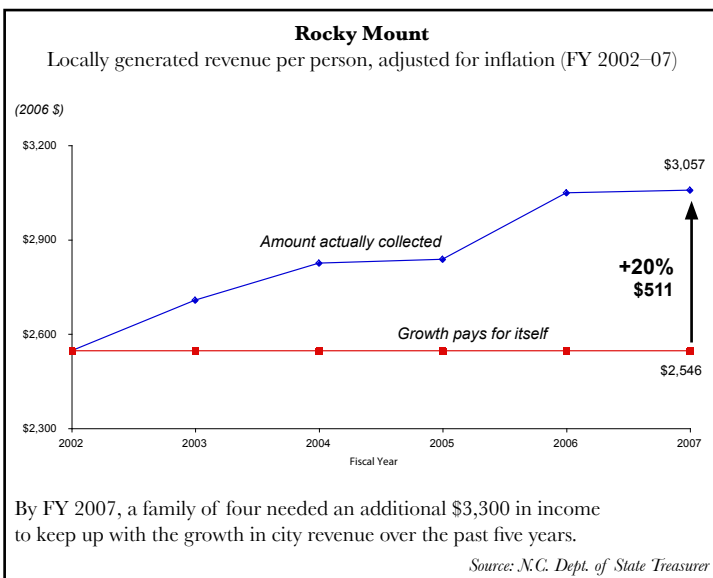
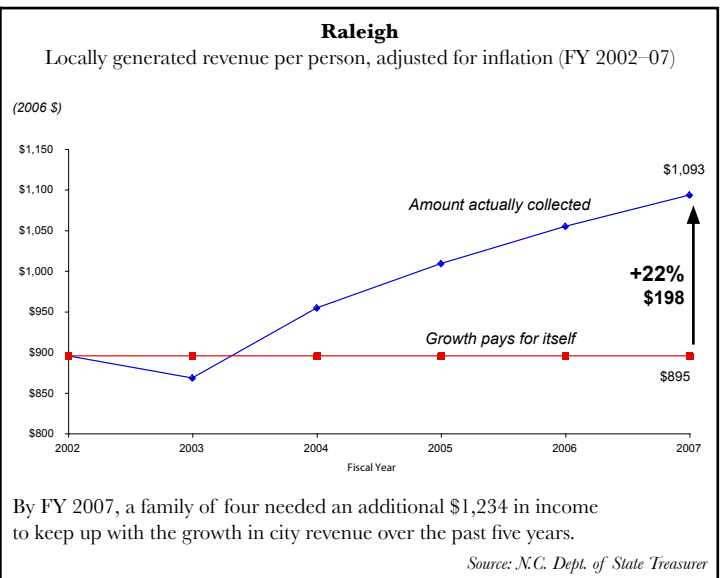
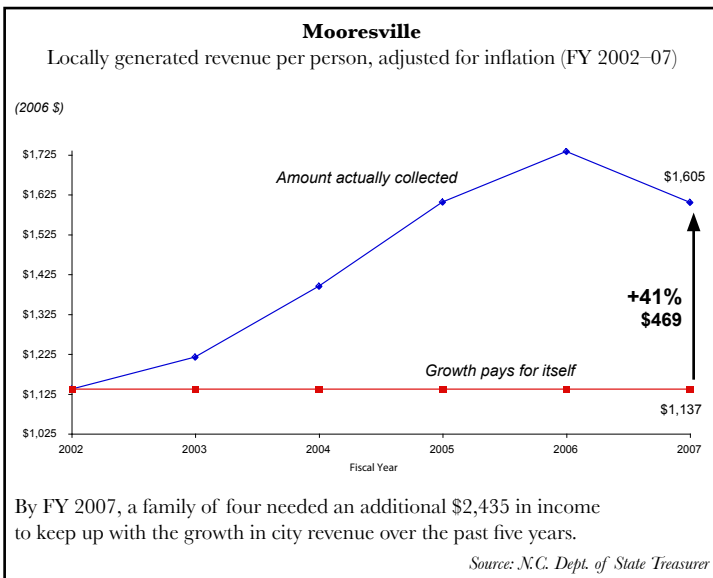
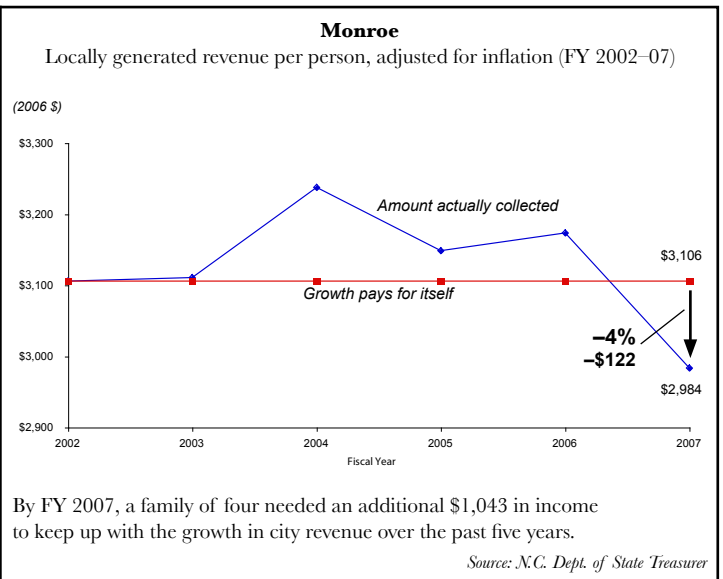
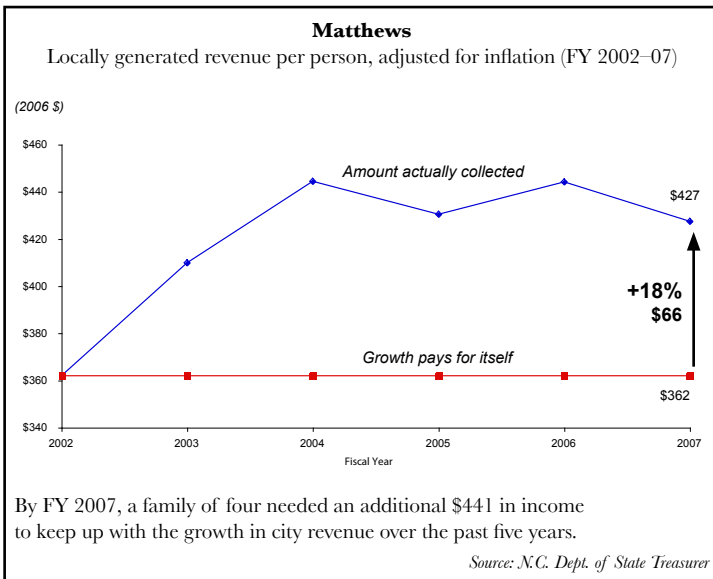
Appendix B. City Charts: Greenville to Kannapolis

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



Appendix B. City Charts: Matthews to Salisbury

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.



Appendix B. City Charts: Sanford to Winston-Salem

Notes on the graphs: Each **Growth pays for itself** (red) line is a baseline established by using FY 2002 locally generated revenues adjusted for population growth and inflation each fiscal year through 2007. This line represents the revenue amount that the local government needed in order to maintain the same purchasing power per person over those five years. Each **Amount actually collected** (blue) line is the amount of locally generated revenues, again adjusted for population growth and inflation, that the local government actually collected each fiscal year through 2007.

