

regional brief

No. 73

City and County Budget Crises

When in a hole, first stop digging

Joseph Coletti and Dr. Michael Sanera March 2009

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

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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, inflationadjusted 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 projectss 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. 75.	Rockingham§	9%	\$63	-0.1%
30.	Pitt	20%	\$137	8.4%	75.	Washington	9%	\$68	-1.6%
30.		20%	\$172	2.2%	80.	Wilkes	8%	\$61	1.0%
30.	Alleghany	20%			80.	Pamlico	8%		2.1%
	Madison		\$118	3.7%				\$72	
	Lincoln	20%	\$187	8.9%		Nash V- II.	8%	\$51	4.6%
	Henderson	19%	\$160	9.5%	83.	Yadkin	7%	\$47	3.3%
34.		19%	\$194	13.0%	83.		7%	\$50	3.0%
	Jones [†]	19%	\$107	0.3%	85.	Cumberland	6%	\$46	1.3%
37.		18%	\$126	-2.0%	85.	Mitchell	6%	\$46	0.3%
37.		18%	\$118	-0.4%		New Hanover	5%	\$66	12.5%
37.	Wayne	18%	\$111	1.3%	87.		5%	\$67	15.5%
	Cabarrus	18%	\$143	15.3%	87.		5%	\$42	-3.5%
37.		18%	\$124	0.2%	87.		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%
	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.	,	15%	\$116	2.0%	96.	Durham	1%	\$6	7.6%
	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

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.	Mooresville	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	7º/o	261	18.1%
19.	Winston-Salem	7º/o	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	-1º/o	-11	8.3%
27.	Statesville	-2º/o	-42	8.4%
28.	Hickory	-3%	-41	5.9%
29.	Monroe	-4°/ ₀	-122	22.2%
30.	Fayetteville	-19%	-408	39.9%

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

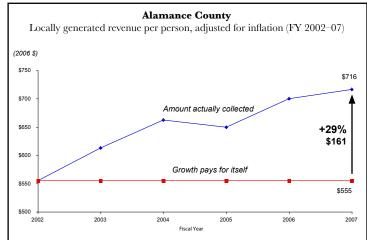
County	Result(s) of Tax Vote(s)
Alexander	Passed
Anson	Failed
Ashe	Failed
Avery	Failed
Brunswick	Failed
Burke	Failed
Caswell	Failed
Catawba	Passed
Chatham	Failed
Cherokee	Failed
Chowan	Failed
Clay	Failed
Columbus	Failed Twice
Cumberland	Failed, then Passed
Davie*	Failed Twice
Duplin	Failed
Edgecombe	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

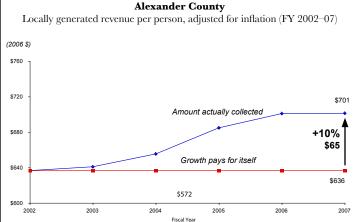
Appendix A. County Charts: Alamance to Avery

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.



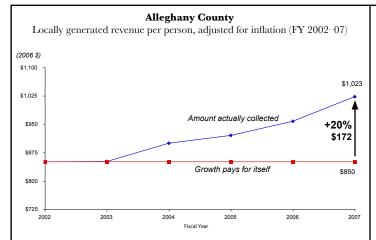
By FY 2007, a family of four needed an additional \$919 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



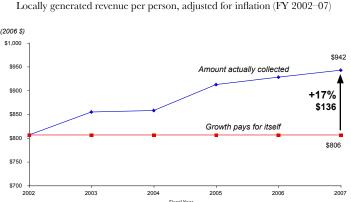
By FY 2007, a family of four needed an additional \$572 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$1,109 in income to keep up with the growth in county revenue over the past five years.

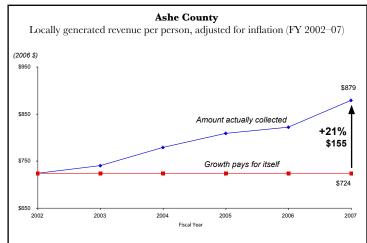
Source: N.C. Dept. of State Treasurer



Anson County

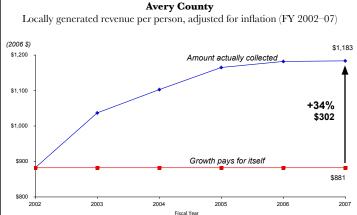
By FY 2007, a family of four needed an additional \$942 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$977 in income to keep up with the growth in county revenue over the past five years.

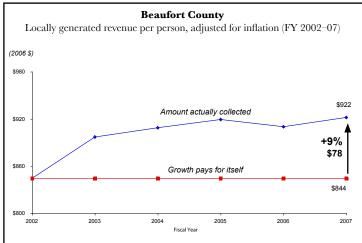
Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$1,641 in income to keep up with the growth in county revenue over the past five years.

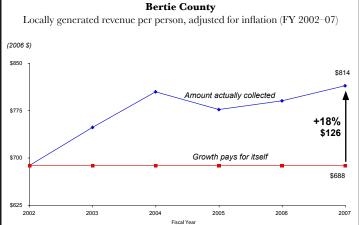
Appendix A. County Charts: Beaufort to Burke

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.



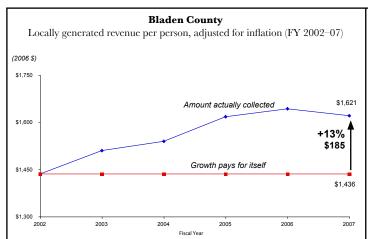
By FY 2007, a family of four needed an additional \$727 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



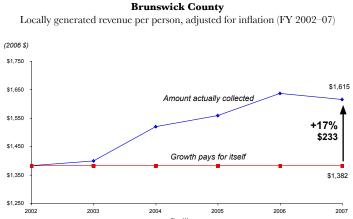
By FY 2007, a family of four needed an additional \$844 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



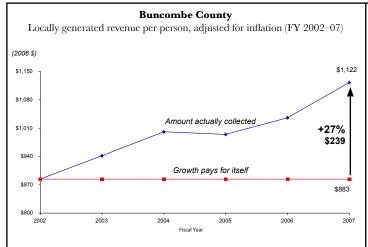
By FY 2007, a family of four needed an additional \$1,448 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



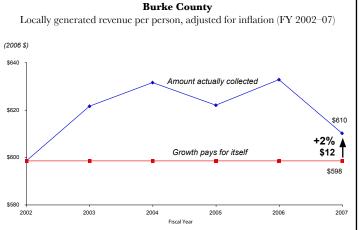
By FY 2007, a family of four needed an additional \$1,614 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

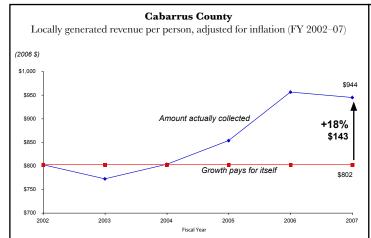


By FY 2007, a family of four needed an additional \$1,392 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

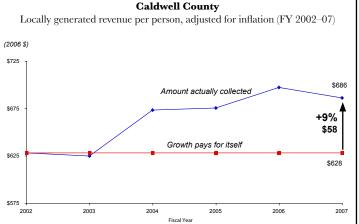


By FY 2007, a family of four needed an additional \$342 in income to keep up with the growth in county revenue over the past five years.



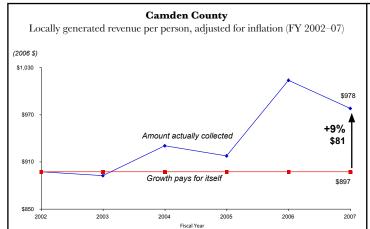
By FY 2007, a family of four needed an additional \$966 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



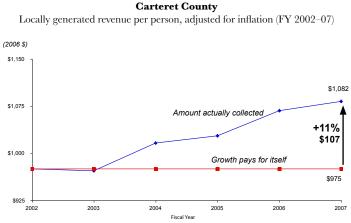
By FY 2007, a family of four needed an additional \$542 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



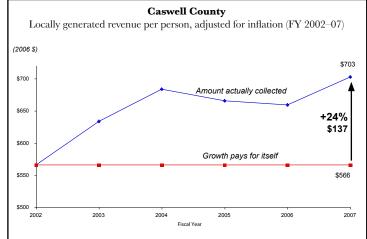
By FY 2007, a family of four needed an additional \$765 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



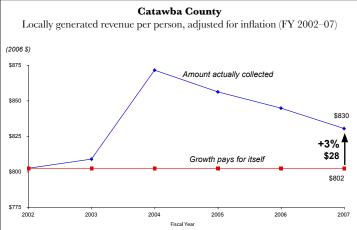
By FY 2007, a family of four needed an additional \$910 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$826 in income to keep up with the growth in county revenue over the past five years.

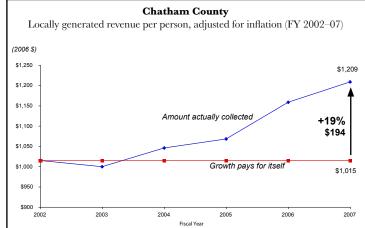
Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$507 in income to keep up with the growth in county revenue over the past five years.

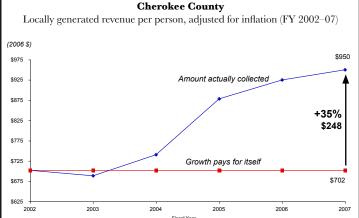
Appendix A. County Charts: Chatham to Columbus

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.



By FY 2007, a family of four needed an additional \$1,275 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



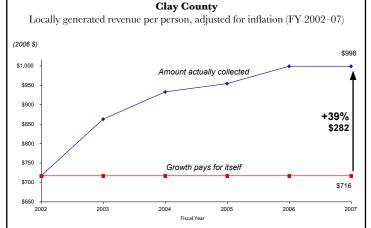
By FY 2007, a family of four needed an additional \$1,338 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Chowan County Locally generated revenue per person, adjusted for inflation (FY 2002–07) (2006 \$) \$1,075 \$1,052 \$1,052 \$3975 \$4004 \$243 \$808 \$725 \$2002 \$2003 \$2004 \$2005 \$2006 \$2007

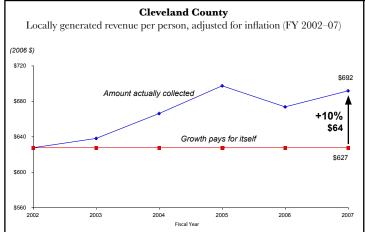
By FY 2007, a family of four needed an additional \$1,371 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



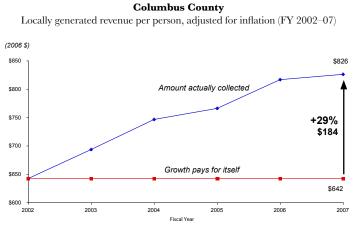
By FY 2007, a family of four needed an additional \$1,481 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

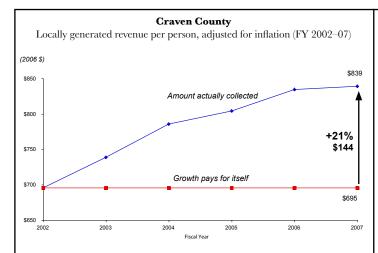


By FY 2007, a family of four needed an additional \$566 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

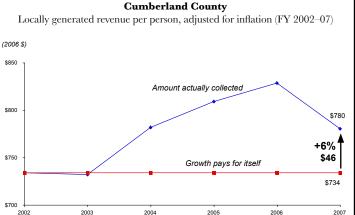


By FY 2007, a family of four needed an additional \$1,051 in income to keep up with the growth in county revenue over the past five years.



By FY 2007, a family of four needed an additional \$918 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

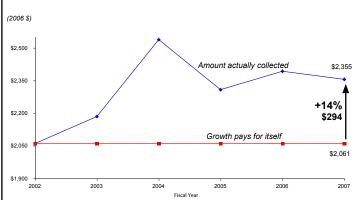


By FY 2007, a family of four needed an additional \$548 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Currituck County

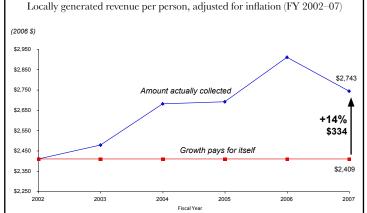
Locally generated revenue per person, adjusted for inflation (FY 2002-07)



By FY 2007, a family of four needed an additional \$2,193 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Dare County

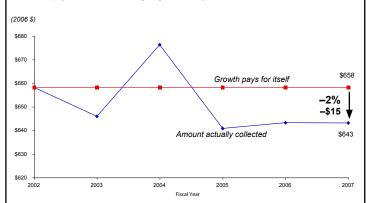


By FY 2007, a family of four needed an additional \$2,523 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Davidson County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

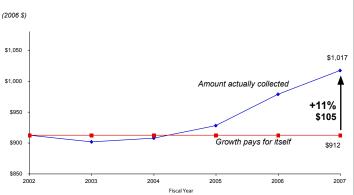


By FY 2007, a family of four needed an additional \$264 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Davie County

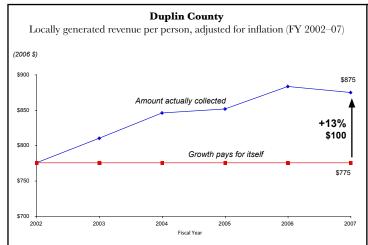
Locally generated revenue per person, adjusted for inflation (FY 2002–07)



By FY 2007, a family of four needed an additional \$869 in income to keep up with the growth in county revenue over the past five years.

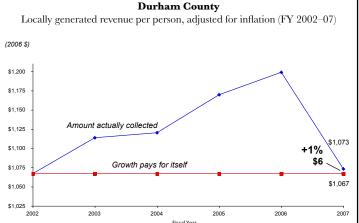
Appendix A. County Charts: Duplin to Gaston

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.



By FY 2007, a family of four needed an additional \$780 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



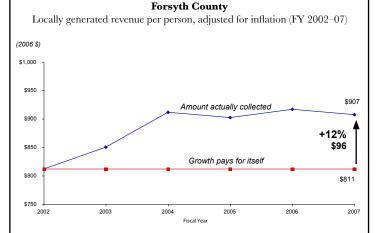
By FY 2007, a family of four needed an additional \$551 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Edgecombe County Locally generated revenue per person, adjusted for inflation (FY 2002–07) (2006 \$) 8850 Amount actually collected \$816 \$750 Growth pays for itself \$667

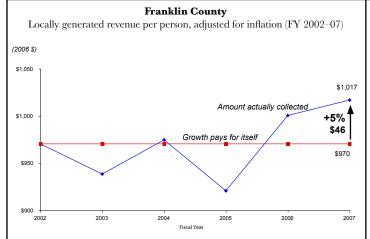
By FY 2007, a family of four needed an additional \$927 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



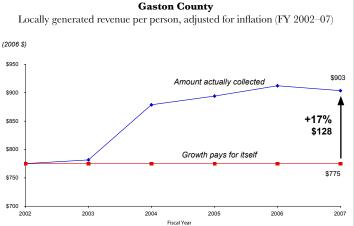
By FY 2007, a family of four needed an additional \$783 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$664 in income to keep up with the growth in county revenue over the past five years.

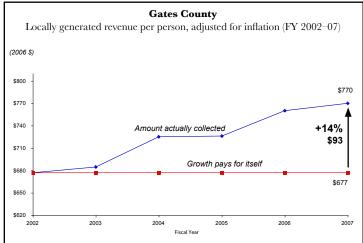
Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$896 in income to keep up with the growth in county revenue over the past five years.

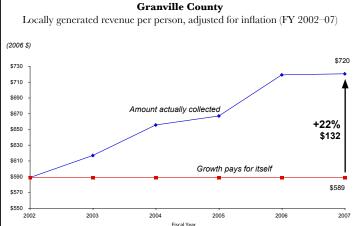
Appendix A. County Charts: Gates to Harnett

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.



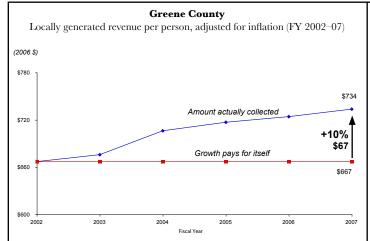
By FY 2007, a family of four needed an additional \$706 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



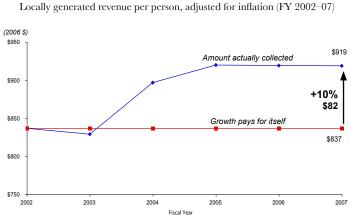
By FY 2007, a family of four needed an additional \$817 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$595 in income to keep up with the growth in county revenue over the past five years.

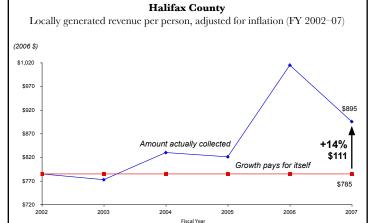
Source: N.C. Dept. of State Treasurer



Guilford County

By FY 2007, a family of four needed an additional \$740 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$829 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

2002

2003

Locally generated revenue per person, adjusted for inflation (FY 2002–07) (2006 \$) \$890 Amount actually collected \$750 Growth pays for itself \$726

2005

Harnett County

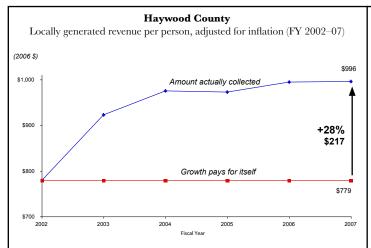
By FY 2007, a family of four needed an additional \$1,023 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

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.



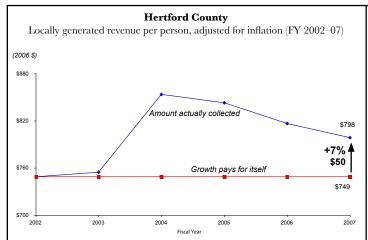
By FY 2007, a family of four needed an additional \$1,252 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Henderson County Locally generated revenue per person, adjusted for inflation (FY 2002–07) (2006 \$) \$1,000 Amount actually collected +19% \$160 Growth pays for itself \$824

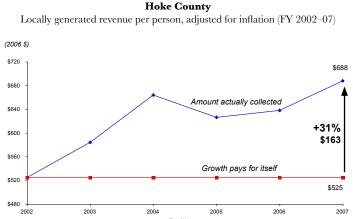
By FY 2007, a family of four needed an additional \$1,047 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



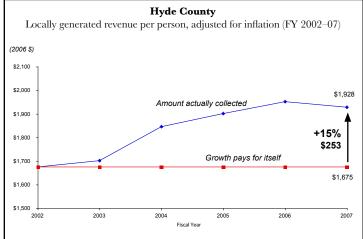
By FY 2007, a family of four needed an additional \$568 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



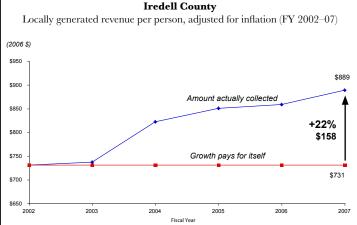
By FY 2007, a family of four needed an additional \$911 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

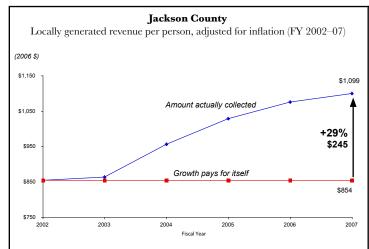


By FY 2007, a family of four needed an additional \$1,837 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

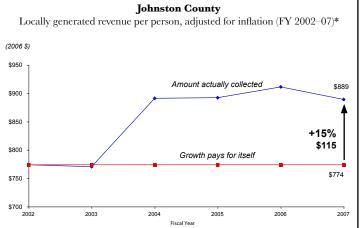


By FY 2007, a family of four needed an additional \$993 in income to keep up with the growth in county revenue over the past five years.



By FY 2007, a family of four needed an additional \$1,402 in income to keep up with the growth in county revenue over the past five years.

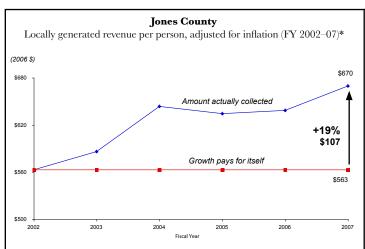
Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$692 in income to keep up with the growth in county revenue over the past five years.

* Excluding water and sewer charges Source: N.C. Dept. of State Treasurer

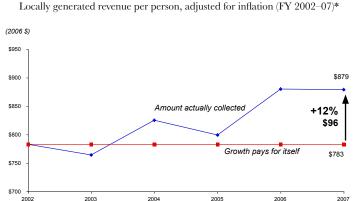
Lee County



By FY 2007, a family of four needed an additional \$704 in income to keep up with the growth in county revenue over the past five years.

* Excluding water and sewer charges

Source: N.C. Dept. of State Treasurer

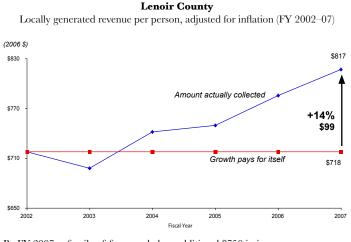


By FY 2007, a family of four needed an additional \$671 in income

to keep up with the growth in county revenue over the past five years.

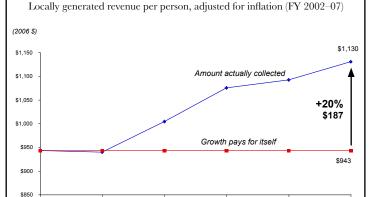
* Excluding water and sever charges

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$750 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



Lincoln County

By FY 2007, a family of four needed an additional \$1,214 in income to keep up with the growth in county revenue over the past five years.

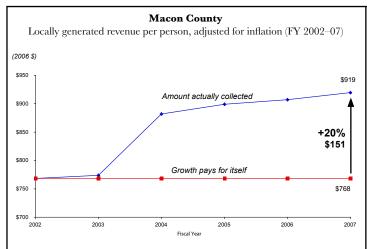
2003

Source: N.C. Dept. of State Treasurer

2007

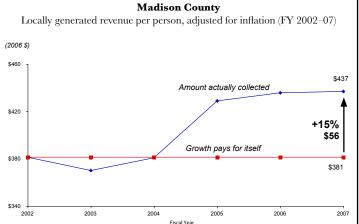
Appendix A. County Charts: Macon to Mitchell

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.



By FY 2007, a family of four needed an additional \$984 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



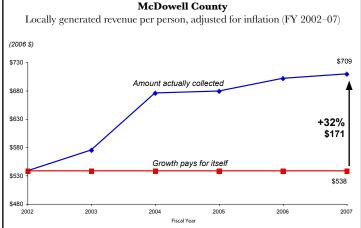
By FY 2007, a family of four needed an additional \$410 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Martin County Locally generated revenue per person, adjusted for inflation (FY 2002–07) (2006 s) \$1,170 Amount actually collected \$1,140 \$1,092 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080 \$1,080

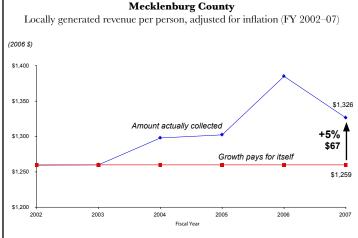
By FY 2007, a family of four needed an additional \$436 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



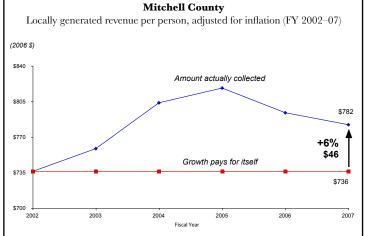
By FY 2007, a family of four needed an additional \$950 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

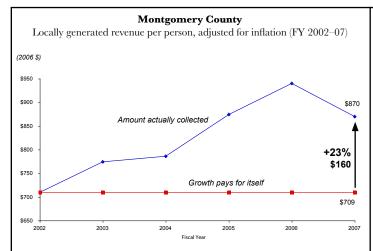


By FY 2007, a family of four needed an additional \$889 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

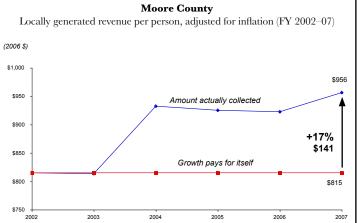


By FY 2007, a family of four needed an additional \$547 in income to keep up with the growth in county revenue over the past five years.



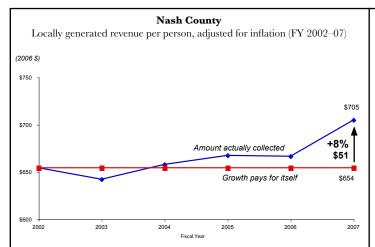
By FY 2007, a family of four needed an additional \$992 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



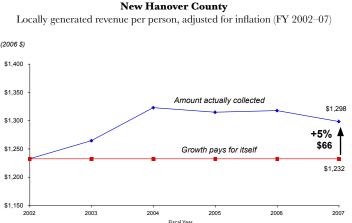
By FY 2007, a family of four needed an additional \$967 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



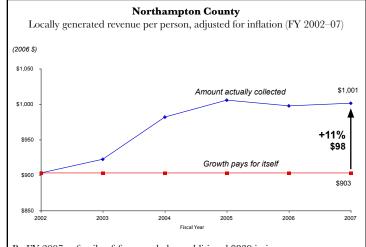
By FY 2007, a family of four needed an additional \$525 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



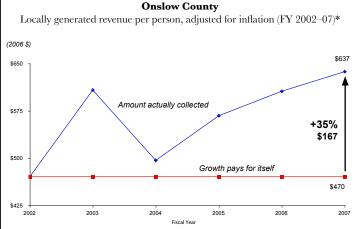
By FY 2007, a family of four needed an additional \$871 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$839 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

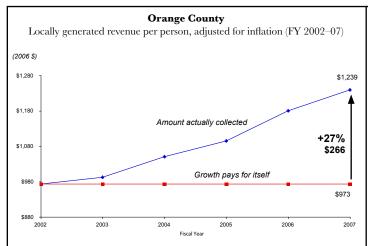


By FY 2007, a family of four needed an additional \$899 in income to keep up with the growth in county revenue over the past five years.

* Excluding water and sewer charges and mental health

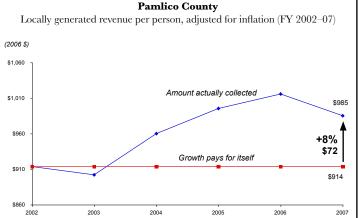
Appendix A. County Charts: Orange to Person

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.



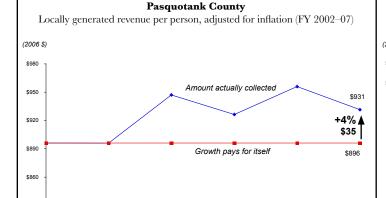
By FY 2007, a family of four needed an additional \$1,543 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$737 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$583 in income to keep up with the growth in county revenue over the past five years.

2003

Source: N.C. Dept. of State Treasurer

2006

2007

Locally generated revenue per person, adjusted for inflation (FY 2002–07) (2006 \$) \$1,050 \$1,000 \$950 \$990 \$990 \$8850

Growth pays for itself

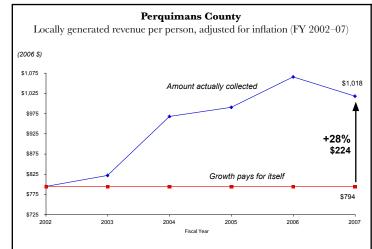
Pender County

By FY 2007, a family of four needed an additional \$1,386 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

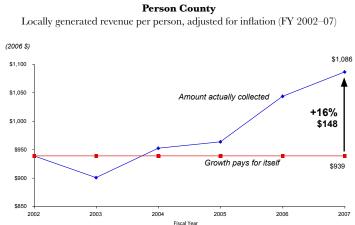
\$779

2007



By FY 2007, a family of four needed an additional \$1,286 in income to keep up with the growth in county revenue over the past five years.

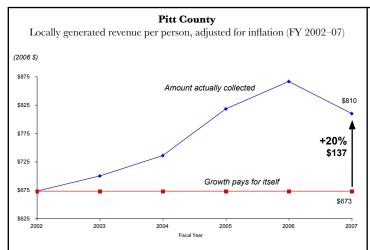
Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$1,053 in income to keep up with the growth in county revenue over the past five years.

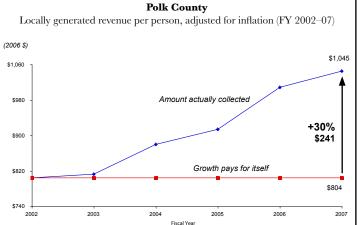
Appendix A. County Charts: Pitt to Rockingham

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.



By FY 2007, a family of four needed an additional \$879 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

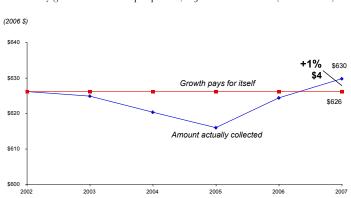


By FY 2007, a family of four needed an additional \$1,359 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Randolph County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

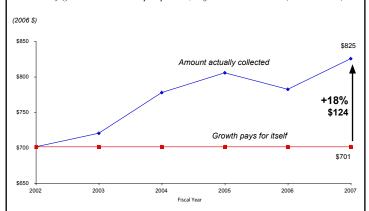


By FY 2007, a family of four needed an additional \$323 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Richmond County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

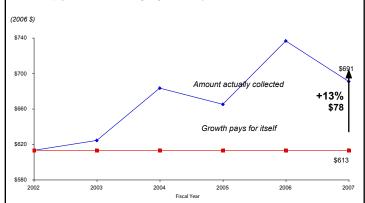


By FY 2007, a family of four needed an additional \$843 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Robeson County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

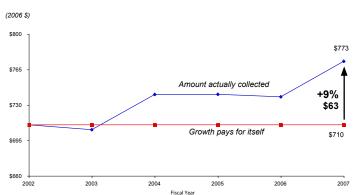


By FY 2007, a family of four needed an additional \$612 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Rockingham County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)*

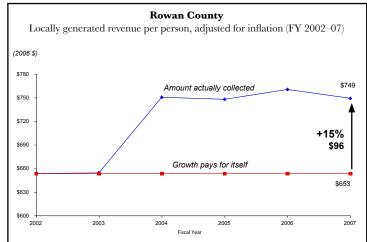


By FY 2007, a family of four needed an additional \$601 in income to keep up with the growth in county revenue over the past five years.

* Excluding mental health Source: N.C. Dept. of State Treasurer

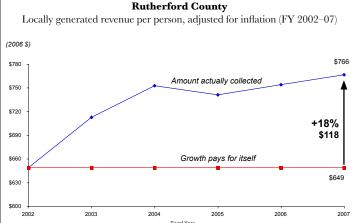
Appendix A. County Charts: Rowan to Surry

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.



By FY 2007, a family of four needed an additional \$705 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

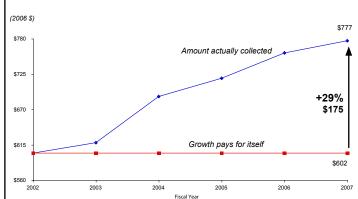


By FY 2007, a family of four needed an additional \$791 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Sampson County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

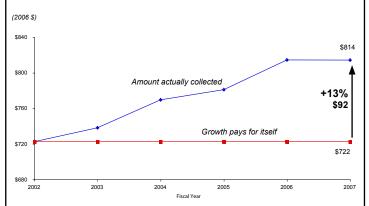


By FY 2007, a family of four needed an additional \$996 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Stanly County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

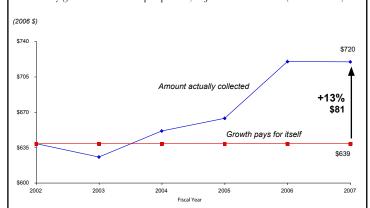


By FY 2007, a family of four needed an additional \$724 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Stokes County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

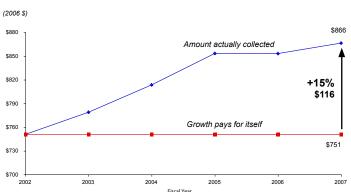


By FY 2007, a family of four needed an additional \$639 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Surry County

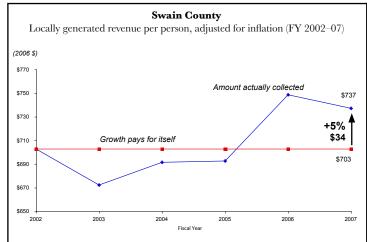
Locally generated revenue per person, adjusted for inflation (FY 2002-07)



By FY 2007, a family of four needed an additional \$833 in income to keep up with the growth in county revenue over the past five years.

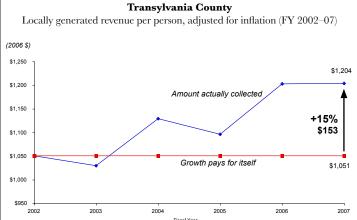
Appendix A. County Charts: Swain to Wake

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.



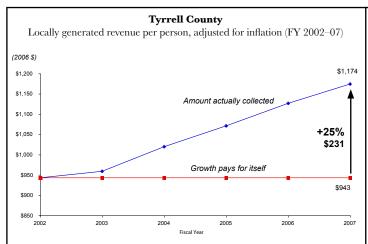
By FY 2007, a family of four needed an additional \$484 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



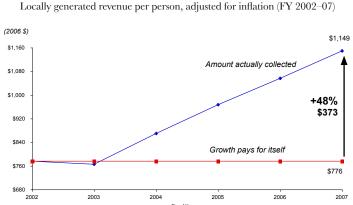
By FY 2007, a family of four needed an additional \$1,130 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$1,401 in income to keep up with the growth in county revenue over the past five years.

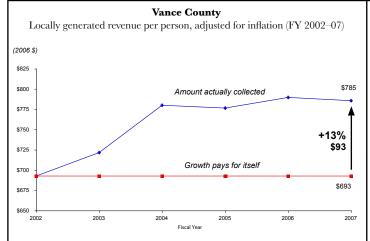
Source: N.C. Dept. of State Treasurer



Union County

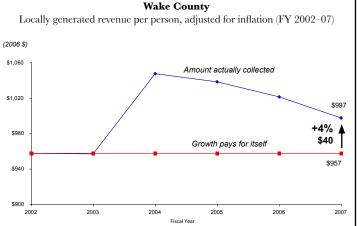
By FY 2007, a family of four needed an additional \$1,876 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$713 in income to keep up with the growth in county revenue over the past five years.

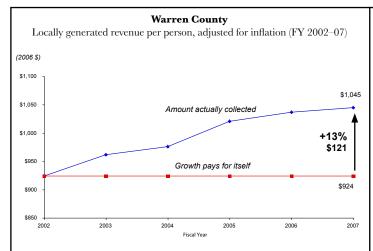
Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$632 in income to keep up with the growth in county revenue over the past five years.

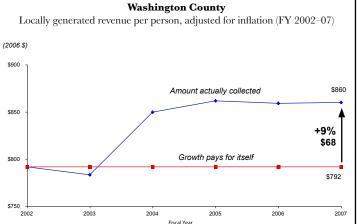
Appendix A. County Charts: Warren to Wilson

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.



By FY 2007, a family of four needed an additional \$938 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

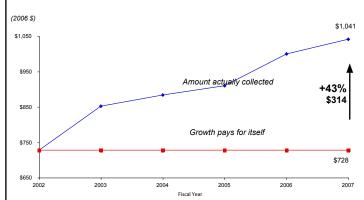


By FY 2007, a family of four needed an additional \$663 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Watauga County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

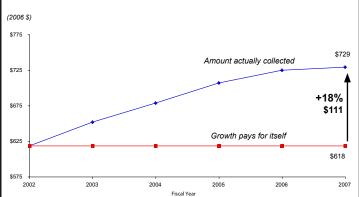


By FY 2007, a family of four needed an additional \$1,613 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Wayne County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

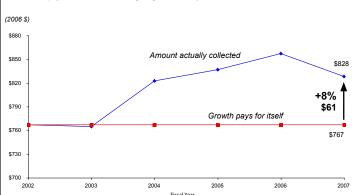


By FY 2007, a family of four needed an additional \$748 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Wilkes County

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

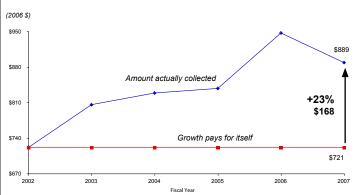


By FY 2007, a family of four needed an additional \$623 in income to keep up with the growth in county revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Wilson County

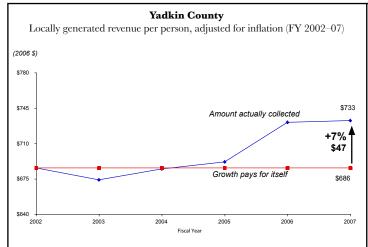
 $Locally\ generated\ revenue\ per\ person,\ adjusted\ for\ inflation\ (FY\ 2002–07)$

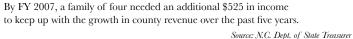


By FY 2007, a family of four needed an additional \$1,026 in income to keep up with the growth in county revenue over the past five years.

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.



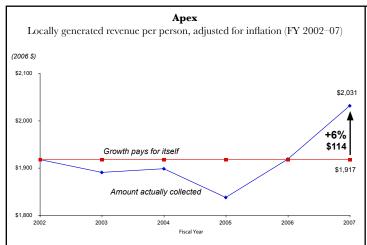


Yancey County Locally generated revenue per person, adjusted for inflation (FY 2002-07) (2006 \$) \$730 Amount actually collected \$700 +11% \$75 Growth pays for itself \$655 2007 2002 2003 2004 2005 2006

By FY 2007, a family of four needed an additional \$623 in income to keep up with the growth in county revenue over the past five years.

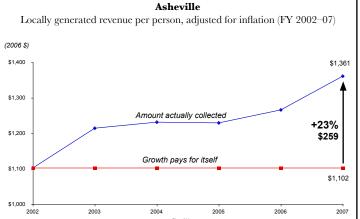
Appendix B. City Charts: Apex to Charlotte

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.



By FY 2007, a family of four needed an additional \$1,401 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

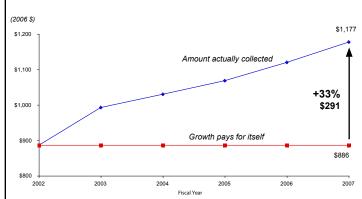


By FY 2007, a family of four needed an additional \$1,578 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Burlington

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

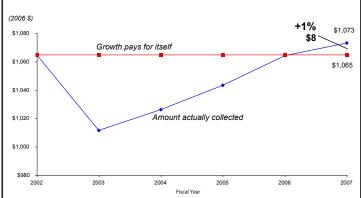


By FY 2007, a family of four needed an additional \$1,601 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Cary

Locally generated revenue per person, adjusted for inflation (FY 2002–07)

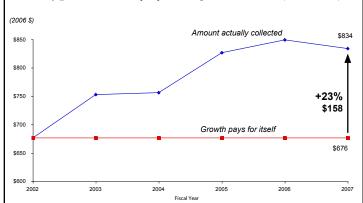


By FY 2007, a family of four needed an additional \$558 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Chapel Hill

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

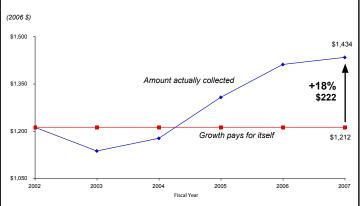


By FY 2007, a family of four needed an additional \$964 in income to keep up with the growth in city revenue over the past five years.

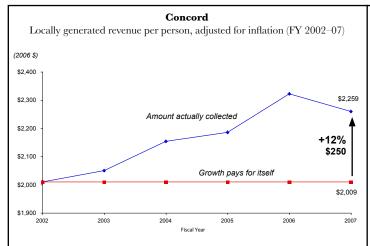
Source: N.C. Dept. of State Treasures

Charlotte

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

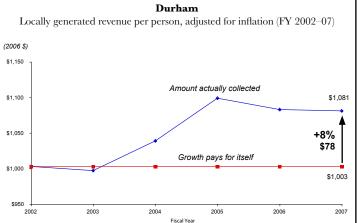


By FY 2007, a family of four needed an additional \$1,484 in income to keep up with the growth in city revenue over the past five years.



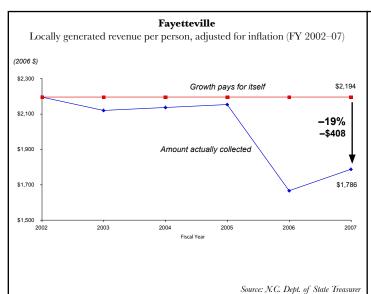
By FY 2007, a family of four needed an additional 1,990 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$806 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer



Gastonia

Locally generated revenue per person, adjusted for inflation (FY 2002–07)

Amount actually collected

\$1,850

Growth pays for itself

\$1,762

\$1,782

\$1,780

\$1,780

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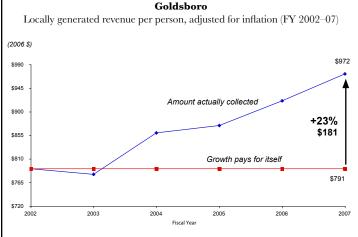
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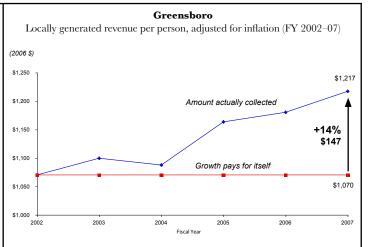
By FY 2007, a family of four needed an additional \$872 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$1,114 in income to keep up with the growth in city revenue over the past five years.

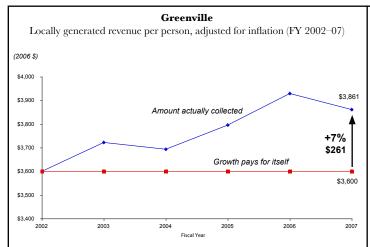
Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$1,116 in income to keep up with the growth in city revenue over the past five years.

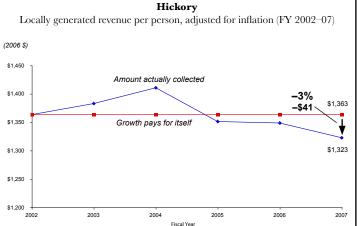
Appendix B. City Charts: Greenville to Kannapolis

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.



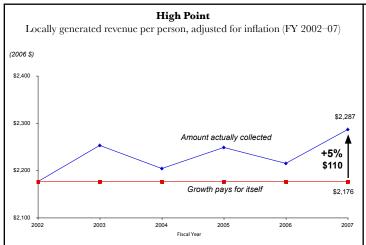
By FY 2007, a family of four needed an additional \$2,819 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer



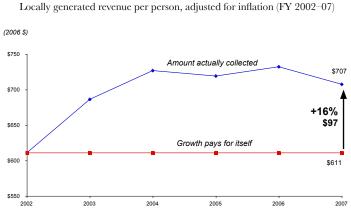
By FY 2007, a family of four needed an additional \$510 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$1,515 in income to keep up with the growth in city revenue over the past five years.

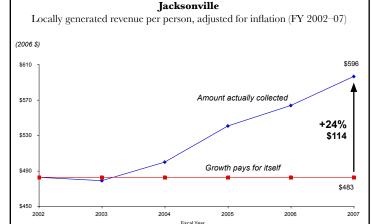
Source: N.C. Dept. of State Treasurer



Huntersville

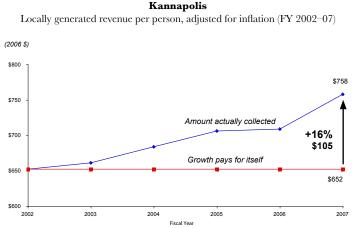
By FY 2007, a family of four needed an additional \$688 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

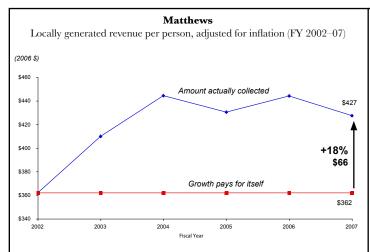


By FY 2007, a family of four needed an additional \$693 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasures

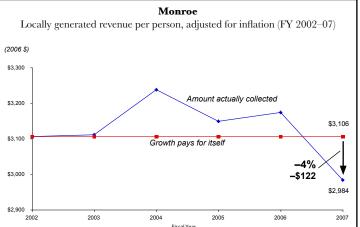


By FY 2007, a family of four needed an additional \$743 in income to keep up with the growth in city revenue over the past five years.



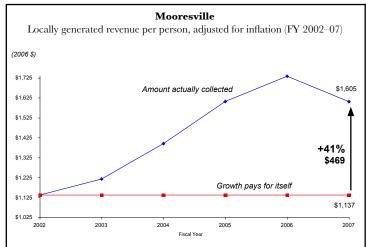
By FY 2007, a family of four needed an additional \$441 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer



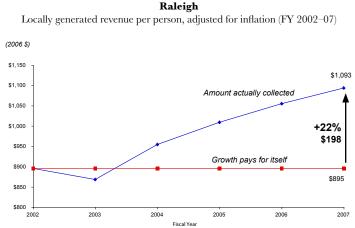
By FY 2007, a family of four needed an additional \$1,043 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer



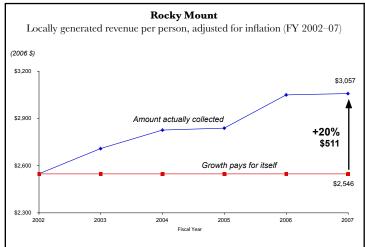
By FY 2007, a family of four needed an additional \$2,435 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer



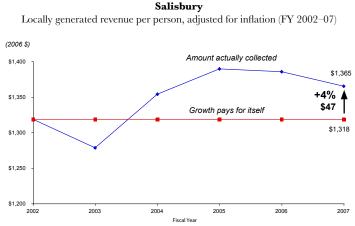
By FY 2007, a family of four needed an additional \$1,234 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

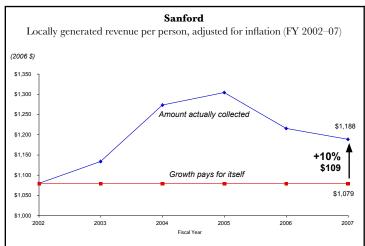


By FY 2007, a family of four needed an additional \$3,300 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

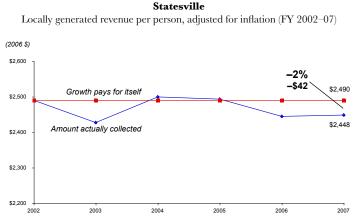


By FY 2007, a family of four needed an additional \$837 in income to keep up with the growth in city revenue over the past five years.



By FY 2007, a family of four needed an additional \$969 in income to keep up with the growth in city revenue over the past five years.

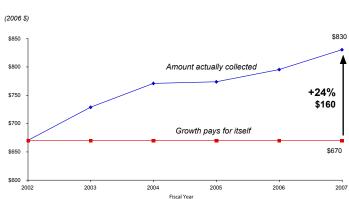
Source: N.C. Dept. of State Treasurer



By FY 2007, a family of four needed an additional \$1,061 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Thomasville Locally generated revenue per person, adjusted for inflation (FY 2002–07)

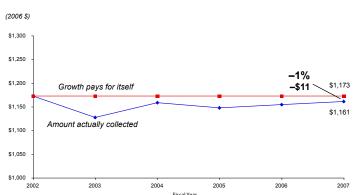


By FY 2007, a family of four needed an additional \$972 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Wilmington

Locally generated revenue per person, adjusted for inflation (FY 2002–07)

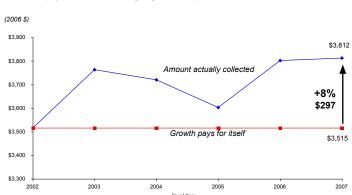


By FY 2007, a family of four needed an additional \$532 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Wilson

Locally generated revenue per person, adjusted for inflation (FY 2002-07)

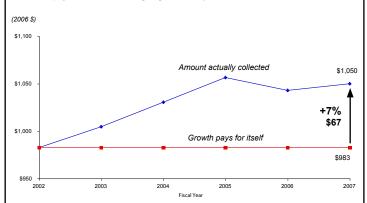


By FY 2007, a family of four needed an additional \$2,922 in income to keep up with the growth in city revenue over the past five years.

Source: N.C. Dept. of State Treasurer

Winston-Salem

Locally generated revenue per person, adjusted for inflation (FY 2002-07)



By FY 2007, a family of four needed an additional \$754 in income to keep up with the growth in city revenue over the past five years.