

POPULAR GOVERNMENT

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CONTENTS

articles	page
Esser Wins Fruin-Colnon Award	1
Downtown, North Carolina—Progress Report by <i>Ruth L. Mace</i>	2
Monroe Reads Meters by Radio by <i>Lott Rogers</i>	6
Counselor Training Course Held at Institute of Government	8
Personnel Officers Hold Institute	12
departments	
Bond Sales	9
Public Personnel by <i>Donald L. Hayman</i>	10
The Attorney General Rules	14
Book Reviews	<i>Inside Back Cover</i>

COVER

The March cover photo shows George H. Esser, Jr., Assistant Director of the Institute of Government, receiving the Annual National Fruin-Colnon Award for his series of articles in POPULAR GOVERNMENT on "Urban Growth and Municipal Services." Esser received the award in January at the annual dinner meeting of the Fruin-Colnon Contracting Company in St. Louis. Presenting the award to Esser is John S. Linen of New York, Vice President of the National Municipal League. The Fruin-Colnon Awards program is administered by the National Municipal League.

GEORGE H. Esser, Jr., Assistant Director of the Institute of Government, received the Annual National Fruin-Colnon Award for a series of articles published in POPULAR GOVERNMENT on "Urban Growth and Municipal Services." Esser received the award January 17th at the annual dinner meeting of the Fruin-Colnon Contracting Co. in St. Louis.

With the award Esser received a subsidy to help bear the expense of publishing the articles in revised and supplemented form.

The Fruin-Colnon awards program is administered by the National Municipal League and was established last year to "stimulate consideration of the needs of urban and metropolitan communities and to recognize significant contributions toward the improvement and development of urban and metropolitan communities."

The awards were presented by John S. Linen of New York, Vice President of the National Municipal League and sharing honors with Esser were social scientists at the University of Pennsylvania

The Fruin-Colnon Award

in recognition of a significant contribution to the solution of urban problems

PRESENTED TO

George H. Esser, Jr.

for

Urban Growth and Municipal Services

a series of articles to aid municipalities in planning services for suburban areas

by

The National Municipal League

John S. Linen
President

January 17, 1959

ESSER WINS FRUIN-COLNON AWARD

and, jointly, Washington University and St. Louis University.

In addition to Esser, those receiving awards included Ethan A. H. Shepley, Chancellor of Washington University, and the Very Reverend Paul C. Reinert, S.J., President of St. Louis University, for the study, "Path of Progress," conducted on a joint basis by social scientists of the universities on consolidation of governmental units and services in the St. Louis metropolitan area.

Dr. Stephen B. Sweeney, Director of the Fels Institute of Local and State Government at the University of Pennsylvania, and Dr. George S. Blair, Associate Professor of Political Science at the University of Pennsylvania, received awards for their study,

"Metropolitan Analysis: Important Elements of Study in Action," programs that have been developed to solve metropolitan problems.

Esser has been a member of the Institute of Government staff since the fall of 1948 and is a Professor of Public Law and Government and an Assistant Director of the Institute.

His general field here at the Institute is state and local government with particular emphasis on administration, problems of urban development and metropolitan government, state and local tax policy, and municipal law.

In addition to his regular research program, Esser has worked with the North Carolina Reorganization Commission, the

North Carolina Tax Study Commission and the North Carolina Municipal Government Study Commission, for all of which the Institute of Government has carried out research assignments. He was staff member in charge of the metropolitan area analysis undertaken for the city of Greensboro in 1955 and 1956. At present he is one of the staff members responsible for research and training projects under a Ford Foundation Grant in the area of metropolitan growth and government.

Esser is a graduate of the Virginia Military Institute where he received a B.S. degree in chemistry with honors, and of the Harvard Law School where he received his law degree.

About a year ago in these pages we pointed out the need for Main Street, N. C. to wake up to the need for unified revitalization action. In recent months merchants and civic leaders in most of our larger cities have begun such programs. This article summarizes efforts and progress to date.

Thursday, March 26, 1959
MERCHANTS and downtown property owners of the City of Durham made North Carolina history today when they turned out, 200 strong, to demonstrate their interest in the future of downtown Durham and to go on record in support of the first steps in a program to revitalize the heart of this North Carolina town.

Durham's retailers are not the first in the state to face up to their local downtown difficulties. As a matter of fact, such recognition has been coming to those con-

cerned with the downtowns of almost all of our larger cities and many of our smaller cities in increasing volume over the last two years. But Durham is unique in this—that the people most concerned with downtown, those that have a direct financial stake in its welfare, have recognized that they have a common problem and have shown that they as individuals are willing to reach into their pockets to solve it, together. This morning's meeting was the official lead-off in a campaign sponsored by the Downtown Development Association to raise \$15,000 from individual contributions to retain expert help to develop a plan of action to revitalize downtown Durham. At the close of the meeting \$3,500 had been contributed, and the indications are that the Association will meet its total goal very shortly. This display of broad-based support makes the Durham downtown campaign one of the most promising in the state even though, in point of time, other

Tarheel cities may have gotten a head start.

Before we give a box score of efforts and progress to date on the North Carolina downtown scene, a few words are in order on the common central district problem that our cities and other cities throughout the nation are facing and attempting to deal with in increasing numbers. This is a difficulty that we dubbed the "downtown disease" in earlier issues of POPULAR GOVERNMENT. The symptoms of the downtown disease are by now fairly well recognized. They include parking troubles, traffic congestion and a general down-at-the-heel look. A falling off in retail sales, vacant stores and offices, and decreasing property values are other unpleasant manifestations.

Surprisingly, this general description of central business district problems fits almost every American city, large or small (where action has not been taken), though the actual conditions and the intensity of the problem

DOWNTOWN, N. C.

PROGRESS REPORT



By RUTH L. MACE, RESEARCH ASSOCIATE

At right—Overhanging signs come down in downtown Greensboro.

vary widely from city to city. How serious is the situation in North Carolina? As we stated last year, "North Carolina's cities and towns are small and young, relatively speaking. We have not yet grown into the difficulties of older, more densely populated and industrialized regions of the country. . . . The range of problems confronting urban North Carolina, among them that of the declining downtown, is less complex and more susceptible to solution." On the other hand, as Grady Clay, the real estate editor of the *Louisville Courier Journal*, who recently toured North Carolina, has warned, "No comparable group of cities in America is more vulnerable to the competition of suburban shopping centers than the constellation of cities extending from Charlotte to Raleigh, N. C." And, in addition to the potential competition from new outlying shopping centers, our cities, with suitable in-town vacant land face the threat of major in-lying shopping centers. Witness the City of Charlotte, where a major regional shopping center is under construction within ten blocks of the main central shopping district. In addition to the shopping center menace, North Carolina's cities face competition from each other. Distances between them are short. With the good highway network that we now have and the improvements to come, it is easy to get from one town to another to shop, and such a pattern is increasingly emerging.

These, then, are the threats posed to those concerned with the downtowns of our cities . . . and all of us are concerned with them. The businessman's concern is easiest to see—his investment and continuing profits are at stake. But it must also be remembered that a substantial portion of the city's tax base hangs in the balance, along with its investment



in public improvements. And all of the residents of the city and its hinterland benefit from a conveniently located focal point, a downtown center where they can shop, play, or attend to governmental or private business.

Writing of this situation a little over a year ago we said. . . . "These difficulties are not yet sufficiently dramatic—the pocket-book is not yet hurting enough—to cry out for action now, when effective action is most feasible. Conversations . . . around the state almost all point up the current lack of awareness among merchants and business leaders of the need for an organized program of action to guarantee the future prosperity of the central business district. *It is time for Main Street to wake up to the need for action.*"

Well, Main Street, N. C. has waked up. Merchants are becoming aware that their purses are leaner than they would like them to be. As Grady Clay puts it, "They're scared. Not all of them,

naturally; but the ones with their ears to the ground are more worried than they admit openly." Many of the shopping centers that were on the drawing boards a year or so ago are now on the ground, and the bulldozers are clearing land for others. Every day gasoline is being burned as even the wives of retailers desert their home cities to shop in neighboring communities. The spotlight has been turned on Downtown, N. C., and as a result the first big steps are being taken. Aware now of the problem they face, merchants, civic leaders, newspapers, and governmental officials all over the state are mobilizing for action. The table shown on the following pages gives a capsule summary of their progress and efforts to date. This is only the beginning and a very small part of a big and important story on the North Carolina urban scene. In future months we hope to fill in the details and to keep you posted on this story as it develops.

NORTH CAROLINA DOWNTOWN SCOREBOARD

Private and public interests in many North Carolina cities, including those mentioned below, have long been concerned with the welfare of downtown. They have taken segmental action on a variety of fronts. For example, they have made intensive efforts to provide adequate off-street parking and to improve the traffic situation. Charlotte has enacted an ordinance to eliminate overhanging signs. In Chapel Hill there is a voluntary architectural control of store fronts. The programs that are currently getting underway differ from these efforts in the nature of the approach—a total rather than a segmental one. Simultaneous and comprehensive programs by both public and private groups are the characteristic goals of the current downtown drives.

Name of Town and Participating Organizations

Progress to Date

Charlotte

- Charlotte Uptown Association

Charlotte Uptown Association was organized in March 1959. Officers and board of directors have been elected, and charter and bylaws adopted. Represented on the board of directors are executives of department stores, clothing stores, newspapers, banks, radio and television stations, hotels and real estate firms. The Duke Power Company, Sears Roebuck, and local architects are also included on the board. Objectives and purposes are currently being defined.

Durham

- Downtown Development Association
- City Government (Council, Planning Department, and others)

Downtown Development Association sponsored preliminary report on existing conditions in the CBD and the economy of the City of Durham, with particular reference to the CBD.

Series of articles in *Durham Morning Herald*

Downtown Development Association currently conducting a campaign to raise \$15,000 from individual contributions to finance retaining expert help to develop a plan of action to "preserve and revitalize Durham's downtown business district." Expert to work with City Planning Department.

Council has instructed city administration to cooperate with Downtown Development Association, and appointed Councilman to represent Council in working with the Association on the program.

Raleigh

- Chamber of Commerce
- Junior Chamber of Commerce
- Merchants' Association
- Raleigh Department of Planning

CBD land use study and redesign proposal prepared and published by Planning Department (1957 and 1959, respectively).

Series of articles in *Raleigh Times* on CBD problem and possibilities of mall design.

Junior Chamber to consult with lawyers concerning some of legal difficulties in implementing CBD plan. (For example, street closings).

Three interested private groups attempting to organize single downtown association.

Name of Town and Participating Organizations

Progress to Date

Winston-Salem

- Chamber of Commerce
Total Development Committee
- City-County Planning Board
Forsyth County and Winston-Salem

Victor Gruen, leading national specialist in shopping center and business district design visited Winston-Salem under the auspices of the city's business leaders.

Total Development Committee presented \$3,600 to City-County Planning Board to retain consultant to develop a pilot study of retail commercial areas in the Winston-Salem metropolitan area with particular attention to CBD. Study to get underway Summer 1959.

Members of Total Development Committee visit Rye, N. Y., Hartford, Conn., and Baltimore, Md., to get first-hand information about CBD plans and programs.

Greensboro

- Chamber of Commerce,
Downtown Improvement
Committee (primarily) and
the City Beautiful Committee
- Merchants Association

Objectives of Chamber's Downtown Improvement Committee are: (1) elimination of overhanging signs in downtown area; (2) development of a system of overhanging canopies for protection of shoppers in the downtown area; and (3) replacement of present private alleys with rear service streets. Committee has decided to develop its own program, and not to employ outside assistance at this time. The major objective of the Committee is to "make Greensboro the No. 1 retail shopping center of North Carolina."

Series of articles in *Greensboro Daily News*

Greensboro's practicing architects have taken on the assignment of developing design proposals for an area adjacent to the CBD.

Mooreville

- City government (Manager,
Town Board)
- Civic Action Committee for
the Development of a Greater
Mooreville

Consultant retained to develop plan for revitalizing downtown Mooreville. Plan completed and published Summer 1957.

Reynolds Metal built a scale model showing a single remodeled block.

City has completed and put into operation two of the three parking lots called for in plan.

Urban Land Institute retained by city to study and report on the feasibility of the *Mooreville Plan*. Their report presented at public meeting in April 1958.

City has obtained some of needed right-of-way to provide through pedestrian access from parking to stores. Detailed architectural plans have been drawn for interior and exterior remodeling and modernization of several stores.

Exterior and interior renovation of several stores is underway.

Two business buildings in first of the blocks proposed for revitalization have contracted for construction of steel canopies. Work to get underway momentarily.



By LOTT ROGERS

Walkie-talkie radios are simplifying meter reading and the preparation of water and electricity bills for the City of Monroe. Although only in operation since April 1, 1958, the new radio method of reading meters has reduced reading time approximately 30 percent and promises additional advantages and savings.

EDITOR'S NOTE: The author is the former City Manager of Monroe and is now City Manager of Spartanburg, S. C.

The City of Monroe with a population of 12,500 now serves 4,000 water and electric consumers living within the city limits. Two meter readers formerly took 14 days to read a total of 8,000 meters per month. In rainy weather

meter reading was spread out over a longer period of time. Equipped with walkie-talkie type radios and carrying no books or additional equipment, the two meter readers now read all meters in 10 days regardless of the weather. Complete rerouting coupled with the use of the new visual card file system will reduce the reading time even more. As their meter reading duties are simplified, the meter readers will have more time for work as meter repairmen and for their other assigned duties.

The new procedure is as follows:

The two meter readers walk prearranged routes together. One meter reader identifies the customer by reading into his microphone the last three digits of the electric meter serial number. He then gives the electric meter read-

MONROE READS METERS BY RADIO



ing. The other meter reader then reads the water meter for the same customer.

In the city hall a billing clerk operates the radio equipment and records the readings as she hears them from her earphone on a card in a visual file system. The billing clerk operates the microphone before her by either a hand button or by a foot pedal. While the meter readers are walking to the next house, the billing clerk checks the readings for abnormal consumption and computes the customer's total bill.

Monroe has recently installed a new visual file system and discarded their old bulky meter books. Meter cards used in the visual file system were printed to include gas meter readings in anticipation of the coming of natural gas to Monroe.

The meter cards were printed on both sides enabling each card to carry two years of complete records. Each pocket of the visual file system will hold up to four cards for a customer or up to eight years of meter reading records before it becomes necessary to move any of the cards to a storage file.

Very little difficulty has been encountered in radio transmission. The city limits cover approximately six square miles, the terrain is flat to rolling and the most distant meter is approximately 3.6 miles from the city hall. At night the light weight batteries are recharged and made ready for another day of use.

Every indication is that the new radio method of reading meters will prove successful. The following are some of the apparent advantages of the new system: (1) Time is saved by allowing readers to continue reading without regard to district or book. (2) Time is saved as reading proceeds in all types of wea-



ther except an occasional torrential downpour. (3) Time is saved as all abnormal readings are checked immediately by the reader when noted by the billing clerk. (4) Transportation costs are saved as separate check readings of abnormal readings are no longer necessary. (5) The Billing Department is not delayed in their billing as all computations are made as readings are recorded and billing may begin as soon as the readers complete readings for the first tray of cards. (6) The radio equipment is being used to improve consumer service and reduce operating cost during non-reading periods by using it for transfers, cut-offs, cut-ons, etc. (7) When the natural gas distribution system is completed in the near future, the new procedure will permit the gas meters to be read and billed without additional personnel. (8) The radio equipment is available for civil defense purposes at all times.

The radio meter reading method was developed and worked out by radio technicians, James E. Hinkel, Director of Utilities, and Lott Rogers.

To expedite meter reading under the new procedure, Monroe has adopted new specifications requiring recessed electrical meters in all new single story residential dwellings.

The specifications for the new electric meter recess call for a 10-inch minimum width and 12-

inch minimum height. The Utility Department determines the location of the meter recess in the new house in cooperation with the architect or electrical contractor. The City furnishes the meter socket which is to be installed by the electrical contractor. All other materials, including the service cable, must be furnished by the owner.

The City of Monroe is also making a new type of water installation in new homes which will facilitate meter reading. The new installation is within the wall or basement of the house immediately below the electrical meter. It can easily be seen by the meter reader while he is reading the electrical meter.

In the future when natural gas is installed, the gas meter will be under or adjacent to the recessed electrical meter. All three meters in new homes can then be read by one reader standing in one location. Of course it will never be possible to group all three meters in the older homes.

The grouping of all three meters in close proximity and the reading of meters by radio will not eliminate all of Monroe's meter reading problems. However, it is believed that these innovations will facilitate a better job being done for an increasing number of citizens at a reduced cost to the City of Monroe.

COUNSELOR TRAINING COURSE HELD AT INSTITUTE OF GOVERNMENT

AN intensive 120-hour Counselor Training Course for nineteen selected interviewers of the North Carolina Employment Security Commission was held at the Institute of Government December 29, 1958 through January 30, 1959.

The training course was co-ordinated by Donald Hayman of the Institute staff, and Alden Honeycutt, chief of Industrial Services, and Mrs. Anne Freeman, employment counseling supervisor, were in charge for the Employment Security Commission.

The course consisted of lectures, panel discussions, observa-

tion of counseling interviews and role plays. Afternoons, evenings, and some weekends were spent in reading and study.

The counselors will work with job applicants who are either in need of counseling or who must make a change in vocation. They will also work with high school students seeking employment relative to their choice of vocation. This specialized service is part of an increased emphasis on vocational guidance approved by Congress in 1958. Although ESC interviewers have been doing vocational counseling for many years, the position of full-time

counselor is a new position established last fall by the Merit System. All graduates had successfully passed a merit system examination for the position.

In addition to Hayman and Mrs. Freeman, the teaching staff included Dr. Roy Anderson, Professor of Education at North Carolina State College; Richard P. Calhoun, Professor of Business Administration of the University of North Carolina; B. J. Campbell, Assistant Director of the Institute of Government; Dr. W. Grant Dahlstrom, Associate Professor of Psychology of the University of North Carolina; Dr.



Norman Garmezy, Associate Professor of Psychology at Duke University; Dr. Hans Lowenbach, Professor of Neuropsychiatry at the Duke University Medical School; Dr. Luther Taff, Assistant Professor of Education of the University of North Carolina; Dr. W. D. Perry, Director of Testing Service of the University of North Carolina; and Dr. Carson Ryan, Chairman Emeritus of the University of North Carolina School of Education.

Included in the 120 hours of instruction were courses in principals of guidance, statistics, psychology of individual differences, personnel procedures, psychology of occupations, personality adjustment and mental hygiene, principles of counseling and supervised counseling.

Among lecturers or participants in panel discussions were Abraham Stahler, Chief of Counseling, of the U.S. Department of Labor, Bureau of Employment Security; Miss Ella Stephens Barrett, State Supervisor of Guidance Services; Joseph Beach, Director of the Employment Services Division; Ernest McCracken, Assistant Director of the Employment Services Division; Ralph A. Gardner, Chief of the Counseling Section of the Veterans Administration at Winston-Salem; H. L. Earp, Jr., Senior Counselor of the North Carolina Rehabilitation Commission; Mrs. H. L. Hassell, Director of Guidance of the Durham County Schools; Miss Lucille Browne, Director of Guidance of the Greensboro City Schools; and Dr. H. T. Connor, Director of the Burke County Guidance Services.

Graduation exercises were held

BOND SALES

From October 1958 through February 1959, the Local Government Commission sold bonds for the following governmental units. The unit, the amount of bonds, the purpose for which the bonds were issued, and the effective interest rate are indicated.

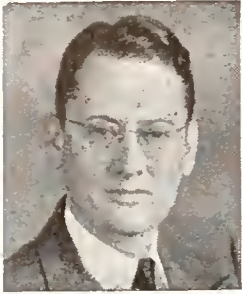
<i>Unit</i>	<i>Amount</i>	<i>Purpose</i>	<i>Rate</i>
Raleigh	350,000	Street	3.13
Winston-Salem	2,000,000	Water and sewer	3.10
Kinston	124,000	Water and municipal building site	3.07
Lee County	67,000	School building	3.07
Cleveland County	110,000	School building	2.85
Reidsville	68,000	Water and sewer, street and garage	2.93
Morganton	75,000	Sanitary sewer	2.90
Black Creek	50,000	Water	4.21
Duplin County	82,000	Refunding	3.71
Spencer	263,000	Sanitary sewer	4.31
New Hanover County	1,150,000	Community College and school building	3.23
Sampson County	150,000	School building	4.19
High Point	2,200,000	Water and street improvement	3.17
Guilford County	3,000,000	School building	2.19
Wilson	82,000	Refunding	2.70
St. Pauls	105,000	Water	4.17
Shelby School District (Cleveland County)	500,000	School	3.31
Alamance County	3,500,000	School building	3.28

here at the Institute of Government and the principal speaker for the occasion was Colonel Henry Kendall, Chairman of the North Carolina Employment Security Commission.

Graduates of the Employment Security Counselor Training Course included Brewster C. Adams stationed at Hendersonville; Bruce B. Bishop at Hickory; Mrs. Anne W. Dellinger at Gastonia; Lonnie D. Dill at Morehead City; Hugh A. Ebert at Greensboro; Jack D. Edwards

at Albemarle; Joseph G. Elliott at Charlotte; Billy W. Hill at Salisbury; Mrs. Geraldine Hooks at Statesville; Mrs. Joan B. McIntyre at Burlington; Mrs. Catherine C. Milenius at Winston-Salem; Bobby J. A. Overcash at Concord; Gilliam Parker, Jr., at Kinston; Melvin D. Starnes at Wilmington; Harold D. Steadman at Marion; Mrs. Evelyn F. Stirewalt at High Point; Mrs. Frances L. Stone at Asheboro; Elmer R. Van Court at Raleigh; and Mrs. Freeman.

AT LEFT—Graduates of the Counselor Training course are: (left to right) First Row: Mrs. Frances L. Stone, Hugh A. Ebert, Mrs. Anne Freeman, Mrs. Joan B. McIntyre, Mrs. Geraldine Hooks and Gilliam Parker, Jr. Second Row: Mrs. Evelyn F. Stirewalt, Mrs. Catherine C. Milenius, Brewster C. Adams, Elmer R. Van Court, Bobby J. A. Overcash, Melvin D. Starnes and Billy W. Hill. Third Row: Mrs. Anne W. Dellinger, Bruce B. Bishop, Lonnie D. Dill, Joseph G. Elliott, Jack D. Edwards and Harold D. Steadman.



By
DONALD L.
HAYMAN
*Assistant
Director
of the
Institute of
Government*

PUBLIC PERSONNEL

SALARY INCREASES

A number of governmental units have granted cost-of-living increases, pay plan adjustments, merit increases or Christmas bonuses since the beginning of the 1958-59 fiscal year.

WINSTON-SALEM granted a 5 per cent salary increase to all employees effective July 1. In August, JONES COUNTY raised elected and most courthouse employees 15 per cent. The county attorney, health, welfare and extension employees did not receive the across-the-board increase.

The new pay plan adopted by the CITY OF MONROE increased salaries paid Monroe employees 4.1 per cent. The new REIDSVILLE pay plan increased salaries paid to employees of that city approximately 2 per cent.

GASTONIA employees were paid a 2 per cent bonus on December 15. This was the third year that the bonus has been paid. HICKORY continued the custom of a \$6.00 Christmas "treat" for every employee.

The STATE PERSONNEL DEPARTMENT reported that the pay ranges for 310 classes of positions, or for approximately 20 per cent of the classes in the state service, have been adjusted upward between July 1, 1957 and April 1, 1959. These adjustments included a wide variety of classes but were mainly in the engineering and professional series. Approximately 5,000 state employees

received salary increases averaging between 5 and 10 per cent. All were in addition to the increases authorized by the General Assembly in 1957. Under the State Personnel Act the State Personnel Council has the authority to set salary ranges for all classes of positions in the state service, subject to the availability of funds.

NEW CLASSIFICATION AND PAY PLANS ADOPTED

Three counties and four cities have recently adopted their first formal position classification and pay plans. The counties include GASTON, FORSYTH and CATAWBA. The cities include GREENVILLE, MONROE, NEW BERN and REIDSVILLE.

The FORSYTH and GASTON COUNTY classification plans utilize the point rating technique. Lloyd Abbott, Forsyth county manager, prepared the FORSYTH COUNTY classification and pay plans with the assistance of executives of several large Winston-Salem firms. The GASTON COUNTY plans were prepared by Robert E. Lee and Associates of Charlotte. The CATAWBA classification plan was prepared by the N. C. Employment Security Commission, and the pay plan was prepared by the Institute of Government.

All four of the municipal classification plans were prepared by the Employment Security Commission. The GREENVILLE survey

was originally prepared by the Employment Security Commission in 1956. City Manager L. P. Bloxam prepared the pay plan.

The NEW BERN classification plan is an adaptation from the 1951 survey of the Employment Security Commission. The pay plan which was adopted by the New Bern City Council on September 3, 1958 was prepared by C. L. Barnhardt.

The pay plan which was adopted by the Monroe City Council in June, 1958 and by the Reidsville City Council effective September 1, were prepared by the Institute of Government.

Three additional cities and one county are having new classification plans prepared. The Employment Security Commission has prepared or is now in the process of preparing classification plans for Hickory, Washington and Rockingham County. Robert E. Lee and Associates is currently engaged in revising the Charlotte classification plan.

Ten counties and 21 cities will be using position classification and pay plans if the latter governmental units adopt the plans now in preparation.

MORE GOVERNMENTAL UNITS JOIN LGERS

Eight more governmental units have brought their employees under the Local Governmental Employees' Retirement System. This action is indicative of the grow-

ing interest among county and municipal employees now covered by Social Security in bringing their employees under a retirement system.

Effective July 1, the TOWN OF DUNN, the CITY OF STATESVILLE, ONSLOW COUNTY, the ONSLOW COUNTY ABC BOARD, and the WINSTON-SALEM ABC BOARD brought their respective employees under the Local Governmental Employees' Retirement System.

ORANGE COUNTY joined the Local Governmental Employees' Retirement System as of October 1. The High Point City Council brought all HIGH POINT employees under the retirement fund as of January 1. BURLINGTON employees will join the retirement fund as of April 1.

Officials considering bringing their employees under a retirement system may be interested in reviewing a report prepared by James P. McGaughey, Burlington Personnel Officer. The report which was prepared for the members of the Burlington City Council is a proposal for a retirement program for city employees.

Local governmental units have also been urged to join the Local Governmental Employees' Retirement System by a resolution adopted by the N. C. Tax Collectors Association. Meeting in Chapel Hill on March 12-13, 1959, the Association considered a report prepared by a special committee appointed to investigate group insurance and retirement for county employees. The committee was composed of R. S. Gidney of Cleveland County, J. C. Ellis of Nash County, and J. Douglas David of Moore County.

The tax collector's committee considered the possibility of a state-wide group hospitalization and life insurance plan under which all county employees would be offered coverage upon approval

of their board of county commissioners. With the cooperation of the Association of County Commissioners, and the assistance of the Institute of Government, a questionnaire describing the possibility of such a county group insurance plan was sent to each board of county commissioners. Eight counties indicated an interest in joining with other counties in such a group insurance plan. Only two of the eight counties had fewer than twenty-five employees and would therefore be ineligible for a group insurance plan under existing legislation.

The committee also investigated Social Security and retirement coverage among counties. They found that 99 counties, all except Perquimans, have brought their employees under Social Security. Thirty-five counties have brought their employees under the Local Governmental Employees' Retirement System, and three counties—Forsyth, Union and New Hanover—have local retirement plans for their employees.

In concluding the report, the committee recommended (1) that the plan for securing group hospitalization and life insurance coverage for county employees be deferred, and (2) that all counties be encouraged to participate in the Local Governmental Employees' Retirement System.

NEWTON ADOPTS NON-CONTRIBUTORY RETIREMENT PLAN

The CITY OF NEWTON has arranged with Jefferson Standard Life Insurance Company to provide retirement annuities for municipal employees. The retirement plan became effective December 22, 1958. The city's premium for the first year cost \$15,927.47. Employee contributions during the first year were to have totaled \$3,981.

Prior to the January 16 date

for the first employee contribution, nine employees turned back their policies stating that they could not afford to pay the amount involved. Thereupon the Newton city council voted to take over full payment of the retirement plan.

The Newton retirement plan is the first non-contributory retirement plan established for municipal employees in North Carolina. The Newton plan is also the first group annuity retirement plan purchased by a North Carolina governmental unit from a private insurance company.

WINSTON-SALEM INCREASED FRINGE BENEFITS

In December the WINSTON-SALEM Board of Aldermen increased vacation leave of some city employees and inaugurated a city financed group life insurance program.

Under the new policy, all hourly-paid employees with more than three years of service will receive two weeks of vacation a year. All salaried employees with fifteen years of service will receive three weeks of vacation a year. Hourly-paid employees had previously been granted one week vacation a year, and salaried employees had been granted two weeks a year. An estimated 507 of the city's 1,600 employees will receive additional time off. The cost of providing the additional vacation was estimated at \$33,000 a year.

Under the group life insurance plan Winston-Salem will provide a \$2,000 group life insurance policy for each employee with six months of service with the city. In case of accidental death, the insurance will pay an additional \$2,000. Approximately 1,350 employees are eligible for the insurance which will cost the city an estimated \$32,000 a year.

(Continued on page 13)



PERSONNEL OFFICERS HOLD INSTITUTE

THIRTY-FIVE state, county and municipal officials attended a two-day Institute for Personnel Officers and Civil Service Commissioners in Chapel Hill on March 25-26. Sponsoring agencies included the Institute of Government and the N. C. Chapter of the Public Personnel Association.

In the opening address, Professor Richard P. Calhoun, Professor of Business Administration at UNC, traced the development of personnel administration. Speaking on the topic, "Industrial Personnel Administration Today," he expressed the opinion that personnel administration will become a barren profession if interest in technique is permitted to overshadow interest in human behavior.

He stressed the importance of a broad understanding of the theories of psychology and the other social sciences. He stated that personnel officers and administrators must understand employee

motivation, employee differences, personality, and emotions if they are to be successful. Reading, study, and participation in professional groups were listed as ways of acquiring or refreshing one's knowledge of these areas of knowledge.

In closing, he urged personnel officers not to accept a staff or consultant's role, but to prepare themselves in order that they can assume a position of leadership in developing personnel practices and policies in their governmental units.

A panel discussion was held Wednesday afternoon on "Credit Unions." Panel chairman was Joseph Snider, secretary of the High Point Civil Service Commission. Panelists included W. A. Didawick, state superintendent of credit unions, N. C. Department of Agriculture; Clarence H. Pritchard, clerk-treasurer of Raleigh; and J. R. Holshouser, director of finance in Greensboro.

The panel discussed the purposes of credit unions and the situations in public employment which create a need for credit unions. It was pointed out that a total of 12 credit unions have been organized among city and county employees in North Carolina. Four cities, Asheville, Durham, Greensboro, and High Point, have credit unions which any municipal employee may join. Two counties, Buncombe and Forsyth, also have credit unions. Fire departments in four cities, Burlington, Charlotte, Goldsboro, and Winston-Salem, have organized credit unions among their members. Winston-Salem city hall employees and policemen have organized separate credit unions.

The panel stressed the importance of (1) good public relations with local banks and governing body, (2) payroll deductions, and (3) 100 per cent employee participation.

A panel discussion on "Person-

nel Records" was held later in the afternoon. Serving as chairman was Ralph Sisk, personnel director of Statesville. Panelists were Sam Badgett, personnel officer of the N. C. State Highway and Public Works Commission; and Martin Mackie, personnel assistant of Winston-Salem.

Adjutant General Capus Waynick of the N. C. National Guard spoke at the Wednesday night banquet on "What Do Citizens Expect of Public Employees." General Waynick noted that the amount of government that citizens want from both federal and state has increased greatly during this century. He noted that the trend for more and more services from governments does not seem to be slowing down. He concluded that rapid urbanization, industrialization, and a growing population has closed the door on the philosophy of least government.

General Waynick stated that in spite of jokes to the contrary, the average citizen has high respect for public employees. The closer the contact, the higher the respect tends to be. He speculated that public employees must be giving citizens what they want for he had failed to discern any deep seated dissatisfaction among citizens.

General Waynick inquired if citizens may have double standards of expectations. A citizen wants equal treatment but expects special courtesy where he is concerned. A citizen wants strict law enforcement, but does not expect to be charged with his own law violations. A citizen wants competent elected officials, but he won't vote. A citizen wants public employees (particularly teachers) to be able to do everything, but he expects to pay less rather than more taxes. A citizen wants public employees to be sympathetic at all times and under all circumstances, but he

expects to be able to speak his mind at all times.

General Waynick urged public officials to subordinate personal feelings in facing citizens. To assume an attitude of gracious concern for a citizen even when the citizen is wrong. He stated that citizens will forgive delay, inconvenience and even a negative answer if the public employee has an attitude of sympathy and concern.

Citizens and employees were advised never to be completely satisfied. Both have a duty to himself and to his generation to study what can be done to improve our economic and political systems. Pointing to current proposals for a new state constitution and a new court system, he stated that this is a good time for every citizen and public employee in North Carolina to study state and local government.

In conclusion, he stated that if North Carolina citizens find it difficult to list complaints of their public employees this may be due to the research and training which has been and is being carried on in this state.

Thursday morning a panel composed of Billy Montague of Mor-

ganton, Sterling Manning of Raleigh, George Aull, Jr. of Lexington, and Peter Lydens of Winston-Salem discussed "Fringe Benefits." Later in the morning a panel consisting of Donald Hayman of the Institute of Government, W. H. Copley, Secretary-Treasurer of the State Fire Fighters' Association, and Roy Robinson of Kinston, discussed "Labor Unions in the Public Service."

A panel composed of Claude Caldwell, merit system supervisor, W. H. Reich, Winston-Salem personnel officer, Hugh Ross, Guilford county accountant, and Donald Hayman discussed specific personnel problems of interest to institute participants.

At the business session of the co-sponsoring North Carolina Chapter of the Public Personnel Association, Joseph Snider, secretary of the High Point Civil Service Commission was elected president, and Ralph Sisk, personnel director of Statesville, was elected vice president for the coming year. New members of the board of directors elected included Billy Montague of Morganton and W. H. Reich, retiring chapter president.

PUBLIC PERSONNEL

(Continued from page 11)

HICKORY ADOPTS FIVE-DAY WORK WEEK

The working hours of HICKORY city office employees have been increased 1½ hours per week, but employees will no longer have to work on Saturdays.

The City Council in March provided that the new office hours would be from 9:00 a.m. until 5:30 p.m. Monday through Friday. Previously, city employees have worked from 9:00 a.m. until 5:00 p.m. on Monday, Tuesday, Thursday and Friday, and from

9:00 a.m. until 1:00 p.m. on Wednesday and Saturday. In giving office employees Saturday off, the Council discontinued the Wednesday afternoon holiday and extended the working day until 5:30 p.m.

The Mecklenburg County Commissioners have approved a five-day work week for officers of the Mecklenburg County Rural Police effective January 1, 1960. The extension of the Charlotte city limits next January will reduce the area to be policed by the county rural police.

THE ATTORNEY GENERAL RULES

ELECTION LAWS

Tie Vote in Primary. If two candidates for nomination to a single vacancy receive the same number of votes in a primary how is the nominee ascertained?

To: Fred Gore

(A.G.) Primary elections are governed by the laws applicable to general elections unless it is specifically provided otherwise in the primary election laws or fixed by regulations of the State Board of Elections (G.S. 163-118; G.S. 163-142). The primary election laws contain no statement on this issue, and the State Board has adopted no regulation as to how to determine tie votes. Thus, the general election law (G.S. 163-91) controls: It provides that in a general election if two or more candidates having the greatest number of votes shall have an equal number, "the county board of elections shall determine which shall be elected," leaving the county board to determine how this is to be done.

Right to Demand Recount of Primary Ballots. Craven County nominates its commissioners from districts but by county-wide vote. In one district W. J. Wynne, Jr. ran against Dexter F. Williams; in another, one of the candidates was Joe D. Williams. No fraud or irregularity in counting the votes was charged. Was Wynne entitled to a recount on the grounds of the possibility of human error arising from (a) identity of the last names of two candidates for the same office, (b) similarity of one initial in the two names, and (c) the fact that the names were printed in close proximity on the ballot?

To: A. A. Kafer, Jr.

(A.G.) Recounts are to be made by the county board of elections "under such rules as the State Board of Elections shall establish." (G.S. 163-143). A rule of the State Board provides that the county board must consider ordering a recount if a candidate demands one "and presents sufficient evidence by affidavit tending to show errors in the canvassing of said votes by the county board of elections, either because of an error

in the tabulation thereof, or because of the count of alleged illegal ballots, in an amount alleged to be sufficient to change the results of the nomination or election of such candidate. . . ." Another State Board rule provides that if the protest is based upon any cause other than illegal votes alleged to have been cast, the exact nature of the protest must be stated. Here the protest was based on the closeness of the vote and the similarity of the names of the candidates. In the final analysis, the weight of the evidence is for the county board to decide, but since no charge of fraud or irregularity was made and only the possibility of human error was pointed out, it seems doubtful that the county board would be justified in ordering all the votes for this office to be recounted.

Official Determination of Primary Results; Oral Request for Second Primary. Seven candidates ran in the primary for nomination as sheriff. After tabulating the returns the county board of elections filed one copy with the clerk of superior court and took no further action. Within five days thereafter the candidate receiving the second highest number of votes gave oral notice to the chairman of the county board of elections that he was calling for a second primary and was informed that no written request was necessary. A week later he filed written notice of his demand. When were the results of the primary officially declared? Did the action of the aspirant in question entitle him to a second primary?

To: Marcellus Buchanan, III

(A.G.) G.S. 163-137 requires the county board of elections to tabulate the returns, file copies with the superior court clerk and in its own records, and "forthwith . . . publish and declare the results," without specifying how this is to be done. G.S. 163-140 requires one entitled to do so to file a written request for a second primary with the board of elections "within five days after the result of [the first] primary shall have been officially declared, and such aspirant has been notified by the appropriate

board of elections." Filing copies of the tabulation with the clerk and in the election board's records and posting the results at the courthouse door was held to constitute sufficient declaration of the results in *Johnson v. Board of Elections*, 172 N.C. 162 (1916). The Supreme Court did not say, however, that posting was mandatory. In the case under consideration here the county board acted in line with the common practice, and it is felt that there was sufficient publication and declaration of the results. As evidenced by the fact that he made his oral request within the five-day statutory period, it is apparent that the aspirant had notice sufficient to meet the requirements of G.S. 163-140. Since the sole reason the candidate in question failed to file a written request within the statutory period was the error of the board chairman, it is thought the courts would sustain his right to a second primary, holding that the time element had been waived.

Counting Votes for Deceased Candidate in Determining Right to Call Second Primary. A candidate for township constable died after the primary ballots had been printed. In the primary 75 votes were cast for the deceased candidate, 603 were cast for another, and a third candidate received 584 votes. Was the candidate who received 584 votes entitled to call a second primary?

To: Joseph F. Woodruff

(A.G.) Yes. G.S. 163-140 provides that nominations are to be determined by a "majority of the votes cast," and if no aspirant receives a majority, a second primary may be called. "If a nominee for a single office is to be selected, with more than one candidate, then the majority within the meaning of this section shall be ascertained by dividing the total vote cast for all candidates by two, and any excess of the sum so ascertained shall be a majority. . . ." Here the total vote cast was 1,262; a majority was 632. Since no candidate received as many as 632 votes the second highest number was entitled to call a second primary. Even though the candidate receiving 75 votes had died, that many votes were actually cast and should be counted in determining a majority.

Determining Nominee When More Candidates Obtain Majority Than There Are Positions to be Filled: Four

candidates ran in the primary for nomination to two vacancies on a county board of education. A total of 20,843 votes were cast: 5,596 for A; 5,321 for B; 5,287 for C; and 4,639 for D. Was C entitled to call a second primary?

To: J. V. Ogburn

(A.G.) No. G.S. 63-140 provides, "If nominees for two or more offices (constituting a group) are to be selected, and there are more candidates for nomination than there are such offices, then the majority . . . shall be ascertained by dividing the total vote cast for all of such candidates by the number of positions to be filled, and then dividing the result by two. Any excess of the sum so ascertained shall be the majority. . . ." Applying this formula, 5,212 votes constituted a majority, and A, B, and C each received totals in excess of that number. Thus, the following provisions of G.S. 163-140 was controlling: "If in ascertaining the result in this way, it appears that more candidates have obtained this majority than there are positions to be filled, then those having the highest vote, if beyond the majority just defined, shall be declared the nominees for the positions to be filled."

Determining Who Must Run in Second Primary for Multiple Offices. Ten candidates ran in the primary for nomination to two vacancies on a board of county commissioners. A total of 4,722 votes were cast: 1,192 for A, 686 for B, 636 for C, and smaller numbers for the remaining candidates. C called for a second primary. Was it necessary to place A's name on the second primary ballot?

To: George Robinson

(A.G.) No. Only the names of B and C should have been placed on the ballot. A received more than the 1,181 votes needed for a majority. Part of G.S. 163-140 provides, "Where candidates for all the offices within such group do not receive a majority . . . those candidates equal in number to the positions to be filled and having the highest number of votes shall be declared nominated unless a second primary shall be demanded, which may be done by any one or all of the candidates equal in number to the positions *remaining* to be filled and having the second highest number of votes." It is true that G.S. 163-140 also provides that when a second pri-

mary is called the names of all those candidates in the group receiving the highest number of votes and all those receiving the second highest number of votes and demanding a second primary must be put on the ballot, but it is thought that the legislative intent is expressed by use of the word "remaining" in the quoted sentence. The Supreme Court seems to have taken this position in *Johnson v. Board of Elections*, 172 N.C. 162 (1916).

Primary registration of one to become twenty-one between date of primary and general election. May a person who will become 21 between the date of the primary and the date of the following general election register and vote in the primary? If one so qualified fails to register before the primary may he register on primary day?

To: A. Paul Kitchin

(A.G.) One possessing all the other legal qualifications to register and who will become 21 between the dates of the primary and general election may, under G.S. 163-123, register while the books are open for the primary and vote in the primary. Registration is allowed on the day of a primary or general election only if the applicant gives satisfactory evidence that he has become qualified since the registration closed. Thus, in the question here presented the applicant was eligible to register during the regular registration period preceding the primary; his eligibility did not mature between the close of registration and the date of the primary; and, thus, he is not entitled to register on the day of the primary.

Passing on literacy of previously registered persons when new registration is held. When a county board of elections orders a new registration in a given precinct are the election officials called upon to review the literacy qualifications of persons whose names appear on the old books?

To: J. B. Simpson

(A.G.) If a person is once registered and his literacy has been passed on by the registrar under G.S. 163-28 a new registrar is not called upon to re-examine the individual as to his ability to read and write. Thus, in precincts in which no new registration is ordered registrars cannot re-examine registered voters as to their literacy.

But, in a precinct in which a new registration has been ordered this principle does not apply, and it is the duty of the registrar to administer the literacy test of G.S. 163-28 to all persons who offer to register.

Time for Holding Special Elections.

Is there any time limitation on holding a special school supplement tax election?

To: Larry S. Moore

(A.G.) No. There is no limitation in Art. 14, G.S. Ch. 115. The only statutes that I recall which place a time limit upon calling and conducting special elections are G.S. 18-61 (ABC elections), G.S. 18-124(f) (beer and wine elections), and G.S. 153-93 (bond elections).

Adoption of Loose-Leaf Registration System. What procedure should be followed in adopting the loose-leaf registration system permitted by G.S. 163-43 with permanent registration as authorized by G.S. 163-31 and G.S. 163-31.2?

To: J. Burns Simpson

(A.G.) The county board of elections should first adopt a budget sufficient to defray the expenses of installing the system in conformity with G.S. 163-14(15) and present it to the board of county commissioners for approval. If the commissioners approve this budget the county board of elections should adopt two resolutions, one providing for installation of the system upon approval by the State Board of Elections, and the other requesting the State Board's approval under G.S. 163-43.

PROPERTY TAXES

Municipal Taxation of Real Property in Newly Annexed Area. In March 1958 a residence in an area subsequently annexed to the City of Hickory was destroyed by fire. In April 1958, under the provisions of G.S. 160-445, *et. seq.*, the annexation took effect. In computing 1958 tax bills should Hickory treat this particular piece of property as if the building had not been destroyed?

To: J. M. Setzer

(A.G.) Yes. There is no doubt that, for county purposes, the property would be taxed on the basis of its ownership and total value as of January 1, the date as of which property is assessed for taxation under North

Carolina law. G.S. 160-445 provides, "The newly annexed territory shall be subject to municipal taxes levied for the fiscal year following the date of annexation." All property in the annexed area that has been listed for taxation as of January 1, 1958, would be subject to city taxes for the fiscal year opening July 1, 1958, according to value on the assessment date, January 1.

Refunds When Listing Error is Reported by Taxpayer after Voluntary Payment. In 1957 a corporate taxpayer reported to a board of county commissioners that it had made a substantial error in listing the value of its property in 1955 and 1956 and, on the basis of this error, had voluntarily paid taxes on excessive assessments for those years. Is the county legally entitled to grant an appropriate refund?

To: Kelly Jenkins

(A.G.) No. G.S. 105-405.1 authorizes boards of county commissioners to refund amounts which "were required to be paid through clerical error or by a tax illegally levied and assessed" if written demand is made within two years of the due date of the tax. And G.S. 105-405 grants special refund rights in limited cases of damage to property by wind or wind-storm. Except for those two sections, which do not seem applicable here, G.S. 105-403 makes it illegal for a board of county commissioners to refund any part of the taxes for any reason and makes them personally liable if they do so. It should also be noted that G.S. 105-325 gives the commissioners' collection order "the force and effect of a judgment and execution against the property, real and personal, charged in the tax books and receipts. . . ." And in an early case the Supreme Court said, "We know of no act which empowers [county commissioners] to alter the valuation of property after the tax has become due. . . ." *Sudderth v. Brittain*, 76 N.C. 458, 460 (1877). Since a refund would have to be based upon a retrospective revaluation I cannot advise you that the requested refund might be lawfully made under G.S. 105-405.1 or any other provision of law.

SHERIFFS

Appointment by Commissioners for Unexpired Term. Are the county commissioners empowered to appoint a

sheriff for the remainder of the four year term of a sheriff who resigns after his election, or only until the next general election?

To: Henry C. Doby, Jr.

(A.G.) G.S. 162-3 simply provides that the board may elect another sheriff and does not specify the term. However Art. IV, Sec. 24 of the Constitution provides that in case of a vacancy for any cause in the offices created by such section the commissioners may appoint to such office for the unexpired term. The case of *Freeman v. Cook*, 217 N.C. 63 held that a person appointed by the county commissioners to fill a vacancy in the office of sheriff would serve for the unexpired portion of the four year term and not simply until the next general election.

JUSTICES OF THE PEACE

Qualification More than 30 Days After Election. If a justice of the peace is serving a two year term expiring March 1, 1959 under appointment by the resident superior court judge and is elected for a new term in the 1958 general election, when must he take the oath of office and qualify for the elected term?

To: Curry F. Lopp

(A.G.) G.S. 7-113 provides that the term of office of an elected justice of the peace begins on the first Monday in December next after his election. G.S. 7-114 provides that all elections by the General Assembly or by the people will be void unless the persons so elected shall qualify before their terms of office begin or within 30 days thereafter. . . . It is the view of this office that the failure of the justice to qualify within thirty days after the first Monday in December, 1958, made his election void and he cannot now qualify under that election. There is a vacancy that may not be filled by the clerk of the court, but there would seem to be no reason why the resident judge may not reappoint the person in question under the provisions of G.S. 7-115 and it is possible that the Governor still has authority to appoint under the provisions of G.S. 7-114.

CLERKS OF SUPERIOR COURT

Terms of Deputy and Assistant Clerks. What are the terms of office of deputy and assistant clerks of the superior court appointed by the clerk and confirmed by the resident judge?

To: M. D. Yates

(A.G.) G.S. 2-11 provides that the appointment of an assistant clerk shall expire by limitation when the clerk making the same ceases to hold office. While there is no specific provision as to a deputy clerk, it is the view of this office that G.S. 2-14 would be construed by our courts as containing the same provision by implication. It is also thought that when a deputy or assistant clerk is reappointed, he should take a new oath of office.

BOOK REVIEWS

MUNICIPAL AND RURAL SANITATION, by Victor N. Ehlers and Ernest W. Steel. New York 36: McGraw-Hill Book Company, Inc., 330 W. 42d Street, 1958. 596 pp. \$9.00.

This title has been a standard text concerning the more important principles and practices of sanitation ever since the first edition appeared in 1927. It deals with excreta disposal, water supply, refuse disposal, insect and rodent control, food and milk sanitation, ventilation and air conditioning, lighting, housing, accident prevention, institutional sanitation, industrial hygiene, and radiological sanitation—giving remarkably detailed treatment to each despite its necessarily restricted length. Although it is designed primarily for public health personnel, virtually all local governmental officials will find that this relatively compact volume contains much that is valuable in their day-to-day business.

A PRIMER FOR CONNECTICUT ZONING BOARDS OF APPEALS, by William H. Crawford. Hartford, Conn.: Connecticut Federation of Planning and Zoning Agencies, 242 Trumbull St., 1958. 68 pp. \$2.50.

This handy volume is the latest of several recent publications dealing with zoning administration. Although written almost exclusively in terms of Connecticut statutes and court decisions, the principles it sets forth are generally applicable and will be found useful in North Carolina. It also includes a set of rules of procedure, forms for action by the board, and sample decisions.

BOOK REVIEWS

THE DOCTOR AS A WITNESS, by John Evarts Troey. Philadelphia 5: W. B. Saunders Company, West Washington Square, 1957. 221 pp. \$4.25.

Every doctor is likely to make an appearance in a courtroom as a witness. The amount of personal injury, malpractice and related litigation is increasing, and the use of the medical expert in such cases is on the rise. Therefore, this book should be of great value to the busy practitioner who has had little experience in the courtroom, as it will help him to better understand the various kinds of legal proceedings in which he will be called to testify, how these proceedings are conducted, and what is expected from a medical witness when he is called to the stand.

This book contains chapters on the doctor as a witness in a legal proceeding; the privileges and obligations of the doctor-witness; opinion evidence, expert testimony; direct and cross examination of the doctor-witness; testimony on the issue of insanity, in workman's compensation proceedings, and in malpractice cases; preparation for trial or hearing; what makes a good medical witness; compensation of the doctor-witness; and proposed improvements in the law as to the use of expert medical testimony.

NORTH CAROLINA: AN ECONOMIC AND SOCIAL PROFILE, by S. Huntington Hobbs, Jr., Chapel Hill: The University of North Carolina Press, 1958. 380 pp. \$6.00.

This fact-filled source book brings together information on North Carolina's human and natural resources, economic progress, and institutions. From the geology of the Blue Ridge to the fisheries of the coast; from the methods of processing pulp to the number of wage-earners in the tobacco industry; from the number and kinds of colonial settlers to the problems of present-day farm tenants—all are presented here.

Whether one wants information on the location of a college, the size of the life insurance business, the hunting possibilities, or the value of mineral production, it may be found here. Thumb-nail sketches of North Carolina's industries, institutions, busines-

ses, people, coupled with hard statistics, point up the tremendous progress the State has made from decade to decade.

SCIENCE AND THE DETECTION OF CRIME, by C. R. M. Cuthbert. New York: Philosophical Library, 15 East 40th Street 1958. 244 pp. \$6.00.

The work is not intended as a scientific text, but as an accurate general description of the various techniques which are employed by the criminal investigator. The author has been able to call upon his long and varied experience with New Scotland Yard to supplement the descriptions of experiments with numerous case histories, and thus to illustrate almost every branch of practical forensic science. The book will be of particular interest to detectives and other investigators as well as to members of the legal profession who may require an authoritative account of how science can aid either prosecution or defense.

INDUSTRIAL EVOLUTION OF COLUMBUS, OHIO, by Henry L. Hunker. Columbus, Ohio: Bureau of Business Research, College of Commerce and Administration, Ohio State University, 1958. 260 pp. \$4.00.

This monograph is devoted to a geographic analysis of the industrial development of Columbus, Ohio. The factors which have influenced the industrialization of Columbus, both negatively and positively, from the beginning of the 19th Century until 1953, are described. Shifts and changes in the pattern of industrial location within the city are traced in this historical context.

The greatest portion of the book is devoted to a detailed treatment by industry group of Columbus manufacturing establishments with attention being given to the traditional plant location factors such as raw materials, labor, markets, utilities, local handicaps, etc. This material is based on interviews with more than 220 representatives of various Columbus manufacturing firms, who were visited during the second half of 1952. The author is Assistant Professor of Geography at the Ohio State University.

EDUCATION FOR ADMINISTRATIVE CAREERS IN GOVERNMENT SERVICE, edited by Stephen B. Sweeney and others. Philadelphia: University of Pennsylvania Press, 2436 Walnut Street, 1958. 366 pp. \$6.50.

This volume represents the results of a research-conference program to find the answers to the problems of education and training of government administrators. The program was designed to analyze and formulate effective emphases in educational curricula and the identification of appropriate methods to prepare leaders, taking into consideration the requisite knowledge, skills, and attitudes suggested by men established in the administrative field; to evolve a guide to governmental policy relating to the selection and placement of the trainees; and through publication of the findings, to provide educators and administrators with a background for evaluating elements of career development.

EDUCATION FOR PLANNING: CITY, STATE, AND REGIONAL, by Harvey S. Perloff. Baltimore 18, Md.: The Johns Hopkins Press, 1957. 189 pp. \$3.50.

Unlike law or medicine, the new profession of planning still faces a major problem of defining its scope. The author of this important book fixes major responsibility for such definition on the schools and departments of city and regional planning in our universities, and then makes a manful effort to outline curriculum possibilities for such schools. While there will be those who disagree concerning specific proposals, Mr. Perloff has provoked much-needed self-examination both by faculty members and by other members of the profession.

LAND ECONOMICS (rev. ed.), by Roland R. Renne. New York 16: Harper & Brothers, 49 East 33d Street, 1958. 599 pp. \$8.00 (professional edition).

This is a revised edition of a basic text in a comparatively new field of specialization. While it will be primarily useful as a college text, it gives a broad general picture that will help round out the background of many officials concerned with state, regional, and local development. For much of the author's career he has been a professor of agricultural economics, and it is not surprising that he places heavy emphasis on problems pertaining to rural rather than urban land.

The Institute of Government

1959

Legislative Service

Ever since 1933 one of the major services rendered to the people of North Carolina by the Institute of Government has been its up-to-the-minute, on-the-spot reporting of both regular and special sessions of the General Assembly and the opening of the 1959 legislative session found another Institute of Government team, under the able direction of Clyde Ball, busy preparing the daily bulletins and summaries so many persons have come to rely upon for capsule views of legislative action.

The legislative service grew from the need for concise and impartially accurate reporting of legislative action and is accomplished by the Institute of Government's preparation of Daily Bulletins, Weekly Summaries, Weekly Bulletins of Local Legislation and a Final Summary.

The bulletins and summaries prepared by the legislative staff are used by officials of state and local government, private citizens, newspapermen and other interested parties.

For information pertaining to the service write Clyde Ball, Assistant Director of the Institute of Government, Institute of Government, Chapel Hill.



At top, Institute staff members (lower left corner) make notes at legislative session.

Clyde Ball, at left, checks copy turned over to him by Joe Hennessee during the 1957 legislative session.

The 1957 legislative staff of the Institute of Government at the capital.

