

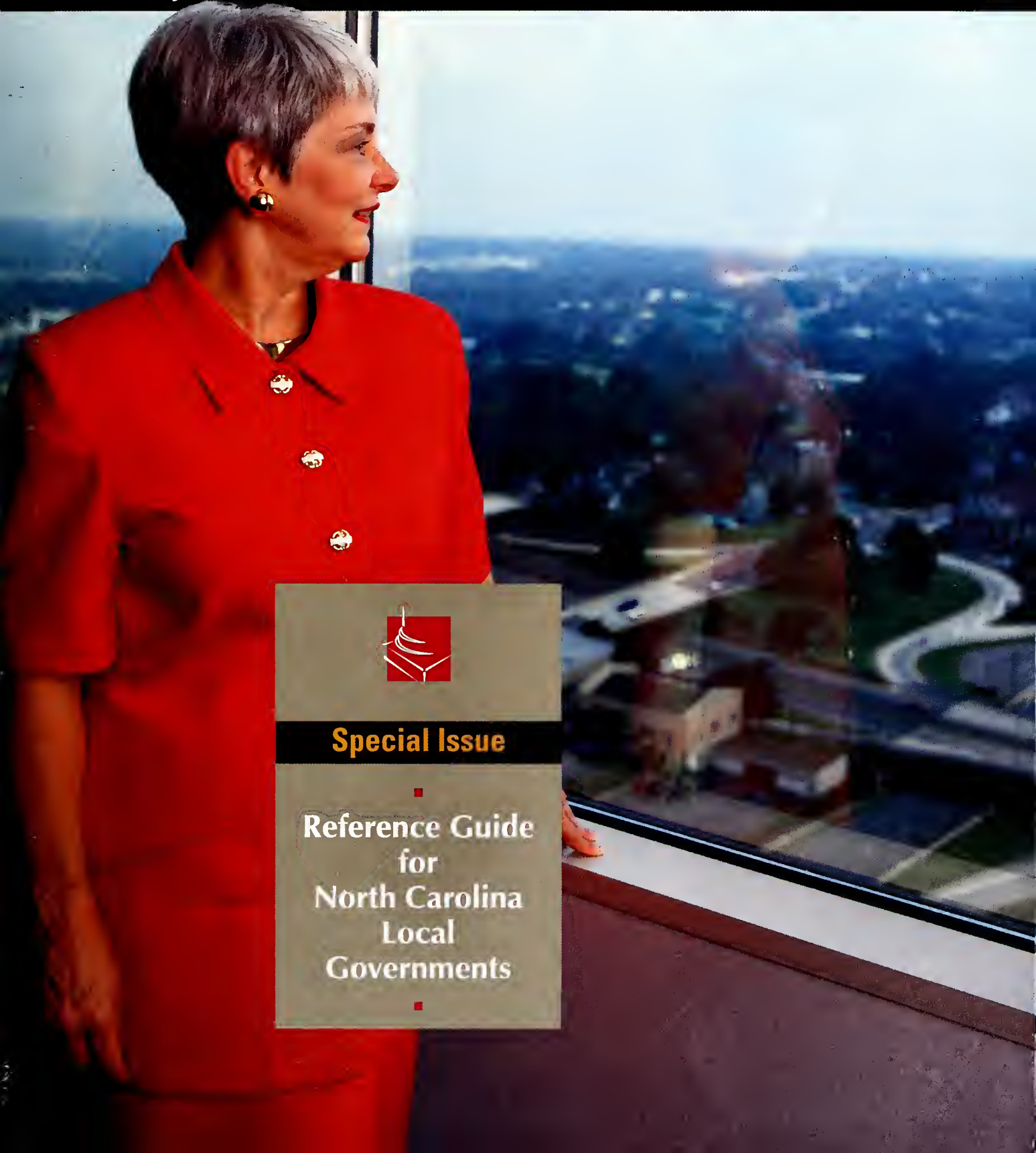
Special Issue

POPULAR GOVERNMENT

Fall 1996 • Vol. 62, No. 1

INSTITUTE *Of* GOVERNMENT

The University of North Carolina at Chapel Hill



Special Issue

Reference Guide
for
North Carolina
Local
Governments



INSTITUTE OF GOVERNMENT



POPULAR GOVERNMENT

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THE INSTITUTE OF GOVERNMENT of The University of North Carolina at Chapel Hill is devoted to teaching, research, and consultation in state and local government.

Since 1931 the Institute has conducted schools and short courses for city, county, and state officials. Through monographs, guidebooks, bulletins, and periodicals, the research findings of the Institute are made available to public officials throughout the state.

Each day that the General Assembly is in session, the Institute's *Daily Bulletin* reports on the Assembly's activities for members of the legislature and other state and local officials who need to follow the course of legislation.

Over the years the Institute has served as the research agency for numerous study commissions of the state and local governments.

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POPULAR GOVERNMENT

Fall 1996 Volume 62, Number 1

INSTITUTE of GOVERNMENT

The University of North Carolina at Chapel Hill

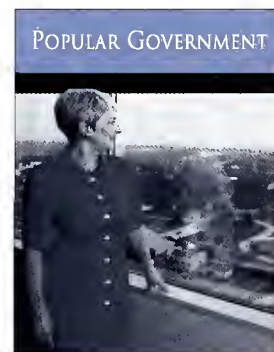
This issue of *Popular Government* is intended as a reference and guide for people who work in and with local government in North Carolina. The issue consists of descriptions of offerings and explanations of how to obtain them, written by a selection of organizations providing services to local government generally. In addition, the entry on the Institute of Government, which follows, lists organizations that can assist in more specialized fields. While the issue tries to introduce or remind readers of major organizations helping local government, readers should be aware that officials and employees of local government also receive valuable assistance from entities other than those named.

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On the cover Winston-Salem's mayor, Martha S. Wood, looks across the city's landscape. The old route of I-85 separates the downtown high-rise office buildings from historic Old Salem (just beyond the interstate), the School of the Arts (background at extreme right), and Winston-Salem State University (background at left). Photo by Thaddeus Watkins.





Institute of

Anne M. Dellinger



Government

A department of The University of North Carolina at Chapel Hill, the Institute of Government is the largest and most diversified of the university-based governmental training and research organizations in the United States. The Institute focuses its work on North Carolina, assisting state and local governments primarily through teaching, writing, and consulting. Most of the thirty-seven current faculty members hold law degrees and specialize in particular areas of law: taxation, public health, criminal justice, the court system, schools, alternative dispute resolution, and public employment, to name a few. Other Institute faculty hold advanced degrees in a variety of fields, including management, psychology, finance, library science, city and regional planning, business administration, economics, and public administration.

Local government officials are invited to use the Institute as a source of information and a place to hone the skills needed to conduct public business. For more than sixty years, the Institute has offered them help in learning what the law requires and prohibits; how best to manage departments and agencies; how to ensure fiscal soundness and prepare financial reports; how to plan effectively for development; and how to make informed policy decisions. The Institute is policy neutral and nonpartisan. Institute faculty do not initiate or advocate changes in governmental policies and programs.

Institute clients in local government include budget officers; commissioners; mayors; superintendents; registers of deeds; clerks; managers; public defenders, judges, prosecutors, and magistrates; social services and health workers; planners; mappers; and many other elected and appointed officials and employees. The strength of the Institute's tie to local government is evident from the fact that 40 percent of its financial support comes from revenues received from city and county membership dues, sales of publications, course registration fees, and payments from governmental agencies for long-term consulting projects or specialized teaching.

Teaching

The Institute offers more than 200 specialized courses, conferences, and schools annually, each tailored to fit a specific purpose: to inform county attorneys about emerging areas of liability, for example, or to improve the management skills of department

The author, an Institute of Government faculty member, is the editor of *Popular Government*.



heads, or to keep supervisors of soil and water conservation districts up-to-date with conservation and environmental law. Every year more than 6,000 clients come to Chapel Hill for training that lasts from one day to sixteen weeks; another 6,000 attend conferences and classes held by the Institute at other North Carolina sites. Course content is highly practical: it deals with real problems the officials face.

The courses in county and municipal administration are the oldest and most extensive that the Institute conducts. Each course, offered annually, involves 150 hours of instruction and case study work spanning eight months. More than fifty instructors, representing a variety of disciplines and specialties, teach the courses. About half are Institute faculty; half are state or local government officials or people specially qualified in particular subjects. The courses are designed for city and county managers, department heads, and other city or county officials who have responsibilities that require them to understand functions beyond those of their own departments. In content, the courses address North Carolina local government law, organization and management, finance and budgeting, personnel law and administration, planning and regulation of development, and specific city or county services. For 1995-96, fees for County or Municipal Administration were \$550 for North Carolina city and county officials; \$750 for others. The application deadline is usually the last week in July. Admission is selective and is based on the needs of the governmental unit as well as of the applicant. *For information, contact Janet Edwards, program coordinator: (919) 966-6850 or by e-mail at edwards.iog@mhs.unc.edu.*

Writing

Institute publications offer officials and employees information they need to perform their jobs well. The Institute publishes a wide range of materials, written primarily by its faculty, including guidebooks, books, monographs, and periodicals. In a recent year, for example, the Institute published twenty-two books and eighty-one articles and book chapters. Among those most frequently ordered are

- *North Carolina Crimes: A Guidebook on the Elements of Crime*, fourth edition, edited and revised by Thomas H. Thornburg (1996)
- *Notary Public Guidebook for North Carolina*, seventh edition, by William A. Campbell (1995)
- *Municipal Government in North Carolina*, sec-

Karen Linn



Joe Hunt, a nationally recognized expert in property appraisal, teaches numerous courses.

ond edition, edited by David M. Lawrence and Warren Jake Wicker (1996)

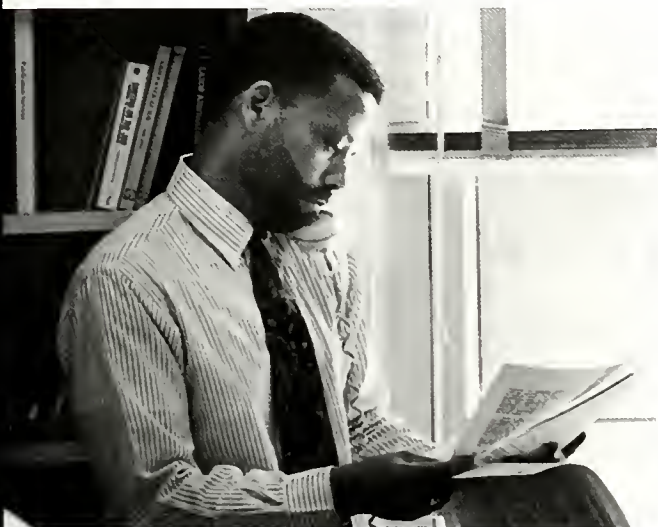
- *County Government in North Carolina*, third edition, edited by A. Fleming Bell, II (1989)
- *The Law and the Elderly in North Carolina*, second edition, edited by Michael J. McCann and John L. Saxon (1996)

The Institute also issues two quarterly publications, *Popular Government* and *School Law Bulletin*; the *Daily Bulletin*, which tracks all bills introduced in the North Carolina General Assembly; and fourteen series of specialized bulletins. *To request information and catalogs of Institute publications, and to place orders, contact the Publications Office, Institute of Government: CB# 3330, Knapp Bldg., UNC-CH, Chapel Hill, NC 27599-3330; (919) 966-4119; fax: (919) 962-2707; e-mail: kwhunt.iog@mhs.unc.edu.*

Consulting

Consulting at the Institute covers a wide range of activities. Nearly all faculty members answer frequent telephone inquiries from clients. The number and diversity of these conversations are difficult to capture, but a few examples may be helpful:

- May a county legally stop a business from hauling petroleum-contaminated soil into the county and dumping it on vacant farmland?
- May a county impose more stringent requirements for the operation of ambulances than the state does?



Karen Tam

Cary Grant, an employment law specialist, advises county officials on personnel issues.

- How many bids must a city receive to award a contract for purchase of police cars?
- May a judge compel an unwilling woman to submit to a cesarean section intended to preserve the life and health of her fetus?
- How should a child with special needs be disciplined in the classroom?

Consulting also involves projects that require a longer time frame. An economist may be asked to consult with local governments about proposed changes in the tax system; a public administration specialist may help a city plan a capital improvement campaign and explore means of financing it; management faculty may help a governmental unit design a process for evaluating managers, or increase its effectiveness by improving how its people work together; a planning specialist may review a zoning ordinance and suggest revisions in it; lawyers on the faculty may draft a firearms policy for a police department or counsel a superintendent taking steps to dismiss a teacher.

In addition, Institute library staff often help clients who call or visit find information on a wide variety of governmental issues: (919) 966-4139.

Specialized Programs

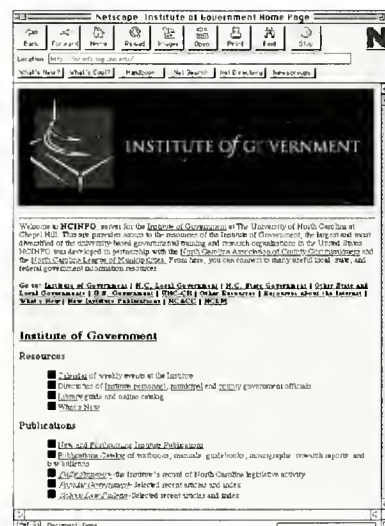
Besides the general activities described above, two Institute programs are of particular interest to local government: the Legislative Reporting Service in Raleigh and NCINFO on the Internet.

Legislative Reporting Service

Whenever the General Assembly meets, the Institute opens offices in the Legislative Building, where Institute faculty digest every bill introduced and follow its progress. The *Daily Bulletin* and *Weekly Status Report* convey this information to thousands of people, including those holding specified positions in local government. At the end of each session, faculty members collaborate to produce a book that summarizes and analyzes newly enacted statutes. Government offices may order these items for a fraction of the cost paid by commercial subscribers. For subscription information, contact the Institute's Publications Office.

NCINFO

Through NCINFO, users can read selected articles from the Institute's magazines, *Popular Government* and *School Law Bulletin*, and search an online version of the Institute's catalog of publications. For general information about NCINFO and its myriad uses for local governments, see "NCINFO: The Internet and Local Government Applications," on page 41. Readers may also either contact Terry Kale, by e-mail at kale.iog@mhs.unc.edu; or send inquiries to NCINFO at <http://ncinfo.iog.unc.edu/>.



For More Information

Mailing address: **Institute of Government,
CB# 3330 Knapp Bldg.,
UNC-CH, Chapel Hill, NC 27599-3330**

Phone: **(919) 966-5381**
Fax: **(919) 962-2706**

Other Resources for Local Government

People in local government use many resources besides the Institute of Government and the other six agencies described at length in this issue. Institute faculty members have identified some of these resources for many fields of activity, listed below. [Note: N.C. DEHNR refers to the Department of Environment, Health, and Natural Resources.]

Alcoholic Beverage Control

N.C. Alcoholic Beverage Control Commission

P.O. Box 26687

Raleigh, NC 27611

(919) 779-0700; fax: (919) 662-1946

The commission administers the state ABC laws. Among its statutory duties are issuing retail ABC permits and imposing sanctions (including permit revocation) for law violations. ABC laws are enforced by state-level "alcohol law-enforcement agents" as well as by local ABC officers.

Animal Control

N.C. Wildlife Resources Commission

512 N. Salisbury St., Raleigh, NC 27604-1188

(919) 733-7191; fax: (919) 715-7644

The Wildlife Resources Commission has jurisdiction over *native* North Carolina wildlife but not exotic animals (such as lions or tigers) or domestic animals (dogs, cats) or farm animals. The commission issues and suspends hunting and fishing licenses and by rule sets seasons and bag limits. The commission is also authorized by statute to adopt and implement conservation programs for endangered, threatened, and special-concern species and may regulate or prevent the taking, collection, or sale of protected wildlife.

Office of the Public Health Veterinarian

N.C. DEHNR

P.O. Box 27687, Raleigh, NC 27611-7687

(919) 733-3410; fax: (919) 733-8493

The State Public Health Veterinarian is available to help local health departments, physicians, hospitals, veterinarians, animal control officers, and others investigate diseases that may be transmitted from animals to people. Such diseases include, but are not limited to, rabies, brucellosis, and psittacosis.

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Clerks

N.C. Association of County Clerks to the Boards of County Commissioners; N.C. Association of Municipal Clerks

They may be reached through the N.C. Association of County Commissioners and League of Municipalities, respectively (see separate articles in this issue); or contact Fleming Bell at the Institute of Government for names, addresses, and phone numbers of current officers.

Each clerks' association sponsors annual statewide and regional educational programs, publishes a regular newsletter, and maintains a home page on the Internet (ClerkNet at <http://ncinfo.iog.unc.edu/clerks/>). Both welcome participation by clerks and assistant clerks throughout the state and have mentoring programs for new clerks. The county association also includes regional agency (council of government—COG) secretaries as members.

The reference guides published by the two associations should interest local board members, attorneys, managers, and department heads. The guides contain detailed information about many of the legal and procedural rules that cities and county governing boards must follow in carrying out their responsibilities. The municipal association also publishes a useful general handbook entitled *MORE (Minutes, Ordinances, Resolutions, Etc.)*.

International Institute of Municipal Clerks

1206 N. San Dimas Canyon Rd.
San Dimas, CA 91773

(909) 592-4462; fax: (909) 592-1555

URL: <http://www.financenet.gov> (click on "State and Local" and then "Associations")

E-mail: 74357.1567@compuserve.com

Founded in 1947, IIMC is a nonprofit membership association with 10,000 municipal, county, regional, and other member clerks worldwide. IIMC publishes a monthly magazine, bulletins, salary surveys, sample ordinances, and other documents. It sponsors two educational and credentialing programs for clerks: the Certified Municipal Clerk program and the Academy for Advanced Education. In North Carolina, the Institute of Government and the North Carolina Association of Municipal Clerks sponsor the educational courses that are part of the certification and academy requirements.

Computer and Telecommunications Services

Division of Continuing and Professional Education, Computer Training Unit, North Carolina State University

269 McKimmon Center
P.O. Box 7409, Raleigh, NC 27695
(919) 515-3493; fax: (919) 515-7663

The unit offers workshops in computer systems and software, covering word processing, database management, spreadsheet, graphics, and desktop publishing packages at various skill levels. Follow-up telephone support is available to all participants. The latest offerings can be found on the unit's Internet home page (<http://www2.ncsu.edu/ncsu/mckimmon/ctu/ctuhm.html>).

State Information Processing Services (SIPS), Division of the State Controller

3700 Wake Forest Rd.
Raleigh, NC 27609-6860
(919) 981-5555; fax: (919) 981-5051

SIPS, a division of the Office of the State Controller, is the central provider of information technology services to the state. SIPS provides a full range of computing and communications-related services to state agencies and local governments. Services are provided in the areas of mainframe computing, local area and wide area networks, telecommunications, applications development and support, and technical training.

Elections

State Board of Elections

P.O. Box 2169
Raleigh, NC 27602-2169
(919) 733-7173; fax: (919) 715-0135
URL: <http://sboe.state.nc.us/SBOE/>

The State Board of Elections has regulatory authority over many aspects of the conduct of elections in North Carolina and hears appeals from rulings by local boards of elections. The board, through its executive secretary-director, can provide information on questions related to voter registration, ballot access, elections equipment, campaign finance reporting, and the certification of elections officials. The board sponsors regular training sessions for elections administrators.

The Election Center

12543 Westella Dr., Suite 100
Houston, TX 77077
(713) 293-0453; fax: (713) 293-8739

The Election Center is a membership organization supported by membership dues and by fees collected for attendance at conferences it sponsors. The center conducts numerous training sessions nationally and sponsors a national certification program for elections officials.

Financial Management

State and Local Finance Division (Local Government Commission staff), N.C. Department of State Treasurer

325 N. Salisbury St.
Raleigh, NC 27603-1385
(919) 733-3064; fax: (919) 715-0229

This office oversees public finance in North Carolina by approving the issuance of debt and other similar financing agreements, selling some types of debt, ensuring that local governments make payments on financial obligations, and by regulating local government financial reporting and auditing. Telephone and written technical assistance is offered to local governments and their independent auditors in areas such as public finance, governmental accounting and financial reporting, cash management and investments, and fiscal management and budgeting.

Retirement Systems Division, N.C. Department of State Treasurer

325 N. Salisbury St.
Raleigh, NC 27603
(919) 733-4191; fax: (919) 715-4334

This division administers various statewide retirement systems and fringe benefit plans, such as the Local Government Employees' Retirement System, the Teachers' and State Employees Retirement System, and the Supplemental Retirement Income Plan [401(k)] of North Carolina. In administering the systems, the agency calculates benefits, maintains records, and communicates with and educates participants.

Independent Auditors

Local governments and public authorities in North Carolina are required to have an annual independent audit performed by a certified public accountant licensed to practice in the state. The audit's primary purpose is to constitute an opinion on the fairness of the governmental unit's financial statements (often the auditor also reports on a unit's compliance with grant administration requirements). The auditor is a resource in such other areas as internal and fiscal controls, accounting system design, and federal and state tax requirements and can offer management consulting assistance. Each unit of government contracts with a public accounting firm, so there is not a single source for this advice. Local governments should contact the firm that performs their independent audit if they need these types of assistance.

Government Finance Officers Association (GFOA) of the United States and Canada

180 N. Michigan Ave., Suite 800
Chicago, IL 60601
(312) 977-9700; fax: (312) 977-4806
URL: <http://www.financenet.gov/htn>

This is the national professional association for finance officers. It sponsors a recognition program for governmental financial reporting and publishes documents that help with cash management and investments, debt, budgeting, pensions and governmental accounting, and financial reporting. In addition to providing advice through its publications, GFOA also assists individual members by telephone and through written technical advice.

Fire Protection

Fire and Rescue Services Division, N.C. Department of Insurance

P.O. Box 26387, Raleigh, NC 27611
(919) 733-2142; fax: (919) 733-9076

The division supports, informs, and assists fire departments concerning administration, operation, training, and delivery of fire and rescue services. Inquiries on the following subjects may be directed to this division: Firemen's Relief Fund, certification of departments, training, matching grants, and inspection of departments. In addition, the division offers a broad range of assistance to groups that wish to establish, operate, or maintain a fire department.

Judicial Matters

Administrative Office of the Courts

Justice Building
2 East Morgan St.
Raleigh, NC 27602
URL: <http://www.aoc.state.nc.us>
Director's office, Court Services Division and Research and Planning Division: (919) 733-7107
Controller's office: (919) 662-4300
Information Services Division: (919) 733-6280;
fax: (919) 733-1103

The Administrative Office of the Courts is the central administrative unit of the state court system. The director's office, its office of public information, and its legal counsel can answer or refer a variety of questions about the court system. The controller's office receives reports from local governments about the government's use of court facilities fees and answers questions about the use of such fees. The Court Services Division provides technical advice to local court officials as well as local government officials about court records management. The Research and Planning Division provides technical assistance to local court officials and to local government officials about court facility needs, including issues raised by the Americans with Disabilities Act. The Information Services Division deals with local governments on issues such as the design of integrated information systems that support both state and local functions, phone systems, cabling for computers, and similar matters.

Land Use and Planning

Division of Community Assistance N.C. Department of Commerce

P.O. Box 12600
Raleigh, NC 27605-2600
(919) 733-2850; fax: (919) 733-5262

The division helps local governments and nonprofit community organizations with community and economic development, and public management. The technical assistance program, operated through seven regional offices, focuses on strategic planning, growth management, capital improvement planning, and intergovernmental planning and coordination.

Division of Coastal Management, N.C. DEHNR

2728 Capitol Blvd.
Raleigh, NC 27604
(919) 733-2293; fax: (919) 733-1495

The division provides grants and technical assistance for land-use planning and beach- and water-access programs in the state's twenty coastal counties. Assistance to local governments is provided by four regional offices located in the coastal area.

American Planning Association

122 S. Michigan Ave., Suite 1600
Chicago, IL 60603
(312) 431-9100; fax: (312) 431-9985
URL: <http://www.planning.org>

This national organization of professional planners and citizen board members offers through its Planners Bookstores a number of publications on land-use planning, economic development, transportation planning, environmental protection, and community development. Publications range from introductory guides for citizens to specialized technical reports.

Legislation

Legislative Library, North Carolina General Assembly

300 N. Salisbury St.
Raleigh, NC 27601
(919) 733-9390; fax: (919) 715-5460

The library offers information on the status of bills introduced in the current session of the General Assembly and, to a lesser extent, during earlier sessions [(919) 733-7779]. General information about the legislature, the text of ratified bills, bill status for the current session, calendars (both interim and during sessions), miscellaneous reports, and notice of meetings are also available on the Internet at www.legislature.state.nc.us. (Availability of these items changes.) Minutes from some standing committees and study commissions are available in the library, though its staff does not compile legislative history.

Local Government Law

N.C. Department of Justice

(See article, page 37.)

International Municipal Lawyers Association

1000 Connecticut Ave. NW, Suite 902
Washington, DC 20036
(202) 466-5424; fax: (202) 785-0152
E-mail: imladc@aol.com

The IMLA (formerly the National Institute of Municipal Law Officers, or NIMLO) is a nonprofit, non-partisan organization that has been an advocate and legal resource for local government attorneys since 1935. IMLA offers its members continuing legal education courses, research services; litigation assistance on amicus briefs; a bimonthly magazine, the *Municipal Lawyer*; the IMLA Model Ordinance Service; and a facsimile document on-demand system, MuniFax.

Management Consulting

International City/County Management Association

777 North Capitol St. NE, Suite 500
Washington, DC 20002-4201
(202) 289-4262; fax: (202) 962-3500
URL: <http://www.icm.org>

ICMA is the professional and educational association of appointed administrators in cities, counties, and councils of government in the United States, Canada, and other countries. The association offers training programs, publications, and technical assistance on a variety of issues relevant to local government administrators. ICMA also serves as a clearinghouse for the collection, analysis, and dissemination of local government information and data to enhance current management practices.

N.C. League of Municipalities

(See article, page 26.)

N.C. Association of County Commissioners

(See article, page 22.)

Regional Councils of Government

(See article, page 30.)

In addition, technical assistance, training, and consultation on a wide variety of management issues (for example, organizational change and development, performance evaluation systems, group facilitation, reengineering) are available from private consulting firms throughout the United States.

Personnel

Office of Local Personnel Services, Division of Personnel Management Services, N.C. Department of Human Resources

101 Blair Dr., Raleigh, NC 27626
(919) 733-4344; fax: (919) 733-6087

The Office assists local human services agencies (health, mental health, and social services departments) whose employees are covered by the State Personnel Act. Besides providing technical assistance and consultation on rules adopted by the State Personnel Commission, the Office's regional consultants are a resource on a variety of topics, including pay-plan development, organizational development and position management, personnel policies and procedures, recruitment and selection of applicants, Fair Labor Standards Act compliance, developing and administering grievance policies, and employee discipline and dismissal.

Division of Retirement Systems, N.C. Department of State Treasurer

325 N. Salisbury St., Raleigh, NC 27603
(919) 733-6555; fax: (919) 733-9586

The division administers the statutory retirement and fringe benefit plans (for example, disability income) authorized by the General Assembly that cover the state's employees. The division provides technical consultation concerning the Local Government Employees' Retirement System, for example, and publishes a free booklet that explains its major provisions.

North Carolina Chapter—International Personnel Management Association (NC-IPMA)

Membership Chairperson, McDowell County
10 East Court, Marion, NC 28752
(704) 652-7121; fax: (704) 659-3484

NC-IPMA is a nonprofit statewide association of public personnel professionals founded more than fifty years ago to encourage sound policies and practices in public personnel administration. The association offers members training and technical assistance through conferences, workshops, and contact with other personnel professionals. A compensation section provides specialized training in job classification and compensation issues. NC-IPMA also publishes newsletters reporting chapter and member activities and state and federal legislative developments affecting public personnel administration.

N.C. League of Municipalities

Technical assistance is available, both from League staff and contracted consultants, on a wide variety of personnel issues. (See article, page 26.)

Property Issues

Land Records Management Division, N.C. Secretary of State

(919) 733-7006; fax: (919) 715-0789

The division offers technical advice on computerization and assists in evaluating proposals from vendors of indexing and management systems. The division prepares the Minimum Indexing Standards for Real Property Instruments and answers questions about application of the standards. The division also advises and assists local governments with cadastral mapping specifications, orthophotography, assignment of parcel identifier numbers, and geographic information systems.

Public Health

Office of Local Health Services, Division of Health Services, N.C. DEHNR

P.O. Box 27687
Raleigh, NC 27611-27687
(919) 715-4166; fax: (919) 733-0513

The Office is a liaison between state government's public health services and local government or the public. It offers technical assistance and consultation on administrative, statistical, and fiscal issues. The Office's regional administrative consultants work both with local government officials and with private agencies.

School of Public Health, UNC—Chapel Hill

CB# 7400 Rosenau Hall, UNC-CH
Chapel Hill, NC 27599-7400
(919) 966-7676; fax: (919) 966-6380
URL: <http://www.sph.unc.edu>

The school offers continuing education for public health professionals working for and with local government, through its Office of Continuing Education, the telecommunications center, and the Area Health Education Centers. Faculty also offer technical assistance and consult with local government officials on developing health policy and on planning, developing, or modifying organizational

structures. Faculty expertise includes biostatistics, epidemiology, health care administration, behavioral health, maternal and child health, and environmental health. Officials may also call on the school to evaluate programs and study costs and community needs.

Association of North Carolina Boards of Health

P.O. Box 80428
Raleigh, NC 27623-0428
(919) 677-4132; fax: (919) 677-4200

The association offers orientation and professional development sessions throughout the state for members of local boards of health. It publishes a board of health training manual, bimonthly bulletins and newsletters, a collection of board of health policies, and a library of resources on public health and effective board governance.

National Association of County and City Health Officials (NACCHO)

440 First St. NW, Suite 500
Washington, DC 20001
(202) 783-5550; fax: (202) 783-1583

NACCHO offers technical assistance to callers and publishes a range of documents. Some publications are free to the public or to NACCHO members. NACCHO's APEX program is a strategic planning tool for restructuring public health departments.

Public Records

Vital Records Section, N.C. DEHNR

P.O. Box 29537, Raleigh, NC 27626
(919) 733-3000; fax: (919) 733-1511

The State Registrar oversees the registration of birth, death, and marriage records and answers questions about their preparation and filing.

Archives and Records Section, N.C. Department of Cultural Resources

215 N. Blount St., Raleigh, NC 27601
(919) 733-3540; fax: (919) 715-3627

Archives and Records can provide technical advice on records reproduction methods, including micro-filming and imaging, as well as general assistance on records management. The Records Services Branch is responsible for the records retention and disposition schedules for cities and counties. It also micro-

films permanent local government records on request at no charge. More detailed information about the branch's services may be found in the front pages of the city and county records retention and disposition schedules. The branch also has regional offices in Asheville and Greenville.

Purchasing

National Purchasing Institute (NPI)

808 17th Street NW, Suite 200
Washington, DC 20006-3910
(202) 466-7739

Members of NPI are engaged in purchasing for municipal, county, or state government; for public school systems, colleges, and universities; for publicly owned and operated hospitals and utilities; and for other public and nonprofit institutions. Since 1989 NPI has been affiliated with the National Association of Purchasing Management (NAPM). NPI has an annual conference and products exposition, publishes a newsletter ("Public Purchasing Review"), and maintains a specifications library available to members.

N.C. Licensing Board for General Contractors

P.O. Box 17187
Raleigh, NC 27619
(919) 571-4183

This is the state agency responsible for implementing and enforcing the general contractors licensing laws. The office maintains information about licensed contractors, including their status and standing, and can provide information about licensure requirements.

Division of Purchase and Contract, N.C. Department of Administration

116 West Jones St.
Raleigh, NC 27603-8002
(919) 733-3581

URL: <http://www.doa.state.nc.us/PandC/>

A division of the state's Department of Administration, Purchase and Contract is the centralized purchasing agency for state government and also has jurisdiction over local school purchasing. Included within the agency is the Historically Underutilized Business (HUB) program [(919) 733-8965], which tracks purchases from and certifies businesses that are operated by anyone who is a minority, a woman,

or a person with a disability. The division also provides services to non-state agencies, including local governments, by providing assistance in developing specifications and allowing local governments to participate in state term contracts. The local government liaison within the division is Betsy Watson: (919) 733-3325 or by e-mail at betsy_watson@mail.doa.state.nc.us.

N.C. Institute of Minority Economic Development, Inc.

P.O. Box 1307, Durham, NC 27702

(919) 682-1894; fax: (919) 682-1950

E-mail: ncimed@nando.net

The institute is a research, information, and technical support organization whose mission is to strengthen the productive inclusion and contributions of minorities to the larger economic arena in North Carolina. Its long-term vision is to create an environment of equal opportunity in which compensatory programs are no longer necessary. The institute has prepared databases of information of use to local governments including a *Directory of Minority Businesses* and *A Profile of North Carolina's African-American and Native American Populations*. The institute also conducts symposia open to local government officials and minority business owners to improve communications, broaden respect, and share information and expertise of value to the state's overall economic and social health. The organization is a resource for local government officials seeking to increase participation in contracting by minority- or women-owned business enterprises.

Carolinas Association of Governmental Purchasing (CAGP)

Membership Information c/o Ms. Terry T. Thompson, CLGPO

P.O. Box 1358, Burlington, NC 27216-1358

(910) 222-5014

Established originally as a chapter of the National Institute of Governmental Purchasing, CAGP was organized in 1953. Its members are employees of state or local governments in North and South Carolina whose duties consist of purchasing materials, supplies, apparatus, equipment, or contractual services. CAGP is an affiliate of the North Carolina League of Municipalities and currently has more than 300 members. CAGP cosponsors Institute of Government programs offered throughout the year on topics of interest to state and local government

employees involved in purchasing and contracting. For information about course offerings, contact the Institute of Government. CAGP members are sources of information about purchasing methods, specifications, suppliers, and other matters of interest to local government purchasing officials. CAGP offers a certification, the Certified Local Government Purchasing Officer (CLGPO), which is administered by the Institute of Government.

National Institute of Governmental Purchasing, Inc. (NIGP)

11800 Sunrise Valley Dr., Suite 1050

Reston, VA 20191

(703) 715-9400; fax: (703) 715-9897

URL: <http://www.nigp.org/nigp>

NIGP is a nonprofit educational and technical organization of governmental buying agencies of the United States, Canada, and other nations. It is the largest organization devoted exclusively to public purchasing. NIGP offers technical assistance through bulletins and information exchanges, including specifications and an automated commodity/service code system, which is available to members. NIGP also offers professional development opportunities and two levels of certification: the Certified Public Purchasing Officer (CPPO) and Certified Professional Public Buyer (CPPB).

National Association of Purchasing Management (NAPM)

P.O. Box 22160

Tempe, AZ 85285-2160

(800) 888-6276; fax: (602) 752-7890

URL: <http://www.napm.org>

NAPM is a nonprofit association whose membership is open to private- and public-sector purchasing and materials management executives in industrial, education, governmental, institutional, distribution, service, and retail organizations. Its purpose is to assist purchasing and materials management professionals. NAPM members exchange ideas at regular meetings, educational programs, and regional and national conferences. NAPM sponsors continuing education, develops packaged learning materials, publishes professional literature, maintains a liaison with colleges and universities, and sponsors research grants and fellowships. NAPM offers a certification called the Certified Purchasing Manager (C.P.M.). NAPM's publication *NAPM Insights* features a "Report on Business" and Purchasing Managers' Index (PMI).



Participants in the Principals' Executive Program (PEP) learn skills that also benefit their faculty, staff, and students. Here a PEP graduate, Chris Fennell, visits a kindergarten class at her Asheboro school.

NAPM-Carolinas-Virginia, Inc. (NAPM-C-V, Inc.)

5601 Roanne Way, Suite 312
Greensboro, NC 27409
(910) 292-9228; fax: (910) 292-8415
E-mail: bhempstead@aol.com

Organized in 1920, NAPM-C-V, Inc. is one of the largest affiliates of NAPMI. It covers Virginia, North Carolina, and South Carolina and is headquartered in Greensboro, North Carolina. NAPM-C-V, Inc. sponsors professional development activities, holds quarterly meetings and executive seminars at various locations within the region, and sponsors an Annual Myrtle Beach Trade Show. NAPM-C-V, Inc. also publishes a bimonthly magazine, *Southern Purchaser*, for its members. NAPM-C-V, Inc. has local chapters within the region. The Triangle Chapter, for example, cosponsors several of the educational programs of the Institute of Government and CAGP, and the programs are attended by public- and private-sector purchasing professionals who are members of NAPM-C-V.

Schools

The *North Carolina Education Directory* identifies resources in the state and local school systems and in other professional and nonprofit organizations involved in school issues. The directory, issued annually, contains basic information on the State Board of Education, the state education department, all school administrative units, all public elementary schools and secondary schools, and a number of educational associations, advisory councils, committees, and commissions. The directory also lists special state schools and postsecondary public and private institutions. It may be purchased from the N.C. Department of Public Instruction, 301 N. Wilmington St., Raleigh, NC 27601-2825; (919) 715-1299.

N.C. High School Athletic Association

P.O. Box 3216
Chapel Hill, NC 27515-3216
(919) 962-2345; fax: (919) 962-1686

This private nonprofit corporation administers the state's interscholastic athletic program. The association adopts rules and regulations, certifies sports officials, conducts championships in twenty-two sports, and sets student eligibility standards. It also has a student services program and a scholarship program.

Principals' Executive Program (PEP), The University of North Carolina

CB# 3335, Carr Mill Mall
UNC-CH
Chapel Hill, NC 27599-3335
(919) 966-4173; fax: (919) 962-3365
URL: <http://www.unc.edu/depts./pep/>

PEP is a state-funded, statewide leadership-training program for school administrators. PEP originally was planned for principals only but now consists of four separate courses for principals, superintendents, assistant principals, and central office personnel. It is administered and largely taught at UNC-Chapel Hill, but some parts are taught on other campuses of the UNC system. Over several months, participants spend up to 160 classroom hours in residence at the site of their program as they learn the skills to guide and motivate their faculties and students. PEP also conducts symposia on problems of concern to the schools and provides consultation and training services for its graduates'

schools. It also publishes a regularly updated two-volume book on the law of public education and advises administrators and school board attorneys on matters of school law.

Taxation

Ad Valorem Tax Division, N.C. Department of Revenue

P.O. Box 871
Raleigh, NC 27602
(919) 733-7711; fax: (919) 733-1821

The Ad Valorem Tax Division has three primary functions that affect local property tax administration: the division (1) assesses the property of public service companies and certifies their taxable values to local taxing units; (2) has general oversight of local property tax administration and renders technical assistance in many areas; and (3) provides staff assistance to the North Carolina Property Tax Commission in resolving tax appeals from local boards of equalization and review. The division provides advice on octennial revaluations, assessment administration, taxation of business personal property, and taxation of motor vehicles and on mapping questions that involve the assessment of real property for taxes.

The International Association of Assessing Officers (IAAO)

130 East Randolph St., Suite 850
Chicago, IL 60601
(800) 616-IAAO; fax: (312) 819-6149

IAAO is a membership organization of more than 8,000 property tax officials from the United States, Canada, and elsewhere. Its services include (1) Inquiry Answering Service, aiming to answer questions quickly; (2) the membership periodical, *Assessment Journal*, summarizing current court cases and articles for improving appraisal and administrative skills; (3) technical assistance and consulting services for a fee; and (4) a professional designation program in real property appraisal, personal property appraisal, cadastral mapping, and property tax administration.

License and Excise Tax Division, N.C. Department of Revenue

P.O. Box 871
Raleigh, NC 27602-0871
(919) 733-1352; fax: (919) 733-1821

The division administers the state Schedule B license tax and can inform local collectors how the state taxes certain businesses under Schedule B. ☒

The University of North Carolina

Joni B. Worthington



The Institute of Government at The University of North Carolina at Chapel Hill (UNC-CH) is recognized as a leading service provider to local government entities across the state. Resources and services offered by other components of the sixteen-campus university may not be as well known, however. A broad sampling of UNC-based resources is provided below in summary form. In addition, UNC faculty and staff serve as volunteers and consultants on a vast array of local government boards, task forces, consortia, and committees. (For a description of other UNC-CH services, see "The University at Chapel Hill in Public Service: Community Partners," in the Fall 1995 issue of *Popular Government*.)

Appalachian State University

Appalachian Regional Bureau of Government. Housed within the Department of Political Science and Criminal Justice, the Bureau provides training, technical assistance, and research and evaluation. It develops, directs, and coordinates courses, workshops, seminars, and institutes for local law-enforcement and local government officials. The subjects of programs include personnel administration, liability, search and seizure, and health promotion. Training may be tailored to fit individual agency needs. Fees are based on services provided. **Contact:** Mona R. Brandon, Appalachian Regional Bureau of Government, ASU, Boone, NC 28608; (704) 262-3014; fax: (704) 262-2947; brandonmr@appstate.edu.

East Carolina University

Center for Applied Technology. This agency addresses environmental and safety issues such as Environmental Protection Agency regulations, OSHA requirements, noise-reduction techniques, and hazardous material and safety training. It can also help governments manage health-care costs by developing wellness programs, conducting health-risk appraisals and employee educational programs, and designing occupational health programs. **Contact:** Mark Friend, director, (919) 325-6650; fax: (919) 325-4356.

Regional Development Institute. The institute provides strategic planning (at municipal, county, and regional levels), economic-impact studies, data dissemination and analysis, and feasibility studies on such topics as capital improvements, public investments, and local government initiatives. **Contact:** Al Delia, associate vice chancellor for regional development, (919) 325-6650; fax: (919) 325-4356.

Survey Research Laboratory. The laboratory is a fully equipped and staffed facility that can handle all phases of land-use surveying from initial assessment of community needs and preferences through the analysis of data and presentation of a finished product. It provides practical and academic research useful to government for assessing current policies and for long-range planning; survey instrument design; validity and reliability analysis; preparation of proposals; public-opinion polls; targeted market polls; data collection, entry, and analysis; demographic data; and presentation materials, including graphs, charts, maps, and slides. The laboratory has conducted studies of traffic, environmental protection issues, recreation needs, user satisfaction with public services, and the merits of various funding mechanisms. **Contact:** Ken Wilson, director, (919) 325-6650; fax: (919) 325-4356.

Elizabeth City State University

Community Service. ECSU Incentive Scholars are available to serve in various capacities in local government agencies. These undergraduates work without charge approximately six to eight hours per week in public nonprofit institutions. **Contact:** Dennis Brown, (919) 335-3556.

Specialized Services. This office provides artistic and graphic services to local government programs, as well as videoconferencing for various local government agencies. **Contact:** Cornelius Goodwin, (919) 335-3430.

The author is assistant vice president for communications for The University of North Carolina. This summary was compiled from information provided by the individual units in the UNC system.

Technical Assistance. This office helps users to secure grants for neighborhood revitalization and to prepare grant proposals for state and national community-development funds. The Community Development Hotline conveys state and national community-development news and information. The office conducts workshops and seminars on community and economic-development resources and strategies, and it provides one-on-one counseling on small business and technology development. **Contact:** Morris Autry, (919) 335-3704.

North Carolina Central University

Student Internships. All undergraduates must complete 120 hours of community service. Internships can be arranged with local government agencies. **Contact:** Beverly Jones, (919) 560-6433.

North Carolina State University at Raleigh

General Sources

Center for Urban Affairs and Community Services. The center can carry out large-scale applied survey research pertaining to governmental policies. **Contact:** Yevonne S. Brannon, Box 7401, NCSU, Raleigh, NC 27695; (919) 515-1300; yevonne_brannon@ncsu.edu.

Industrial Extension Service. The service provides technical assistance, performs applied research, and offers continuing education programs and workshops on engineering-related issues. Areas of expertise include technology demonstrations, energy assessments for higher efficiency, stormwater systems design, OSHA regulations, energy conservation and alternative energy use, preventive maintenance, safety, environmental engineering, and civil engineering. Fees are charged for some services. **Contact:** Industrial Extension Service, Box 7902, NCSU, Raleigh, NC 27695-7902; (919) 515-2358; fax: (919) 515-6159.

N.C. Cooperative Extension Service. The service has headquarters at NCSU with centers in all 100 counties and the Cherokee Reservation. It provides technical assistance, applied research, and continuing education in a wide variety of fields. Areas of assistance include human health and nutrition program development, leadership development, community and rural development, waste management, environmental testing, watershed management, pest control, municipal composting and horticultural programs,



Now consisting of sixteen separate institutions, the University of North Carolina system is one of the most fertile sources in the state for technical support and expertise to help local governments.

and urban wildlife control. Services are free. **Contact:** the local Cooperative Extension office or the main office at NCSU at (919) 515-2811.

Public Administration Program. This program trains city and county managers and department heads, law-enforcement personnel, and elected officials. **Contact:** James Svava, (919) 515-5152; fax: (919) 515-7333.

Specific Areas of Assistance

Accessibility of Facilities. The Center for Universal Design offers advice, technical assistance, information, and diagnostic services on accessibility of buildings and facilities as well as compliance with the Americans with Disabilities Act. **Contact:** Ron Mace or Michael Jones, Center for Universal Design, Box 8613, NCSU, Raleigh, NC 27695-8613; (919) 515-3082; fax: (919) 515-3023.

Animal Waste Issues. **Contact:** Si Garber, (919) 515-1677; Ted Feitshans (environmental law), (919) 515-5195; Jim Barker (animal-waste treatment systems), (919) 515-6793; Greg Jennings (nonpoint source pollution), (919) 515-6795.

Aquaculture Issues. **Contact:** Pete Bromley (impact of nutrient discharge from fish farms on coastal areas and mountain streams), (919) 515-7587.

Atmospheric Monitoring. NCSU offers North Carolina counties air-quality modeling and advises state and federal officials. **Contact:** Viney P. Aneja, Dep't of Marine, Earth and Atmospheric Sciences, Box 8208, NCSU, Raleigh, NC 27695-8208; (919) 515-7808; viney_aneja@ncsu.edu.

Coastal Emergency-Management Planning. A computer-aided mapping system that identifies coastal areas likely to be severely affected by a hurricane is available for use by local emergency-management personnel to plan evacuation strategies and storm relief. **Contact:** John Fisher, Box 7908, NCSU, Raleigh, NC 27695-7908; (919) 515-7627; john_fisher@ncsu.edu.

Community Development, Design, Preservation. Teams from the School of Design provide detailed on-site analysis and planning for short-range and long-range restoration, development, and preservation of rural, small-town, urban, and natural areas. **Contact:** School of Design, Box 7701, NCSU, Raleigh, NC 27695-7701; (919) 515-8310; fax: (919) 515-7330.

Domestic Drinking-Water Wells. **Contact:** Greg Jennings (well construction and siting/water quality), (919) 515-6795; or Rich McLaughlin (pesticides in drinking water), (919) 515-7306.

Economic Analyses/Forecasts. Quarterly, regionalized economic forecasts and analyses are available from the N.C. *Economic Outlook*, produced by NCSU and Centura Bank. **Contact:** Michael Walden, Box 5109, NCSU, Raleigh, NC 27695-5109; (919) 515-4671; fax: (919) 515-1794; michael_walden@ncsu.edu.

Law Enforcement. The Administrative Officers Management Program is an intensive twelve-week program for midlevel managers in state and local law-enforcement agencies. **Contact:** James Horner, (919) 515-5071.

Library Resources. Government documents, federal regulations, and statutory information in full text are available through the NCSU Libraries. From NCSU's home page on the World Wide Web (<http://www.ncsu.edu/>), go to the Library Services and Catalogs page. **Contact:** Kathy Green, (919) 515-2936; fax: (919) 515-7095; kathy_green@ncsu.edu.

Management Training. Training for local city and county managers, assistant managers, and department heads is offered through the Assessment and Development Program. The offerings include two-day assessment programs and specific skill-based workshops. **Contact:** Steven Straus, (919) 515-5095.

Municipal and Home Wastewater Treatment. The university offers expertise on wastewater treatment issues. **Contact:** Robert Rubin (municipal waste treatment), (919) 515-6791; or Mike Hoover (on-site treatment), (919) 515-7305.

Municipal Pest Control Assistance. Technical advice and applied research on the control of common urban pests, including mosquitoes, bees, and roaches are available. Consultations and extension services are free. **Contact:** Dep't of Entomology, Extension Programs, (919) 515-2703.

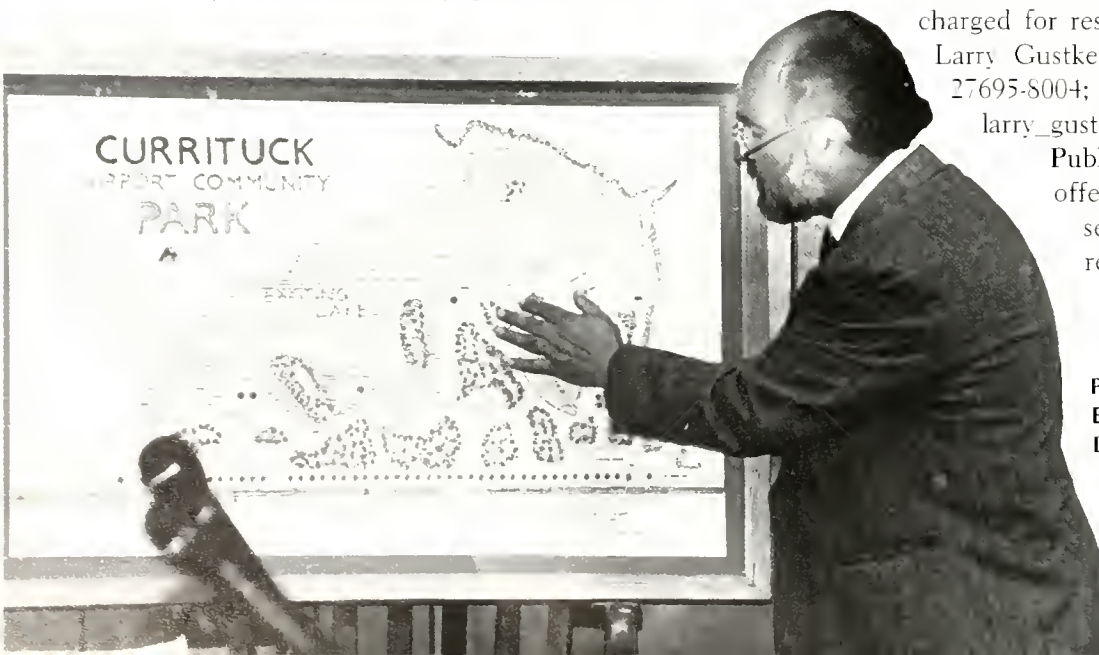
Nuclear Services. Tests to detect environmental toxins in air, soil, or water samples; organic tissue; or municipal and industrial waste are conducted at NCSU's Pulstar Nuclear Reactor. Fees are charged to cover costs. **Contact:** Jack Weaver, Box 7909, NCSU, Raleigh, NC 27695-7909; (919) 515-3347; fax: (919) 515-5115.

Outdoor Planning. Assistance with responsible placement of major developments (such as hazardous-waste sites) and with design of parks, trails, preserves, etc., is available from landscape architects at the School of Design. **Contact:** Art Rice, Box 7701, NCSU, Raleigh, NC 27695-7701; (919) 515-8340; fax: (919) 515-7330; art_rice@ncsu.edu.

Parks and Tourism Research. The university provides market research, tourism planning and community development, site assessments, visitor surveys, and quarterly reports on statewide and regional travel/tourism revenues. Most services are free; fees may be charged for resource-intensive services. **Contact:** Larry Gustke, Box 8004, NCSU, Raleigh, NC 27695-8004; (919) 515-3688; fax: (919) 515-3687; larry_gustke@ncsu.edu.

Public-Transit Research. The university offers technical assistance, applied research, and program evaluations and recommendations for public trans-

Professor Abdul-Shakoor Farhadi, of East Carolina University's Regional Development Institute, explains the institute's proposal for a new park for Currituck County.



portation systems. Emphasis is placed on using new technologies to improve efficiency, safety, and cost-effectiveness. Fees are charged for resource-intensive services. **Contact:** John Stone, Box 7908, NCSU, Raleigh, NC 27695-7908; (919) 515-7732; fax: (919) 515-7808; stone@eos.ncsu.edu.

Student Interns. The Public Administration Program places graduate student interns in local government. **Contact:** James Svara, (919) 515-5069.

Waste-Management Economics. Analysis of the effects of public solid-waste policies on recycling, landfills, energy-recovery facilities, and composting is available. **Contact:** Mitchell Renkow, Box 7509, NCSU, Raleigh, NC 27695-7509; (919) 515-5179; fax: (919) 515-1824; mitch_renkow@ncsu.edu.

Watershed Management. NCSU provides technical assistance, applied research, and workshops on such issues as wastewater systems for shallow water tables, erosion and runoff control, and wetlands restoration and mitigation. Basic services are free; fees may be charged for resource-intensive projects. **Contact:** Douglas Frederick, Box 8008, NCSU, Raleigh, NC 27695-8008; (919) 515-7788; fax: (919) 515-6193; frederick@ncsu.edu.

Pembroke State University

Map-Making. This service, which uses state-of-the-art graphics, is available to planning agencies that lack Geographic Information Systems capability. The fee is based on an hourly rate. **Contact:** Tom Ross, (910) 521-6380.

Speakers Bureau. Faculty and staff are available to speak on academic and avocational subjects from "American Indian studies" to "zoology," including "the physics of auto racing" and "stamp collecting." The service is available at no charge or for nominal travel costs. **Contact:** Don Gersh, (910) 521-6249.

Video Production. This service is available to government agencies and nonprofit organizations with 501(C)(3) Status. Fees are based on the complexity and duration of the work performed. **Contact:** Oscar Patterson III, (910) 521-6378.

University of North Carolina at Asheville

Environmental Quality Institute. The institute provides environmental research assistance with special focus on water quality. For example, the EQI has conducted studies of lead in tap water for more than fifty communities. Using undergraduate students

guided by UNCA faculty, the institute provides analytical studies to local governments at about half the cost of alternative sources. **Contact:** Richard Maas, (704) 251-6441; maas@unca.edu.

University of North Carolina at Charlotte

Center for Interdisciplinary Transportation Studies. The center studies transportation and transportation-related issues for local government. **Contact:** David Hartgen, UNCC, 9201 University City Blvd., Charlotte, NC 28223-0001; (704) 547-4305; fax: (704) 547-3442; dthartge@unccvm.uncc.edu.

College of Architecture. Faculty members provide urban design, planning, and landscape design services for local government. Fees are negotiable. **Contact:** Dean Charles Hight, College of Architecture, UNCC, 9201 University City Blvd., Charlotte, NC 28223-0001; (704) 547-4024; fax: (704) 547-3353; cchight@unccvm.uncc.edu.

Office of Justice Research. The office analyzes crime and corrections statistics and conducts studies for local governments in crime prevention, policing, and court administration. **Contact:** Charles Dean, Criminal Justice Dep't, UNCC, 9201 University City Blvd., Charlotte, NC 28223-0001; (704) 547-2501; fax: (704) 547-3349; cwdean@email.uncc.edu.

Urban Institute. Any local government may obtain its services for a negotiated fee. The institute has a staff of approximately twenty, fifteen of whom work directly with clients. Services provided include public-opinion surveys (telephone, personal, and mail), administration of focus groups, planning services, geographic information systems, database development and support, economic-development studies, locational analyses, program evaluation, facilitation of meetings, strategic planning for the public sector, information on industrial wastes, recycling information, land-development plans, and preparation of directories. **Contact:** Bill McCoy, Urban Institute, 9201 University City Blvd., Charlotte, NC 28223-0001; (704) 547-2255; fax: (704) 547-3178; wjmccoy@email.uncc.edu.

University of North Carolina at Greensboro

Research-Related Services. Faculty and staff can provide research services in the general areas of program development, evaluation, and assessment for human services; archaeological surveys; health surveys; and administrative and technical services and evaluations. **Contact:** Stephen Mosier, Office of Research



Residents of Figure Eight Island survey the damage caused by Hurricane Fran, which swept through central and eastern North Carolina in September 1996. N.C. State University's Coastal Emergency-Management Planning department can provide valuable information to help coastal areas plan evacuation strategies and storm relief. Other university resources are available for local governments across the state that are dealing with the costly, widespread effects of the storm.

Services, 100 McIver Bldg., UNCG, Greensboro, NC 27412; (910) 334-5878.

Speakers Bureau. The range of topics on which speakers are available parallels the academic and administrative departments offered by UNCG. Services are generally provided free of charge. **Contact:** Brian Long, 1000 Spring Garden St., UNCG, Greensboro, NC 27412; (910) 334-5371.

Student Internships. Graduate and undergraduate students can be placed in internships with governmental agencies. Many students accept unpaid positions; however, some academic departments require that students receive pay and active mentoring when internships are undertaken to meet program requirements. **Contact:** Robert Thirsk, 207 Foust Bldg., UNCG, Greensboro, NC 27412; (910) 334-5454.

University of North Carolina at Wilmington

Center for Business and Economic Services. The center, a component of the Cameron School of Business Administration, has provided free analyses and forecasts of local economic activity for local government planning offices, finance offices, and tourism agencies. Economic-impact studies have been con-

ducted on a contract basis. **Contact:** William W. Hall, Jr., (910) 395-3419.

Division for Public Service and Extended Education

Certificate Training for New County Employees. The division helped New Hanover County design a certificate training program for approximately 700 county employees. Modules addressed such issues as effective communication, customer service/relations, time management, team building, and supervisory leadership. Services were performed on a contract basis. UNCW staff have begun meeting with other county managers in the region to develop similar programs. **Contact:** Michelle Howard-Vital, vice chancellor, (910) 395-3192.

Grant Collaborations. The division has collaborated on several grants with governmental agencies. Many have been in support of regional consortia and community-development projects. **Contact:** Michelle Howard-Vital, vice chancellor, (910) 395-3192.

Videoconferencing/Information Technology. The division offers technology tours focusing on the capabilities of the North Carolina Information Highway (NCIH) and the World Wide Web. The NCIH has created video town meetings for various governmental

agencies and groups. No fees are charged. **Contact:** Hunter Thompson, (910) 395-3138.

Western Carolina University

Economic Development Administration University Center. This federally funded center offers specialized research services to local governments. Recent examples include a study on the economic impact of a major golf course and residential development and a feasibility study for a downtown arts-center complex. In most cases services are free. **Contact:** Economic Development Administration, Bird Bldg., WCU, Cullowhee, NC 28723; (704) 227-7492; fax: (704) 227-7422.

Local Government Training Program. Established in 1984 and funded by the North Carolina legislature, this program links the region with the Institute of Government. It offers training in technical skills, provides an opportunity for information exchanges, and furnishes continuing updates on trends and developments affecting local government, including changes in state and federal programs. Registration fees are charged for seminars, classes, and regional conferences. The LGTP also maintains a resource library of books, manuals, audio cassettes, and video cassettes

for use by local governments in on-site training. There is no charge for use of these materials. **Contact:** LGTP, Bird Bldg., WCU, Cullowhee, NC 28723; (704) 227-7492; fax: (704) 227-7422.

Western North Carolina Tomorrow. This regional leadership organization offers special assistance to local governments for Land-Use Guidance Systems planning. WNCT workshops and consultation services enable local governments to explore various approaches to land-use planning and to identify systems appropriate for their needs. In most cases services are free. **Contact:** WNCT, Bird Bldg., WCU, Cullowhee, NC 28723; (704) 227-7492; fax: (704) 227-7422.

Winston-Salem State University

A variety of services are available to local governmental agencies, including the use of facilities for conferences and retreats, technical assistance, desktop publication seminars, use of the Microelectronics Center for networking and teleconferences, videotaping and instruction, and recruiting and career services. **Contact:** Jerry Hickerson, assistant vice chancellor for continuing education and graduate studies, WSSU, 601 Martin Luther King, Jr. Dr., Winston-Salem, NC 27110; (910) 750-2630; fax: (910) 750-2636. ☐

North Carolina Association of County Commissioners

Debra Henzey



It is not unusual for new officials to confuse the North Carolina Association of County Commissioners with the Institute of Government. The NCACC, which was founded in 1908, in fact housed its first staff member at the Institute in the late 1950s; today we have seventeen full-time staff working at the Albert Coates Local Government Center, a facility owned jointly with the North Carolina League of Municipalities, in Raleigh.

Primary Purpose

Unlike the Institute, the Association of County Commissioners is an *advocate* for county government, serving as a united voice for the 100 counties before the General Assembly, the Governor's Office, and state and federal administrative agencies. The association has four registered lobbyists and other staff who support the legislative team through communications, research, and monitoring of state committees or agencies.

Structure

The 100 counties across the state constitute the membership of the association. Elected commissioners who serve as the association's officers and board of directors determine the services and initiatives of the

association. The officers and board members are elected at the annual conference each August.

The board comprises five statewide officers, directors representing eighteen districts, up to five at-large appointments by the president, and any county commissioners serving on the board of the National Association of Counties (NACo). Also, any association steering-committee chairperson who is not an officer also serves on the board as a nonvoting member.

The association's district boundaries are the same as those for the regional councils of government. District directors serve two-year terms, but all other association board members and officers serve one-year terms. The five at-large positions are appointed by the president to provide balance of gender, race, political party, county population size, etc.

The board determines overall policy direction for the staff, adopts the annual budget, and takes positions on emerging issues not addressed by legislative goals adopted biennially or by association policy statements.

Standing Committees

The board's efforts are supported by six standing steering committees made up of elected and appointed county officials. These steering committees review and make recommendations to the board in the following areas: public education, taxation and finance, environment, human resources, criminal justice, and intergovernmental relations.

A seventh committee, the Legislative Goals Committee, is appointed for a two-year term in the fall of even-numbered years to prepare for the Legislative Goals Conference and the long session of the General Assembly. This committee works with the standing steering committees in reviewing goals proposed by counties and affiliate organizations. The committee produces a final package of goals, submitted for approval to the board of directors and then voted on by the membership at the Goals Conference.

Affiliations

While county commissioners are the policy makers of the association, the organization also works closely with and provides services to other county officials, including county managers and major department heads. The association has recognized eight county-related organizations as affiliates, representing the

The author has been the NCACC's director of communications for nearly thirteen years. She oversees publications coordinates conferences, and provides facilitation services.

following county positions: registers of deeds, tax collectors, tax assessors, finance officers, county attorneys, clerks to the boards, health directors, and social services directors.

The association maintains close relationships with other county organizations, such as the North Carolina City-County Management Association, even though they are not official affiliates. Other examples would include organizations of mental health directors, budget directors, personnel directors, and information systems officials. Most nonelected county officials can influence association policy through membership on committees and through contact with their own county commissioners.

For many years, all 100 counties have been members of the National Association of Counties as well. The state association itself is not a member of NACo but is the primary communication link between NACo and North Carolina's counties. NACo's purpose is very similar to the state association's but focuses more on congressional actions and federal agency regulations.

Financing

The association's general expenses are financed primarily by dues paid by each county as well as administrative fees earned from the association-sponsored insurance programs. Membership dues are based on each member county's population. With the exception of its three insurance programs, the association generally does not charge special assessments for services. Occasionally, however, a county may be asked to pay staff expenses or special legal costs for unique services, such as facilitation of county retreats or assistance with the filing of an amicus curiae ("friend of the court") brief in support of an important county issue of statewide significance.

General Services

The association provides general assistance to counties in myriad ways, in addition to the specific services described at length later in this article.

Research. The association conducts periodic surveys and other research on current county issues, such as the county tax rate surveys performed every September, county election statistics, and the anticipated impact of key taxation legislation under consideration.

Research results are provided to counties, legislators, and others through various means, including publication in *CountyLines* and on the NCINFO home page (see "Publications and Communications Tools," below). Some may be available to noncounty officials free or for a small fee.

We often are asked which counties have ordinances on certain issues. We usually can put the inquirer in touch with counties that regulate the area and may be tracking key trends on new issues (such as gun prohibition). However, we do not have a comprehensive file of ordinances on a wide variety of topics.

Personnel assistance. Staff can help with personnel-related issues, specifically compliance questions related to the Americans with Disabilities Act, Family Medical Leave Act, Fair Labor Standards Act, health benefits, sexual harassment policies, mandated law-enforcement officer benefits, and general pension issues. Our field representative also may help a county board search for a new county manager or other key staff.

Legal assistance. Staff attorneys can offer their interpretations of specific statutes applicable to counties, especially fairly recent statutes. They may help research where statutes might address an issue of concern to a county. When a county is involved in a court case with major statewide implications, the association may ask the board for permission to provide an amicus curiae brief in support of the county's action.

Miscellaneous. We often are called on for information or support in a variety of other areas ranging from

County officials considering controversial ordinances such as gun prohibition or smoke-free facilities often turn to the NCACC to reach other counties that may be tracking key trends.



advice on news media relations to help in finding an experienced group facilitator, to booking a staff member or officer as a speaker for a county function.

Publications and Communications Tools

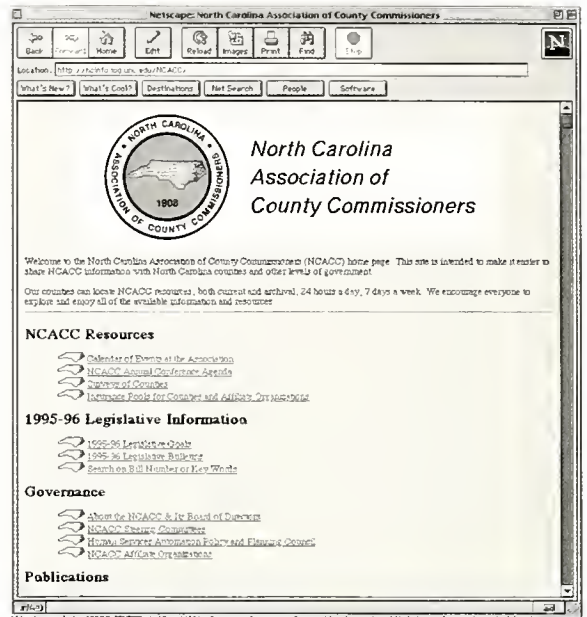
The association has several periodic publications or communications tools.

Print Publications

CountyLines is a twice-monthly newspaper aimed at elected and appointed county officials. It features current issues, summaries of association board or committee actions, reports on innovative programs, information on upcoming meetings or conferences, pending administrative rule changes, county personnel changes, classified ads, and other items. *CountyLines* is free to county officials and some state agencies and county-related agencies, but others must pay a subscription fee (\$20 plus tax as of February 1, 1996).

Legislative Bulletin is a multipage memo mailed to a broad audience of county officials on Thursday of weeks when the General Assembly is in session. The *Bulletin* summarizes newly introduced bills, announces recent bill amendments or passage, and occasionally urges county officials to contact legislators about specific issues. Contact the association to see whether you are qualified to receive the *Legislative Bulletin*. It is not available by subscription but can be downloaded from the association's home page on the Internet, NCINFO (see "Internet Home Page," next page).

The *Directory of County Officials* is published at the end of January of each year. It lists general infor-



The NCACC offers a variety of print publications, videos, and Internet resources. The association has a home page on NCINFO, which it cosponsors with the Institute of Government and the League of Municipalities.

mation on each county and the names and addresses of all elected officials and most department heads. Several free copies are mailed to each county office, and additional copies are available to counties for a fee (with a higher fee for other buyers). Mailing labels or lists of specific officials also are available for a fee. Call for price information.

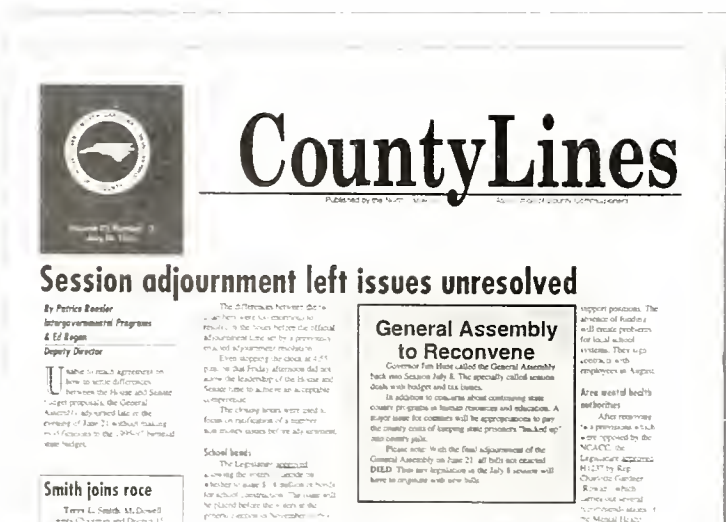
Annual Fiscal Analysis of North Carolina Counties is published each spring, using state treasurer's office data from the previous fiscal year. The report provides information on each county's revenue sources, major expenditure categories by percentages, recent budget history, and other financial data, with comparable data on counties of similar population size. One copy is provided free to each county, and additional copies are available for \$15 plus tax for counties and \$25 plus tax for noncounties (rates are subject to change).

Special Publications

The association has several publications and videos on hand for order by counties and others:

A County Is Where You Live. This short booklet describes county government for elementary-age schoolchildren. It is available for about 60 cents per copy plus tax at this writing.

County Government—Public Service in the Public Interest. The brochure, for adult groups or classes, is



available for about 40 cents per copy plus tax. The related twelve-minute video is for sale for \$15 plus tax.

Internet Home Page

NCINFO offers access to the latest *Legislative Bulletin*, survey results, *CountyLines* features, classified ads, county calendar of events, and other information that is added as needed or requested. There is no charge for accessing NCINFO other than the user's Internet access fees; the association has information on discounted county rates for Internet access via Interpath. (See "NCINFO: The Internet and Local Government Applications," on page 41.)

Insurance Programs

The association began offering an insurance program for counties in 1981 at a time when it was almost impossible for counties to get workers' compensation coverage at a reasonable price (or at any price). There are now three programs available through the association to counties and certain county-related entities. Counties make an annual contribution to any of the programs they participate in. Funds not needed for administration or payment of claims may be put into the specific pool's fund balance or returned to members through discounted premiums, refunds, and/or reimbursements for risk-management enhancements. The three insurance pools are the following:

Workers' Compensation Pool. As of January 1, 1996, 127 county and county-related entities participated in this self-insurance program. The program provides workers' compensation coverage for county employees in compliance with the North Carolina Workers' Compensation Law. It also offers assistance in complying with OSHA regulations.

Liability and Property Pool. As of January 1, 1996, eighty-three county and county-related entities participated in this insurance pool. The pool provides coverage for general liability, public officials and law-enforcement liability, property, automobile liability, and automobile physical damage. Representatives of the Risk Control Division of the pool's third-party administrator visit counties to identify areas where counties can reduce risks.

One feature of the Liability and Property Program is the Criminal Justice Expanded Services Program, which was in its final year of implementation in 1995-96. This program has assisted counties in analyzing jail staffing, planning new facilities, complying with the


Criminal Justice Partnership Act, and producing jail and law-enforcement manuals and special educational programs.

Health Insurance Trust. Medical coverage for county employees is the third and newest program, initiated July 1, 1995. It had evolved from an association-endorsed health insurance program (County Care) to an actual self-insurance pool. The pool, open only to counties, was made possible by a special arrangement between the association, Blue Cross and Blue Shield of North Carolina, and Sedgwick of the Carolinas. The pool provides savings to members through cost reductions in administrative fees, risk fees, and stop-loss coverage due to group purchasing power. This program also offers wellness and health promotion programs to reduce claims. As of January 1, 1996, fifty-five counties and county-related entities participated in the Health Insurance Trust.

Meetings and Events

The association's major educational event is its annual conference each August. The Legislative Briefing and Reception is held during the legislative session each May or June. In January of odd-numbered years, the association invites counties to a Legislative Goals Conference to vote on legislative priorities for the next two sessions. Each county has one vote.

Six to seven regional meetings are held in the spring every year, but the focus of the meetings varies depending on the current importance of pending issues such as welfare reform, structured sentencing, or enhanced technology for administering human services programs.

Besides offering its own programs, the association often joins other organizations in sponsoring events, such as the Institute of Government's School for New County Commissioners. 

For More Information

Contact the association for more information on a specific issue or to order publications.

Mailing address: **P.O. Box 1488, Raleigh, NC 27602-1488**
Phone: **(919) 715-2893**
Fax: **(919) 733-1065**
E-mail: **Contact Debra Henzey at dhzeney@ncacc.org**

North Carolina League of Municipalities

Margot F. Christensen



The General Assembly considers a bill that would abolish the local property tax. In this debate, cities and towns speak with and through the North Carolina League of Municipalities.

When certain kinds of commercial insurance become scarce and expensive, municipal officials ask their League to establish a governmental, self-funded pool to provide the needed coverage.

When the state proposes sweeping new environmental regulations, the League monitors the process, informs municipalities of the potential impact, and encourages individual cities and towns to voice their support or their concerns about the proposed rules.

These are a few of the reasons that city and town officials came together more than eighty years ago to form the League.

Primary Purpose

The North Carolina League of Municipalities, a voluntary federation of cities and towns, has two primary missions: to represent the interests of its members in legislative and regulatory matters at the state and federal levels; and to provide direct services that will enhance the effectiveness and efficiency of member cities and towns. In short, cities and towns set up the League, decide what services will be available through the organization, and come together to establish positions on state and federal legislative issues. In

this way, the League represents well over 99 percent of the state's 3.5 million municipal population.

Structure

A forty-four-member staff, based primarily in Raleigh, provides the direct services and lobbies on behalf of 509 member cities and towns. A twenty-seven-member board of directors, which comprises primarily elected municipal officials, provides oversight. Member cities and towns consider and adopt legislative goals and policies at an annual conference. Before the conference, League committees study the issues and recommend goals and policies.

A separate thirteen-member board of municipal officials oversees the League's insurance programs.

National Affiliation

The North Carolina League of Municipalities is affiliated with the National League of Cities (NLC), which represents municipal interests at the federal level. Tar Heel cities and towns are represented through the state League, or the municipality itself may join the National League of Cities for a more direct participation in NLC activities. About 135 North Carolina cities and towns are members of the National League of Cities.

Membership and Financing

Membership is city or town based; that is, a municipality, rather than an individual, belongs to the League. The League is financed through membership dues; administrative fees from the insurance programs; and fees for special services, meetings, and publications. Member cities and towns get one free copy of any League report, and additional copies are available for purchase. Fees are charged for the convention, workshops, and meetings in order to offset costs.

Services

Elected and appointed officials from member cities and towns may request services from the League. Responding to individual calls or inquiries is a part of the general services provided through membership

The author has been public affairs director for the North Carolina League of Municipalities for thirteen years.

dues. The League will furnish the member city or town with a proposal, describing scope of work and costs, for any specialized assistance, such as an individualized pay and classification study or individualized training.

Although the League may be able to provide some general information to the public, its primary clients are the officials of member cities and towns.

Representing the Municipal Viewpoint

To carry out the membership's legislative goals and policies, the League staff undertake to do the following:

- represent municipal interests before committees, commissions, boards, and agencies that regulate municipal operations;
- analyze proposed legislation for its probable effect on cities and towns;
- monitor legislative research and study committees;
- brief municipal officials on legislative activities;
- lobby legislators to promote bills favorable to municipal interests and oppose unfavorable legislation;
- help member municipalities draft local bills; and
- produce the *Legislative Bulletin*, a weekly update and analysis of municipal issues in the General Assembly (published during the sessions), and the *Digest of Municipal Law* at session's end.

Intergovernmental liaison work. Because cities and towns are one part of a complex intergovernmental system, the League works to represent municipal interests with state and federal administrations. The League promotes intergovernmental cooperation through the existing regional councils of governments and other statewide committees and councils working on intergovernmental issues.

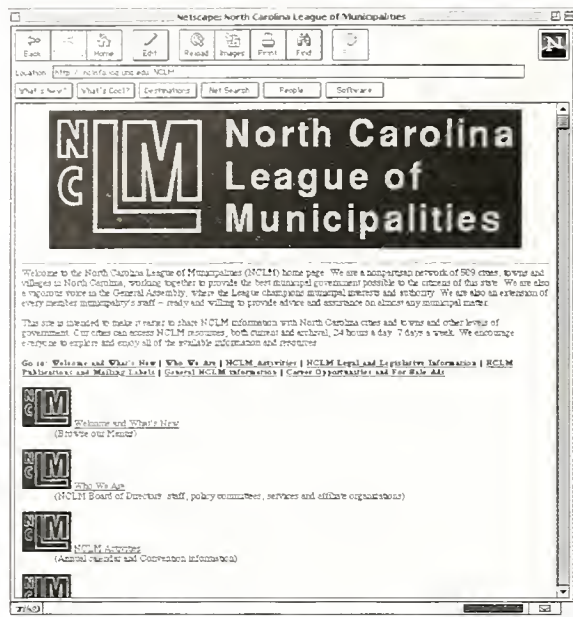
The League serves as a clearinghouse for information about state and federal programs relating to cities and towns.

Environmental regulation monitoring and regulatory lobbying. The League analyzes the potential impact of proposed state and federal environmental regulations and monitors the work of a number of

Municipalities share responsibility with the state for planning streets and roads. Many resources are available to local governments studying the impact of such decisions on economic development, traffic control, and zoning.

Bob Donnan





The League publishes several print publications, including the monthly *Southern City*, and cosponsors an Internet home page on NCINFO, a joint venture with the Institute of Government and the Association of County Commissioners.

commissions and agencies that make such rules. The League's purpose is to ensure that rules and regulations are reasonable and feasible. Also, NCLM staff analyze the required fiscal notes on proposed new state environmental regulations and comment where appropriate.

Legal Assistance and Inquiries

League attorneys provide the following services:

- answer inquiries on municipal legal issues, ranging from charter revisions to land-use planning questions;
- produce *Municipal Law Notes*, a review of court decisions relevant to municipalities;
- analyze state and federal legislation and brief the membership on the impact of legislation and steps necessary for compliance, coordinating training opportunities where appropriate; and
- file amicus curiae briefs in state appellate courts in lawsuits of importance to cities and towns throughout the state.

General Inquiry Services

The League's staff answer questions from elected and appointed officials on a wide range of issues including management and personnel; pay and benefits; fringe benefits; law-enforcement officer benefits; compliance with the federal Fair Labor Standards Act

(FLSA) and the Americans with Disabilities Act (ADA); recruitment and selection of employees; recruitment and selection of managers; grievances and terminations of employees or managers; the council-manager and mayor-council forms of government; financial questions; fiscal implications of state and federal decisions; public relations and media relations; retreat planning; computer applications; electronic communications; environmental regulation; and inter-governmental issues.

Research and Publications

The League's research staff surveys cities and towns and analyzes data on topics of interest to municipal officials, including the following: property tax rates, solid waste management practices and fees, water and sewer rates, and municipal employee salaries and fringe benefits. The League publishes summary reports in these areas and distributes the information to cities and towns. Some of the reports are available to the public.

Other publications of the League include two general interest monthly publications (*League Letter* and *Southern City*), a directory of municipal officials, an annual report, risk management and wellness newsletters, and publications related to special League events or workshops.

Electronic communications. The League cosponsors a home page on the Internet, NCINFO (see "NCINFO: The Internet and Local Government Applications," on page 41), which includes information

about the League and access to a wide range of information about local and state government.

Risk-Management Programs

The League operates three self-funded governmental pools that offer workers' compensation; group medical, dental, and disability insurance; and property, liability, and many other types of coverage. Member cities and towns and a limited number of other governmental entities are eligible to participate in any of these three programs.

League staff, under the direction of the Risk Management Services Board of Trustees, oversee the work of these three pools. This work includes design, administration, and pricing of each coverage; financial oversight for all three programs; claims management; management of claims litigation; field services including loss control and risk-management consulting for participating units; and consulting to assist participants in establishing wellness and employee assistance programs.

The League's risk-management services also sponsor, coordinate, or conduct periodic short courses and workshops on topics ranging from handling of hazardous materials to OSHA compliance.

Contract Consulting

Member cities and towns can contract with the League for individual, specialized consultation, with services provided either by the League staff or by consultants under contract with the League. A partial list of subjects includes the following: pay plan and classification, pay plan updates, personnel policies, work plan and performance evaluation systems, performance evaluation training, organization and management studies, fire service consultation, departmental reorganization studies, determining the optimal size of the workforce, revenue enhancement studies, privatization of services, FLSA self-audits, political mergers and consolidation, ordinance codification, supervisory training, and other customized training.

For More Information

Offices are located at 215 N. Dawson St. in downtown Raleigh.

Mailing address: **North Carolina League of Municipalities
P.O. Box 3069
Raleigh, NC 27602**

Phone: **(919) 715-4000**

Fax: **(919) 733-9519**

E-mail: A number of staff members at the League have individual e-mail addresses; the general address is **nclm@nclm.org**
Inquiries may be addressed to **mchristie@nclm.org**

Meetings and Events

The League holds an annual conference, offering workshops on current municipal issues and allowing municipal officials to meet and to exchange ideas informally. A state legislative briefing, called Town Hall Day, is held during the General Assembly session. This day also provides a chance for municipal officials to meet individually and collectively with legislators.

League regional meetings, held each spring, focus on pending state and federal issues, and ad hoc meetings are organized whenever needed.

The organization cosponsors many special training opportunities including conferences on infrastructure, water quality, and governance and leadership. Staff members teach at the Institute of Government's biennial School for New Mayors and Council Members. ☐

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David E. Reynolds,
executive director of the League of Municipalities for the past ten years, died September 24, 1996, at the age of forty-eight. He had been with the League for sixteen years and will be long remembered for his excellent leadership, vision, and dedication to the cities and towns of North Carolina and to the League.

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North Carolina Regional Councils

Matthew L. Dolge



Forces in Washington have teamed with those in state capitols across the country to push forward a radical agenda of change: be efficient, be effective, eradicate duplication and waste, *save money*. It sounds like a revolution, but for local governments with balanced budgets it tends to be a familiar song.

Regional councils were born of this philosophy in the 1970s, an era when deep pockets were the order of the day. At that time local governments joined together to form voluntary associations for the administration of the tangle of federal programs that pumped huge amounts of money into their hands. The concept was simple: (1) consolidate administration in one unit for more efficient use of funds, (2) develop a high level of competence in a single organization for a higher level of performance, and (3) delineate areas of service for greater coordination. Saving money was a natural byproduct of this process. The state and federal governments saw the power of this model and adopted the concept in the form of lead regional organizations, which we in North Carolina call regional councils.

Primary Purpose

Seasons change and with them the climate—are regional councils still a relevant piece of the equation where local government assistance is concerned? Is service to local governments our mission, or are we here as an extension of the federal and state programs we run? With decreases in federal funding, many councils have come face to face with a midlife crisis.

The answer is clear: regional councils are of service to state and federal agencies but *serve* local governments. All regional councils are organized by local governments (counties and towns) with voluntary membership. Boards consisting of local officials devise the agendas for regional councils. Without attention to local needs, regional councils will dry up and blow away.

Financing

There is one major flaw in our state's model of having regional organizations that are the creatures of their membership. With only 8 percent of regional funding¹ coming from local sources, how can this network be sustained? *Diversification!* Though regional councils were created for intergovernmental program coordination and planning, most have expanded their role in local government assistance. A lack of flexibility in federally funded programs is offset by a state policy of laissez-faire regionalism. North Carolina allows regional councils to set their agendas at the local level. This has allowed a major shift in services toward local technical assistance. In 1993-94 the eighteen regional councils in North Carolina completed 637 technical assistance projects for local governments: 256 were fee-based projects generating \$1.7 million in revenue, while 381 were completed without any charges other than annual dues.²

Services for Local Governments

An examination of both the local technical assistance and intergovernmental programming roles of regional councils offers a clear picture of their role in local government assistance. Each region's board decides which programs to offer, and the directors develop their staffs to meet programmatic needs. Regional boundaries are often irrelevant because many projects involve cooperation between two or more regional councils. Regions also set their own policies on which services to charge additional fees for and how much those charges will be. Most regions use dues to fund projects of interest to all their membership, while projects for individual local governments are likely to be billed directly to that member. Technical assistance takes many forms: it may be provided for a single project or as part of a long-term relationship during which the council staff serves as an extension of a local government's staff. Programming may be

The author is the executive director of the Northwest Piedmont Council of Governments in Winston-Salem. He has also served as city manager for the towns of Jonesville and Tryon in North Carolina.

regional in scope, a cooperative agreement between a subset of regional members, or a project for a single local government.

Regional Projects

Regional projects generally involve all the members of one or more councils of government. Most councils in North Carolina are involved to some degree with the following types of regional projects:

- **Comprehensive Planning.** This includes planning for land use, transportation, and growth management. Often the role of the regional council is one of facilitation. Regional goals and strategies are the expected outcome.
- **Community Development.** Regional councils address all aspects of building the community, including infrastructure, human services, and economic development.
- **Environmental Issues.** The councils take an active interest in water quality, solid waste, and historic preservation. For the first two, their role includes basinwide planning and mutual cooperation agreements for solid-waste disposal.

Cooperative Ventures and Contracts for Services

Often, smaller groups of a region's membership desire issue-specific programs. Market forces often drive these programs. They are usually fee based and result in contracts between the regional council and participants. In this way, regional councils can offer a menu of programs to the local governments in their area. Partners in this type of venture gain the benefit of a centralized staff providing service at a lower cost. Several examples of cooperative ventures are drug and alcohol-testing consortia, cable television regulation programs, Occupational Safety and Health Administration self-monitoring teams, and code enforcement programs. Often local governments from a region that does not offer a specific program will participate with a neighboring region.

Contracts for services to a single member government are another form of technical assistance. Regional councils offer expertise that allows them to supplement local government capabilities. The full variety of council services is too great to outline here, but below are a few broad, frequently provided areas of support:

Courtesy Northwest Piedmont Council of Governments



Participants of the Summer Youth Program at Meadowview Center, a part of the Mount Airy Housing Authority. The program is jointly sponsored by the Northwest Piedmont Council of Governments and the Mount Airy City School System.

- **Management Services.** Personnel services include drafting of policies and procedures, pay and classification studies, recruitment, and training. Services are also offered in criminal justice, facilitation of meetings and retreats, fiscal management, and grant solicitation.
- **Planning.** Councils in most regions offer a wide range of planning services. These include strategic planning, annexation, zoning ordinances, and subdivision regulation.
- **Technology Services.** Regional councils have varying capabilities in computer and technology assistance. Some regions have high-technology geographic information systems and data centers. Some are also involved in Internet training and Web page development.

Intergovernmental Administration

Another focus of local government assistance is intergovernmental program administration. During the 1960s and 1970s, when the federal government aggressively sought to meet social concerns and infrastructure needs, many new grant programs were initiated to provide services at the state and local levels. Many federal and state programs are still administered through this system. Some of the more common programs are the following:

- **Area agencies on aging.** Program operations include planning and administration for aging



Courtesy Home Health Agency of Chapel Hill

Health care services and resources—from public health clinics to private, individualized, in-home services, as shown here—constitute a challenging and expensive issue facing local governments.

programs such as Meals on Wheels, congregate nutrition sites, a long-term-care ombudsman, training programs for caregivers, informational services and fairs, and advocacy services.

- Community development. Councils apply for grants and administer housing and economic development projects under the Community Development Block Grant program. Some regions also have access to funding through the Appalachian Regional Commission and the Economic Development Administration.
- Emergency medical services. Planning and coordination for emergency medical operations are primary program goals.
- Housing programs. These may include housing assistance, rehabilitation, new construction, help for first-time home buyers, and additional pro-

grams for people with low incomes, the elderly, and individuals with disabilities through the federal Housing and Urban Development Agency, HOME program, Housing Finance Agency, Rural Economic and Community Development Agency, and other assorted agencies and foundations.

- Intergovernmental review process. This process gives local governments and citizens the opportunity to review and comment on federally funded programs in the region.
- Job Training Partnership Act. This program refers participants to educational programs, provides on-the-job-training, and places unemployed, underemployed, and displaced workers in jobs.
- Small Business Administration. The SBA program creates and keeps jobs in the region by facilitating loans to small businesses for fixed assets.

Regional councils also monitor changes in state and federal government funding and programs and update local governments on the direct impact of these changes. When shifts in policy produce major changes, regional councils convene meetings to educate local officials about the changes and supply them with information for advocacy on key issues. Regional councils often provide federal, state, and local officials with position papers outlining the potential impact of pending legislation.

Conclusion

State and federal budget cutting have forced many changes on individual regions. North Carolina is in the process of evaluating its use of regions for a wide array of activities. Any regional council that wishes to remain relevant must be flexible and responsive. The support of local government officials is paramount to the success of regional councils and similar organizations in the future, and the council's assistance to local government is the key element of that support.

Notes

1. James H. Svara, "Regionalism in North Carolina, Prepared for the Working Group on Regions and Regionalism," (Raleigh, N.C.: North Carolina State Government, Executive Branch), July 31, 1995.
2. Svara, "Regionalism in North Carolina."

Contact Paul Hughes at the North Carolina Association of County Commissioners for further information about regional councils of government.

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North Carolina School Boards Association

Edwin Dunlap, Jr.



Primary Purpose

The North Carolina School Boards Association (NCSBA) is the professional organization for local school boards in North Carolina. As an advocate for public education, NCSBA has a mission to provide leadership and services to help local boards of education govern effectively.

Membership and Financing

Membership in the organization is by school district. All 118 school districts in North Carolina, plus the two federal districts at Fort Bragg and Camp Lejeune, are members. The association operates on a July 1 through June 30 fiscal year. In 1995-96, the association had an income of \$1.6 million and expenditures of \$1.57 million. School district dues account for 41 percent of income; North Carolina School Boards Insurance Trust fees, 36 percent; meeting registration fees, 16 percent; projects, 4 percent; and other, 3 percent. Salaries and employee benefits account for 54 percent of expenditures; meeting expenses, 17 percent; professional services and projects, 17 percent; and office operations, 12 percent.

National affiliation. Like all state school boards associations, NCSBA is a member of the National School Boards Association (NSBA) headquartered in Alexandria, Virginia.

History

NCSBA was founded in 1937 by Guy Phillips, dean of the School of Education at The University of North Carolina at Chapel Hill (UNC-CH). Phillips recognized the need for a structure through which school board members could receive technical assistance and responses to their many questions. He also saw the need for a forum that would allow them to share ideas. He established NCSBA to meet these needs and served as its executive secretary until 1966.

Initially, the association was housed at the School of Education in Peabody Hall on the UNC-CH campus. In the beginning, the association was staffed solely by part-time personnel. Phillips, serving as dean, had limited time to devote to the association, so he used graduate students in school administration to augment his efforts. Their work consisted of overseeing eighteen annual district meetings, assisting in selecting superintendents, and helping to establish citizen advisory groups.

Raleigh Dingman, one of Phillips's former graduate students, became the association's first full-time executive secretary in 1966. Dingman was instrumental in initiating a financial and program review of the association by the National School Boards Association (NSBA) in 1969. Following one of the recommendations resulting from the audit, the association offices moved to Raleigh in 1971. The move positioned the association to represent school boards more effectively before the General Assembly and the State Board of Education.

The author has been the North Carolina School Boards Association's executive director since August 1994.

Bob Dorman



VOICE

North Carolina School Boards Association

Student Assessment

Voice, published twice a year, is one of several NCSBA publications covering issues of interest to school board members and superintendents.

Dingman began a concentrated lobbying effort to improve public schools in North Carolina. Through his efforts the association became a thriving organization, and, by 1968, most (165 of the 174) local boards of education had joined the association. At that time, dues ranged from \$40 to \$80 depending on the number of teachers in the school district. Following another NSBA recommendation, the board of directors increased dues so that the organization could expand and better serve its membership.

In 1973 Dingman was named the association's executive director and served until his death in 1980. He saw 100 percent of the local boards of education become members of the association. During his tenure as executive director, North Carolina advanced in the leadership ranks of NSBA. Cecil Gilliatt from Shelby served on the NSBA board of directors and was the association's president in 1975-76. The state was divided into eighteen districts; each spring, meetings were conducted to inform board members, advisory council members, and school administrators of topical issues affecting public education. Dingman left NCSBA well on its way to becoming a well-known and esteemed organization.

In 1980 Gene Causby became the second executive director of the association. Like his predecessors, he worked to increase the visibility of the organization.

Under Causby's direction, the association increased services offered to school board members. *Voice*, the association's magazine, was first published in 1981. School-board-member training was formalized under the NCSBA Academy for School Boardsmanship in 1985. The North Carolina School Boards Insurance Trust was established in 1982. The staff grew to eleven and included an associate executive director, a director of policy and research, and a legal counsel.

In 1985 the association purchased its headquarters in downtown Raleigh. The offices were expanded and renovated in 1991. Causby retired from NCSBA in 1994. During his tenure he worked hard at lobbying and, as a result, the association influenced a considerable amount of education-related legislation. In August of 1994, Edwin Dunlap, Jr. [the author of this article], who joined the association in 1979, became its third and current executive director.

Structure

NCSBA has come a long way since its beginning in Peabody Hall. In addition to Dunlap, the twenty-three-member association staff consists of an associate executive director, a director of governmental relations, a legal counsel/director of policy, a director of communications, a director of finance, a director of risk management, six claims adjusters, a paralegal, a graphic designer, a meeting planner, a legislative assistant, five secretaries, and a receptionist.

The organization is governed by a board of directors composed of eighteen directors, a president, first vice president, second vice president, treasurer, and immediate past president. The directors are eligible to serve for two terms of two years. Officers serve one-year terms. Directors and officers are elected by the membership at the annual delegate assembly, which is held at the annual conference each fall.

Services

Board Development

For board members to govern effectively, they must have information on various issues that affect their schools. The NCSBA Academy for School Boardsmanship provides training and development programs for school board members. Board members and school district staff register for these meetings

through their superintendent's office. A registration fee is charged for all training activities. Approximately fifteen to twenty special-issue seminars are held annually at locations across the state. These programs provide board members with information on various topics affecting public education. Board members receive credits for attendance in all training meetings. Each year at the association's annual conference, board members are recognized for participation in training activities. (See "Meetings and Events.")

Representation

NCSBA represents the interests of local boards of education before the General Assembly, the State Board of Education, state government agencies, and the United States Congress. The association has developed a legislative resource network (LRN), which is composed of a board member from each local board of education. The association uses this network to relay legislative information directly to each local board of education. The association also has a toll-free telephone number called the LRN Hotline. When the General Assembly is in session, a legislative update is recorded daily. The association also participates in NSBA's Federal Relations Network (FRN). One to five board members from each of North Carolina's twelve congressional districts make up the FRN. The national association provides information on federal legislation and national education issues to FRN members for dissemination.

Publications

NCSBA's publications are another service, informing school board members, school administrators, and the public of the conditions and needs of the schools. Our monthly newsletter, *Boardline News*, is provided to board members and superintendents. Our magazine, *Voice*, is published twice a year and is distributed to board members, superintendents, and the public schools in North Carolina. *LRN Connection*, a newsletter devoted to government and legislative issues, is published weekly when the General Assembly is in session and monthly at other times. It is distributed to board members and superintendents. *Insights*, a special publication with detailed legislative information, goes to board chairs, superintendents, and LRN coordinators. Members receive publications without charge.

Courtesy North Carolina School Boards Association



The School Board/School Reporter Conference was designed to initiate dialogue between North Carolina school board members and the reporters who cover their meetings.

Insurance Programs

The North Carolina School Boards Insurance Trust (NCSBIT) provides school districts with risk-management and insurance services. NCSBIT is composed of the workers' compensation trust fund and the errors and omissions/general liability trust fund. School districts may elect to participate in the various NCSBIT programs, for a fee. The fee covers the association's administrative costs in processing claims as well as the cost of insurance to pay liability under any claim. In addition to handling the workers' comp claims of locally paid employees of school boards (covered by payments to the workers' comp trust fund), the association also is the third-party administrator for the claims of state-funded employees of local school boards. Other school district insurance needs such as fleet liability, boiler/machinery, and inland marine are met through policies offered to districts, for a fee.

Other Services

Legal counsel/policy. The association helps local boards of education develop policies, providing an Update Policy Service (UPS) as a member service. This furnishes districts with sample policies on selected topics. More specialized assistance with a policy is available for a fee. Our legal counsel coordinates the work of the Council of School Attorneys and offers legal assistance to local school board members.

Board retreats and superintendent search. Association staff are available to assist local boards in con-

ducting board retreats and superintendent searches. There is no fee for this service.

Curriculum assessment. NCSBA offers a curriculum audit service to local boards of education. This assessment is an in-depth, objective analysis of all operations in a school system that affect the design and implementation of the curriculum. NCSBA contracts with consultants for this service and charges a fee.

Meetings and Events

The state is divided into eight districts for association governance. A *district meeting* is held each September in each of the districts. Board members discuss legislative issues, special topics, and basic boardsmanship.

As mentioned earlier, an *annual conference* is held each November. This three-day conference features guest speakers, clinics, workshops, the delegate assembly, and an awards banquet. The conference is preceded by the *Institute of Government School Board Law Conference*, a special half-day session devoted to legal issues affecting public education and local boards of education.

NCSBA conducts two identical annual *New Board Member Seminars* to help newly elected school board

members understand the scope and responsibilities of being a school board member. These two-day seminars focus on the policy-making and legal responsibilities of boardsmanship. Also discussed are the political, financial, and public relations aspects of school board service.

NCSBA, the Public Schools of North Carolina, and the North Carolina Association of County Commissioners jointly sponsor a *Winter Leadership Conference* each January. This conference is planned for school board chairs, superintendents, county commission chairs, and county managers. The purpose of this meeting is to provide information on education issues and to provide a forum for leaders to discuss initiatives and trends in educational administration and programming.

The association also conducts a *Law Conference for School Administrators and Board Members* each February. This two-day conference is designed to examine currently salient legal issues. Lawyers specializing in education law present topics of special interest to public school administrators. Attendees are encouraged to participate in dialogue with the presenters.

School board members have access to various training programs conducted by the National School Boards Association, such as the NSBA Annual Conference and the Southern Region Conference.

Conclusion

In keeping with its goal of helping school boards to govern more effectively, NCSBA continues to improve and expand the services and leadership it offers to school board members. If Guy Phillips could see the organization he began nearly sixty years ago, he would hardly recognize it. One thing remains constant, however: NCSBA's commitment to empowering local boards of education to provide quality education for North Carolina's public school students. ☐

Contact the association for more information on a specific issue or to order publications.

Mailing address: **311 E. Edenton St., Raleigh, NC 27601**

Phone: **(919) 715-4024**

Fax: **(919) 733-4029**

E-mail: **None at this writing.**

The Office of the Attorney General and the North Carolina Department of Justice

John R. McArthur



The attorney general of North Carolina heads both the Department of Justice and the Office of the Attorney General. The first North Carolina Constitution, written in 1776, included the Office of the Attorney General. The attorney general, therefore, is a constitutional officer elected by the people of North Carolina to a four-year term. The powers and duties of the attorney general are set forth in both the constitution and the General Statutes of North Carolina. The General Assembly created the Department of Justice in the early 1800s as part of a governmentwide reorganization. (See Article III, Section 7, of the North Carolina Constitution and Sections 114-1.1 through -19.5 of the General Statutes.)

The attorney general represents all state departments, agencies, and commissions in court whenever asked to do so by authorized employees of those bodies. He or she renders legal opinions, either formally or informally, on all questions of law submitted by the General Assembly, the governor, or any other public official. She or he consults with and advises judges, district attorneys, magistrates, and municipal and

county attorneys whenever they request such assistance and when permitted under the Rules of Professional Conduct. The attorney general may intervene in proceedings before any courts, regulatory officers, agencies, or bodies, either state or federal, on behalf of the people of the state, and may institute proceedings on behalf of the state, its agencies, or its citizens in any and all matters in the public interest.

The attorney general handles all criminal appeals from the state trial courts but does not have the authority to prosecute specific crimes unless asked to do so by a local district attorney for whom it would be a conflict of interest to argue the case or one who has a case demanding particular expertise or resources. Nor does the attorney general have regulatory or supervisory authority over local district attorneys, local law enforcement, or the courts. The Department of Justice cannot, in most instances, provide legal advice to individuals or private organizations.

The Department of Justice's responsibilities are divided into two main areas: Legal Services and Law Enforcement.

Legal Services

Criminal Division

The Criminal Division handles the criminal matters for which the attorney general is responsible.

The *Special Prosecutions Section* prosecutes or assists in the prosecution of criminal cases on the request of a district attorney, with the approval of the attorney general.

The *Correction Section* represents the Department of Correction by providing legal counsel and representation on matters involving prison regulations, personnel, and statutory interpretation.

The *Crime Control Section* represents the State Highway Patrol and the Department of Crime Control and Public Safety.

The *Federal Habeas Section* represents North Carolina in post-conviction proceedings before the federal courts.

The *Capital Case Section* represents North Carolina in death penalty cases.

The *Appellate Section* supervises and/or prepares criminal briefs and handles oral arguments in appeals of state criminal cases.

The *Medicaid Investigations Section* investigates Medicaid fraud complaints.

The author has been chief counsel to the attorney general since 1993.

Civil Division

The Civil Division handles a large portion of civil claims and litigation involving the state, its officials, and employees.

The *Property Control Section* represents the Department of Administration, the state auditor, the North Carolina Ports Authority, the Railway Commission, the North Carolina Museum of Art, the Building Commission, and other agencies. The section advises on the law of real property (realty), public building construction, and public procurement.

The *Revenue Section* provides legal counsel to the Department of Revenue and representation before state and federal courts. This section also provides tax advice to other state agencies.

The *Labor Section* advises the commissioner of labor and handles cases arising from enforcement of labor laws and occupational safety and health matters.

The *Motor Vehicles Section* furnishes legal assistance to the Division of Motor Vehicles and DMV Enforcement.

The *Highway Section* gives legal advice to the secretary of transportation and represents the Department of Transportation in such matters as condemnation litigation, bids for highway construction, and contracts.

The *Insurance Section* provides legal advice to the commissioner of insurance and represents the Department of Insurance.

Citizens' Rights Division

The *Consumer Protection/Antitrust Section* protects the public from fraud, deception, price fixing, price gouging, restraint of trade, and other unfair and deceptive trade practices. This section may also participate in matters before the North Carolina Utilities Commission.

The *Citizens' Rights Section* assists state and local agencies with particular legal issues facing the citizens of North Carolina including victims' rights, child abuse, elder abuse, hate crimes, domestic violence and family matters, open meetings and public records, as well as certain environmental concerns.

The Safe Neighborhoods Initiative is a program operated by the Citizens' Rights Division, in conjunction with the State Bureau of Investigation (SBI), to help local law enforcement and citizens implement effective community policing and to prevent crime.



Courtesy State Bureau of Investigation
The Department of Justice's Safe Neighborhoods Initiative program sponsors child identification projects to aid community policing efforts.

Administrative Division

The Administrative Division represents a large number of state agencies.

The *State Agency Services Section* is the principal legal adviser to a wide variety of state departments, boards, and commissions, representing them in state and federal litigation and administrative proceedings. The Revisor of Statutes, who performs research and drafting functions for, and provides staff support to, the General Statutes Commission, is part of this section. The revisor also supervises the codification and publication of the General Statutes.

The *Collections Section* provides legal assistance to collect delinquent student loan accounts for state universities and community colleges.

The *Elections Section* is legal counsel to the State Board of Elections.

The *Real Estate Section* represents the Real Estate Commission and advises on complaints and inquiries from the real estate industry and consumers.

The *Tort Claims Section* defends the state and its agencies in workers' compensation cases and in tort claims involving personal injury and property damage.

The *Health and Public Assistance Section* represents all of the state's health agencies and the Low-Level Radioactive Waste Management Authority. This section also represents two divisions of the Department of Human Resources: the Division of Social Services and the Division of Medical Assistance.

The *Human Resources Section* provides legal advice and representation to the Department of Human Resources and its major divisions (except the two repre-

sented by the Health and Public Assistance Section). This section also provides representation to the University of North Carolina Hospitals.

Special Litigation/Education Division

The Special Litigation Division handles complex litigation in which the public has a vital stake. Within this division, the *Education Section* provides representation to the University of North Carolina system, the State Board of Education, the Department of Public Instruction, and the Department of Community Colleges. Staff members also advise local school boards and administrators in the public school system.

Environmental Division

The Environmental Division is made up of the *Air and Natural Resources Section*, the *Water and Land Section*, and the *Groundwater and Solid Waste Section*. The division advises the Department of Health, Environment, and Natural Resources in environmental matters and represents that department and related environmental commissions in civil enforcement actions. The Environmental Division also participates in investigation and prosecution of environmental crimes and civil public nuisance actions.

Law Enforcement

State Bureau of Investigation (SBI)

The SBI assists local law enforcement in the identification of criminals, the scientific analysis of evidence, and the investigation and preparation of evidence to be used in court. The SBI conducts investigations when requested to do so by the attorney general, the governor, sheriffs, police chiefs, district attorneys, or judges. In 1995 the SBI became one of only two statewide law-enforcement agencies in the United States to obtain certification by the Commission on Accreditation of Law Enforcement Agencies.

The SBI is divided into three major areas of operation: Field Investigations, the Crime Laboratory, and the Division of Criminal Information (DCI).

SBI agents apprehend a "suspect" during a training session.

The *Crime Laboratory* maintained by the bureau is one of the most comprehensive crime laboratories in the nation. The lab has highly trained specialists that preserve, evaluate, and analyze criminal forensic evidence. The lab is recognized nationally for its exemplary forensic examinations, analysis, and expert courtroom testimony by members of the Crime Laboratory staff.

The *Division of Criminal Information* was established in order to devise, maintain, and operate a system for receiving, correlating, storing, and disseminating information to support law-enforcement efforts in North Carolina. In addition to maintaining criminal-history record information and criminal statistical information, DCI serves as a statewide telecommunications center. This central computer network operates twenty-four hours a day, seven days a week, linking local, state, and national criminal justice agencies with up-to-the-minute information on crimes and criminals.

Field Investigations is composed of SBI agents who conduct criminal investigations.

Courtesy State Bureau of Investigation



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State Bureau of Investigation (SBI)

Mailing address: **Old Garner Road
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Fax: **(919) 662-4523**

Division of Criminal Investigation

Mailing address: **407 N. Blount St.
Raleigh, NC 27601-1073**

Phone: **(919) 733-3171**
Fax: **(919) 733-8378 or 715-2692**

Consumer Protection

Phone: **(919) 733-7741**

Citizens' Rights

Phone: **(919) 733-4726**

Training and Standards


Phone: **(919) 733-2530**

Training and Standards Division

The *North Carolina Justice Academy* was created in 1974 by an act of the General Assembly. The academy provides professional education and training to members of the criminal justice system. The academy's purpose is to develop and conduct training courses for local criminal-justice agency personnel and to provide the resources and facilities for training courses to various state criminal-justice agencies.

The *Sheriffs' Training Standards Section* administers the programs of the North Carolina Sheriffs' Education and Training Standards Commission. It is responsible for the establishment and enforcement of minimum employment, training, and certification standards for sheriffs' deputies and jail personnel throughout the state.

The *Criminal Justice Standards Section* administers the programs of the Criminal Justice and Training Standards Commission. The division manages seven criminal justice officer certification programs encompassing some 20,000 certified officers, as well as eight other specialty certification programs. The division also administers programs of the Company and Railroad Police Commission.

The *Law Enforcement Liaison Section* represents and provides legal support to the Division of Criminal Information, Criminal Justice Standards Commission, Company Police, and the Sheriff's Standards Commission. 

NCINFO: The Internet and Local Government Applications

Terry Kale



"We shape our tools and they in turn shape us."

—Marshall McLuhan, 1964

A friend of mine tells this story: She came home from work to find her eighth-grade son bent over a piece of paper hard at work. When questioned, her son, John, said, "I'm outlining an essay that we have to write tomorrow in class. The teacher gave us the topic, so I'm trying to organize my thoughts in advance." Sherry spent some time trying to help John think through his ideas, and the next day she asked him how the essay had gone. John said, "OK, but you'll never believe what Scooter did! It was so-o-o cool! He brought his laptop computer into class, wrote his essay on it, and gave the teacher a diskette at the end of the period. It was awesome!" Scooter's teacher was probably impressed, too.

The technologically sophisticated students of today are the local government constituencies of tomorrow that the Institute of Government is preparing to serve through its work on NCINFO. The Internet site, which debuted in January 1995, was developed in conjunction with the North Carolina League of Municipalities and the North Carolina Association of County Commissioners. The story told above is just one illustration of the rapid entry into an Information Age we are all experiencing. A large and growing number of

us now expect to receive information electronically, immediately, and with options for consulting colleagues to determine the pertinence of the information available.

The Internet can be thought of as a huge, diverse library with no universal card catalog to help the user find effectively and efficiently the information for which she is looking. A search on the Web can be focused by using keywords or key phrases in conjunction with search engines to shape and narrow the options for information gathering.

NCINFO provides an orderly route to information of specific interest to local governments. They can locate research surveys from the League of Municipalities and the Association of County Commissioners, find job listings in state and local government, check the status of bills pending in the General Assembly, and obtain a variety of data from state agencies. Users can send and receive messages, research a broad range of topics, transfer data, search library catalogs and indexes, and read and download documents and statistical data, among other possibilities.

The Institute is now providing client-specific home pages through NCINFO. Institute faculty are creating home pages to highlight particular areas of interest to their client groups, such as purchasing and contracting officials or planning and zoning officials. A listserv, also known as a mailing list, provides a statewide forum for local government managers through NCINFO.

The North Carolina Local Government Purchasing home page describes relevant resources such as courses (<http://ncinfo.iog.unc.edu/purchase/courses.htm>) and publications, including recently published and standard reference books, articles, and law bulletins (<http://ncinfo.iog.unc.edu/purchase/pubs.htm>). Users report that the site's greatest asset is the summary of purchasing law; included are current bidding thresholds, answers to commonly asked questions, and construction contracting and school purchasing guidelines. These summaries are updated as new legislation is enacted that affects the purchasing and contracting laws. The Institute faculty members specializing in this area include Frayda Bluestein, Fleming Bell, II, and emeritus faculty member Warren Jake Wicker.

Institute faculty member David Owens shapes the North Carolina Planners home page (<http://ncinfo.iog.unc.edu/planning>) in association with the North Carolina Chapter of the American Planning Association (NCAPA) and the North Carolina Association of Zoning Officials (NCAZO). The page describes courses on planning and land-use regulation, books and

The author is project manager for NCINFO and director of the Institute's Municipal and County Administration courses.

How to Select an Internet Service Provider

Selecting an Internet Service Provider (ISP) differs little from buying a new car, or selecting a long distance carrier for your long distance service from your home telephone. If you plan to drive the vehicle long distances, you may decide not to buy a used car with high mileage. If you'd like to talk regularly with friends in another country, you may conclude that the best long-distance service provider is one with discounted rates for international calls. In other words, similarly, you should look for an ISP that best matches your specific needs. Here are a few selection criteria to guide your exploration.

Quality of Technical Staff

This is *the* most important element to consider when evaluating the ISP. The ability to use the ISP depends upon the quality and reliability of the technical staff. But

how do you evaluate the technical staffing of an organization if you lack technical expertise? Find out the technical staff's turnover rate. This will give you some feeling for the staff's and the ISP management's commitment to keeping the connection operational. The client-to-technical-staff ratio may give you some indication of the response time to expect when (not *if*) the network connection breaks.

Help-Desk Support

Ask about support for those times when you are stuck and can't determine the next best move. Many ISPs have an answering service, which they may call twenty-four-hour coverage although questions are answered only hours or days later. Require the ISP to define its terms so that you have a full understanding of this very important feature.

Business-Cents

Assess the costs and benefits of each ISP (and be sure you are comparing the same components for each provider in this competitive market) and verify that the basic services truly mean the same in each ISP's vocabulary. An ISP's current client may be your best source of information on the quality of help-desk support and continuity of connectivity. Also, you might consider how long the ISP has been in business, how long the current pricing schedule has been in place, and what the plans are for changing the schedule. Is the business stable? Are clients small-scale users or are there major accounts, which can contribute significantly to the ISP's business stability? Does the subscriber number include the number of individuals within the organization or the organization itself? Understand each ISP's terminology.

articles on planning, and briefs on key legal issues such as contract zoning, protest petitions, and spot zoning. NCINFO users may contact the Institute faculty for more specific, detailed exploration of topics.

The North Carolina Planning listserv takes full advantage of its ability to spread information quickly. Consider this example of the Internet's power as a communications tool for local government: When the Legislative Study Committee held a meeting on property issues to discuss annexation, extra-territorial jurisdiction, condemnation, and property rights, Owens used the listserv to provide a same-day summary of the meeting. A local government planning director circulated the summary to his entire staff the same day he received it and drafted some comments for his council to send to their legislator.

Another important asset of NCINFO is the Institute's Legislative Reporting Service's *Daily Summary*, produced each day the General Assembly is in session. The *Daily Summary* for any bill introduced on the floor of the House or the Senate that day includes the

bill number, title, introducer, committee assignment, and the chapter of the General Statutes that the bill amends. The *Daily Bulletin* will be available on a password-protected basis to subscribers for the 1996/1997 long session of the General Assembly.

The assistant county manager in Ashe County, Jennings Gray, recounts this incident: Before an important meeting, the county manager requested details on a bill introduced recently. The manager expected it would take several days, phone calls to Raleigh, and considerable research to learn enough about the bill to make the impending meeting worthwhile. Using NCINFO, however, produced current information within minutes of the request, and it was faxed to the manager's office. By such means, the Internet allows local governments to participate in a far broader community.

The Institute of Government's plans include using NCINFO to allow individuals to place orders for Institute publications over the Internet, register for Institute classes, and contact Institute faculty via e-mail. ☐

Questions I Am Frequently Asked: What Form of Oath Should a Public Officer Take?

Joseph S. Ferrell

Article VI, Section 7, of the North Carolina Constitution prescribes the oath of office that all public officers must take, but Chapter II of the General Statutes prescribes oaths that often differ from the wording contained in the constitution, depending on the office. Also, other parts of the General Statutes prescribe special oaths for certain officers, such as tax assessors and collectors. In case of conflict between the constitutional oath and a statutory oath, which one should a public officer take?

Every public officer should take the oath of office in the exact words prescribed by the North Carolina Constitution. No harm is done by adding to the oath the appropriate language prescribed by statute.

The reasons for this confusing situation are rooted in the Reconstruction era. After the end of the Civil War, almost all the Southern states, including North Carolina, willingly and promptly ratified the Thirteenth Amendment to the United States Constitution, which abolished slavery. However, the former slave-holding states, including those that had remained loyal to the Union, were unwilling to extend to Blacks the same civil rights enjoyed by other citizens. They were joined in this view by several states that had abolished sla-

very long before the war. The dispute was brought to a head by the enactment in 1865-66 of so-called Black Codes in many of the former Confederate states. These codes singled out Blacks for unequal treatment before the law in areas such as contract rights and the right to travel.

Congress responded with the first Civil Rights Act, a series of laws known as the Reconstruction Acts, and the Fourteenth Amendment. The constitutional amendment had three objectives: (1) to abrogate the Black Codes and to remove any doubt about the constitutionality of the Civil Rights Act; (2) to reduce a state's congressional representation in proportion to the number of male citizens (other than "Indians not taxed"); and (3) to disenfranchise former Confederate office-holders except those pardoned individually by a two-thirds vote of both houses of Congress.

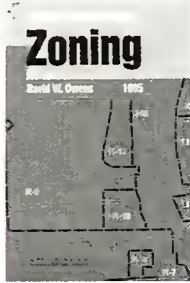
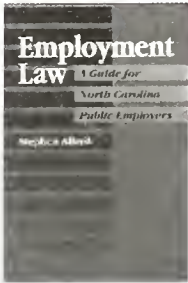
When the North Carolina Constitutional Convention of 1868 convened, the controversy over the Fourteenth Amendment and the Reconstruction Acts was at its height. In addition to rejecting the public policy underlying the Reconstruction Acts, many former Confederates argued that the Fourteenth Amendment itself had been unlawfully submitted to the states for ratification because at the time, only Tennessee among the former Confederate states was represented in Congress. This controversy found its focus in the wording of the oath that would be required of persons elected or ap-

pointed to public office. The Republican delegates were divided into two camps. One group wanted an oath that would permanently disenfranchise former Confederate office-holders without recourse. A more moderate group advocated an oath that would simply require office-holders to swear to support the Constitution "and laws" of the United States, the latter phrase being understood to include the Fourteenth Amendment and the Reconstruction Acts. The conservative delegates preferred the 1781 statutory oath, which called for office-holders to promise to uphold the Constitution of the United States but said nothing about federal laws. The moderate Republican view prevailed, and the present constitutional oath of office was placed in the North Carolina Constitution of 1868. It has not been changed since then.

Controversy about the constitutionality of the Reconstruction Acts continued for many years. One focus of the controversy was the constitutional oath of office because of its mention of support for federal laws. After the end of Reconstruction, many persons elected and appointed to public office in North Carolina simply ignored the constitutional oath and took only the 1781 form prescribed in the statutes. Eventually the practice arose of fusing the two forms of oaths into a long form that is found neither in the Constitution nor in the statutes. Chief justices still observe this practice in swearing in the governor, members of the Council of State, and members of the General Assembly. The origins of the practice have long been forgotten, and no one today would say that the use of this form of oath implies lingering doubts about the constitutionality of the Reconstruction Acts. Nevertheless, any public officer who is a student of the Reconstruction era might be a little uncomfortable at taking anything more than the oath prescribed by the state constitution. ☐

The author is an Institute of Government faculty member who specializes in local government law, local taxation, and state constitutional law.

**Selected Local Government
Reference Materials**
published by the
Institute of Government



**Employment Law: A Guide for
North Carolina Public Employers**

Second edition, 1995

Stephen Allred

419 pages; ISBN 1-56011-249-2

This clearly written resource offers guidance to public employers and employees in North Carolina on the law governing the employment relationship. Primarily intended as an explanation of the law and not as a policy guide, this book nonetheless contains occasional suggestions for policy considerations in various chapters, and sample personnel policies are included as appendixes. This edition also includes expanded sections on the Americans with Disabilities Act, the Family and Medical Leave Act, and the North Carolina Workers' Compensation Act.

Introduction to Zoning

1995

David W. Owens

120 pages; ISBN 1-56011-275-1

This book introduces zoning law for citizen board members and the interested public. Each chapter deals with a distinct aspect of zoning, such as where a city can apply its ordinance, the process that must be followed in rezoning property, or how an ordinance is enforced. Although intended as a solid introduction for citizens new to these issues, this book will also be a helpful refresher for those who have been at the zoning business for some time.

For ordering information, telephone
(919) 966-4119.

**Questions I Am Frequently Asked:
May We Fill a Vacancy Before It Occurs
(and May a Board Member Participate in
Filling His or Her Own Vacancy)?**

David M. Lawrence

Sometimes local government officials or members of local government boards resign with the understanding that the resignation will take effect at some future date. The question then often arises: May the official or board with power to fill the vacancy do so before the vacancy actually occurs? And, if the vacancy is within the membership of the appointing board itself, may the board member who is resigning participate in filling her or his own vacancy? Although this set of questions is not directly answered by statute in North Carolina and has not been litigated in this state, the answer to both questions appears to be yes. The chain of reasoning is as follows:

First, a member of a local government board clearly may resign effective some date in the future.¹ Once the resignation is accepted, it may not be withdrawn, but it takes effect upon its own terms.

Second, the case law nationally is clear that when an appointing board or official knows of a vacancy that will occur at a specific future date, the board or official may appoint someone to fill the vacancy before that future date. Numerous cases support this rule; two will illustrate it. In *Board of Education v.*

Nevels,² the school board, acting in December 1975, reappointed the superintendent for a term to begin the succeeding July. A new board took office in January 1977 and sought to have the reappointment invalidated. The Kentucky court upheld the reappointment, writing that "[i]t has long been the rule in Kentucky that there can be a valid appointment to an office in advance of the time the vacancy actually occurs. Prospective appointments to office are generally deemed to be valid."³ In *State ex rel. Oklahoma Tax Commission v. Mourer*,⁴ the state tax commission made its appointment to a county board of equalization on December 13, for a term beginning the upcoming January 1. The enabling statute also called for appointments to the board of equalization by the board of county commissioners but prohibited the tax commission and the county commissioners from appointing persons residing in the same commissioners' district. On January 2 the county commissioners purported to make their appointment to the board of equalization but appointed a person who resided in the same commissioners' district as the tax commission appointee. When the tax commission sued to uphold their appointment, the Oklahoma court ruled in favor of the earlier appointment: a board may make an appointment before a vacancy actually

The author is an Institute of Government faculty member whose specialties include public records and local government law.

occurs. Therefore, the tax commission appointment was valid, and, having been first, the tax commission appointment had precedence.⁵ I have found no cases disagreeing with this basic rule, and therefore I expect the North Carolina courts would adopt it as well, should they face the question. The rule, after all, does make sense: it allows an appointing official or board, knowing of an impending vacancy, to make sure there is no interruption in the performance of the duties associated with the office or position in question.

There is one important exception to this general rule, one that would probably be accepted in North Carolina along with the rule. When the vacancy will not become effective until after the conclusion of the terms of some or all of the members of the appointing body, the vacancy may not be filled by the current members of the appointing body. For example, in *State ex rel. Norman v. Viebranz*,⁶ a school board appointed one of its members (Marcial) to a regional vocational education board as the school board's *ex officio* representative on that regional board. Marcial was then defeated for reelection, which also cost him his seat on the regional board. In anticipation of Marcial's leaving the regional board, the remaining members of the school board appointed another school board member, Norman, to the seat on the regional board. Shortly thereafter, the new members of the school board qualified for office, and they appointed Viebranz to the same seat on the regional board. In a suit between Norman and Viebranz, the Ohio Supreme Court held that it was the new school board, rather than the retiring board, that was empowered to make the appointment.⁷

Third, until the effective date of the resignation, a resigning board member remains a full member of his or her board, as entitled (or required) to participate in board matters as any other

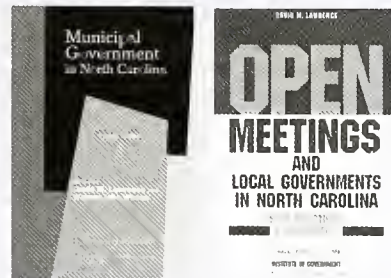
member.⁸ When a board is filling a vacancy in its own membership, as county commissioners and city councils are authorized to, and therefore the person resigning is resigning as a member of that board, he or she still remains a member of the appointing board until the resignation becomes effective. The North Carolina statutes impose a duty on the members of city councils and boards of county commissioners to vote on all matters that come before the board, unless excused as permitted by statute.⁹ The statutes limit the reasons that justify such an excuse, and those reasons are inapplicable to filling one's own vacancy.¹⁰ Therefore, if the board acts to fill the vacancy in its own membership before the vacancy in fact occurs, the resigning member not only may, but must, vote on the issue.

In conclusion, then, when it becomes settled that a vacancy in an office will occur at some date in the future, the official or board with authority to fill the vacancy may do so before the vacancy in fact occurs; the only exception to this rule occurs when the vacancy will not become effective until after the end of the term of the appointing official or of the terms of some or all of the members of the appointing board. In addition, if the board is filling such a future vacancy among its own membership, the member whose resignation is causing the vacancy may participate in filling it.

Notes

1. See *In re Peoples*, 296 N.C. 109, 250 S.E.2d 890 (1978), in which a district court judge had resigned with a future effective date and the court clearly assumed such a resignation was possible and proper.
2. *Board of Educ. v. Nevels*, 551 S.W.2d 15 (Ky. Ct. App. 1977).
3. *Nevels*, 551 S.W.2d at 18.
4. *State ex rel. Oklahoma Tax Comm'n*, 596 P.2d 882 (Ok. 1979).
5. Another relatively recent case accepting this general rule is *Morrison v. Michael*, 159 Cal. Rptr. 568 (Cal. Ct. App. 1979), in which the court upheld a pros-

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Municipal Government in North Carolina

Second edition, 1996

Edited by David M. Lawrence and Warren Jake Wicker

770 pages; ISBN 1-56011-248-4 (Paperback); ISBN 1-56011-280-8 (Hardback)

This comprehensive introduction to North Carolina city government describes how cities are established and organized; what their powers, functions, and financial resources are; and how they operate in North Carolina.

Open Meetings and Local Governments in North Carolina: Some Questions and Answers

Fourth edition, 1994

David M. Lawrence

55 pages; ISBN 1-56011-231-X

In 1994 the North Carolina General Assembly enacted a significant set of amendments to the open-meetings law. This edition reflects those most recent amendments, which modified the definition of public body and completely revised the section of the law allowing closed sessions. Discussing the statute through a series of questions and answers, this book is a must-have for members of local governing boards, local government administrators, reporters, and others who deal on a recurring basis with the state's open-meetings statute.

For ordering information, telephone (919) 966-4119.

pective judicial appointment by the state's governor.

6. 453 N.E.2d 1176 (Ohio 1985).

7. Other cases that support this exception to the general rule include *Mullinax v. Garrison*, 373 S.E.2d 471 (S.C. 1988) (A county's legislative delegation was authorized to appoint members of state board of education and current members sought to fill vacancy that would occur succeeding January 1, even though their own terms expired November 13. The court holds that they could not make the appointment, because their own terms ended before the vacancy was to occur.); *Hansen v. Town of Highland*, 147 N.E.2d 221 (Ind. 1958) (An

outgoing city council appointed the initial members of a new board, a few weeks before a new city council took office. The court states the general rule and the exception but decides the exception does not apply because the enabling statute required the outgoing council to establish the board before the new council took office.).

8. See *In re Peoples*, note 1 above, in which the court wrote that "[w]hen a resignation specifies the time at which it will take effect, the resignation is not complete until that date arrives. Thus, Respondent [who had resigned on January 10, to take effect on February 1] remained a District Court Judge until 1 February 1978, *exercis-*

ing all the powers of that office" (emphasis added) 296 N.C. at 145, 250 S.E.2d at 911.

9. N.C. Gen. Stat. § 153A-44, for counties; N.C. Gen. Stat. § 160A-75, for cities. School boards also fill their own vacancies, but there is no comparable statutory requirement that school board members vote on all matters coming before the board; therefore, a school board could probably provide by rule for when board members may be excused.

10. The two statutes permit a board member to be excused from voting only if the matter involves the board member's personal financial interests or the board member's official conduct. ☐

Book Review

An Introduction to Imaging Systems

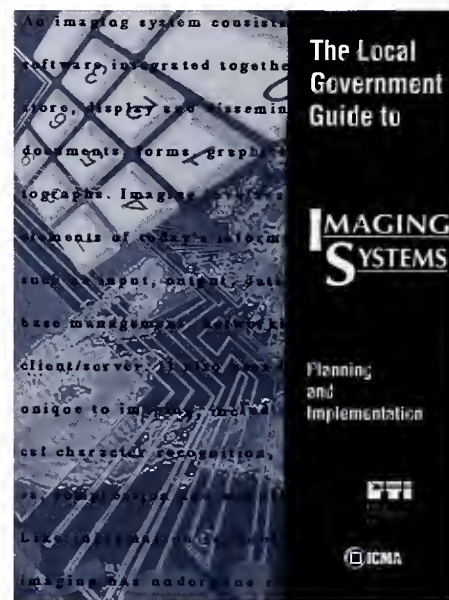
The Local Government Guide to Imaging Systems: Planning and Implementation, by Todd Newcombe. International City/County Management Association [telephone (202) 289-4262; fax (202) 962-3500], 1995. 112 pages. \$35 for local governments and nonprofit organizations, \$70 for all others.

William A. Campbell

The imaging systems discussed in this book are systems in which paper documents are scanned to optical disks and retrieved by computer technology. Imaging systems have many advantages over traditional methods of processing and storing records. First, they save space. In place of file cabinets and record books, optical disks are stored in "jukeboxes" that retrieve the optical platters in much the same way that the machine with colored lights at your favorite café is able to retrieve and play "Heartbreak Hotel," only faster. A single optical disk can hold 40,000 to 100,000 pages of 5½ by 11-inch documents, and a jukebox can

store and retrieve as many as 200 disks. Second, using a computer network several different government agencies or officials can obtain simultaneous access to the same record. Third, access to the record can be obtained from a remote location by anyone with a PC and a modem. Several years ago in Charlotte, in what at that time was a gee-whiz demonstration, I watched as records from Middlesex County, Massachusetts, were brought up on a computer screen and then faxed to Charlotte. Among the North Carolina local governments in which imaging systems are already in use are the offices of registers of deeds in Cumberland, Harnett, and Orange counties.

This book is a good introduction to imaging systems, with chapters on both the management and technical aspects of such systems. I found the technical discussions more interesting and easier to follow than the management parts, largely, I think, because Newcombe is a disciple of the "reengineering government" movement. I find the meaning of such statements as "organize around the outcome not the tasks" and "integrate information processing with information production" hard to grasp,




but I acknowledge that to those in the movement they may be as understandable as "pass the salt." Newcombe makes the important point in his management chapter, though, that much thought must go into planning for change. That is, a government department that intends to implement an imaging system must spend as much time and effort on planning for the changes in work assignments and work flow that imaging will bring as it does on selecting the imaging equipment and soft-

ware. This is so because imaging is more than just a better way to store records; it radically changes the way those records are used and greatly enhances their accessibility.

One of the important technical issues discussed is computer storage requirements. Imaging systems require lots of computer capacity. A 400-word letter keyed into a computer occupies approximately three kilobytes (K) of computer storage. An identical letter scanned by a typical scanner, however, requires approximately 500K of storage. Compression technology can reduce these requirements somewhat, but local governments must be aware that imaging places substantial demands on computer capacity. Another issue of concern to registers of deeds and other custodians of records that must be preserved permanently is the useful life of data stored on optical disks. Newcombe says it is at least ten years and up to thirty years under ideal temperature and humidity conditions. He may be right, but other experts in this

field to whom I have put the question say that in fact nobody really knows what the useful life of this medium is because we have no long-term experience under conditions of actual use. An equally troubling question that Newcombe raises is whether thirty to fifty years from now technology will exist that is capable of reading data stored on a disk today. There are methods for dealing with these concerns, such as the use of computer output microfilm, and Newcombe discusses them.

Useful information included in the appendixes are a strategic plan for imaging from Hennepin County, Minnesota; standards and procedures for electronic records from the Texas Administrative Code; and a glossary of terms commonly used in imaging technology.

This book provides a good introduction to the technology and the management issues to be faced by city and county managers and department heads who are giving serious consideration to the purchase of an imaging system. 

At the Institute

Schwarz and Koeze Leave Institute for Private Sector

Two Institute faculty members have resigned to pursue full-time careers in private business. Roger M. Schwarz, associate professor of public management and government, and Jeffrey S. Koeze, associate professor of public law and government, left the Institute this summer.

Schwarz joined the Institute as a full-time faculty member in March 1987, specializing in organizational psychology, organizational change, public management, and public administra-

tion. He created a guiding framework for the Institute's management faculty and challenged the Institute to think about the values and beliefs that guide its work.

"He applied a single-minded focus on what he believed to be the most important issues in management and in living," said Richard R. McMahon, a member of the Institute's management faculty. "In so doing, he inspired others to seriously challenge their long-held paradigms about the world."

"I learned a great deal while at the Institute, both from my clients and my colleagues," Schwarz said, "and I continue to be interested in helping both

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State and Local Government Relations in North Carolina: Their Evolution and Current Status

Second edition, 1995

Edited by Charles D. Liner

251 pages; ISBN 1-56011-244-1

This reference book is designed to help public officials and others understand the state's system of government, the complex relationships that exist between the state government and units of local government, and current issues involving state and local government relations. Those who want to understand how North Carolina administers and finances its vast network of services will find this book especially useful.

Forthcoming Publications from the Institute of Government

Ethics, Conflicts, and Offices: A Guide for Local Officials

A. Fleming Bell, II

ISBN 1-56011-287-5 (Paperback); ISBN

1-56011-292-1 (Hardback)

Public Records Law for North Carolina Local Governments

Forthcoming, winter 1996-1997

David M. Lawrence

ISBN 1-56011-299-9

For ordering information, telephone (919) 966-4119.

local and state government in North Carolina increase their effectiveness."

Although Schwarz is now a full-time organizational consultant based in Chapel Hill, with private-sector clients such as Rockwell International and Arthur Anderson & Co., he will continue working at the Institute as an adjunct associate professor. He will take the lead in teaching the Group Facilitation and Consultation Workshop, co-facilitate several retreats or meetings, and he will serve as consultant on issues related to management course curriculum.

"Roger has moved the Institute forward in thinking about how to meet the management needs of the public officials in ways that are meaningful and enduring," said Michael R. Smith, the Institute's director. "I am very pleased that he will continue working as a colleague."

Koeze joined the faculty in September 1957, specializing in health law. "Jeff has worked in the classic tradition of Albert Coates, who believed that a good lawyer could accomplish just about anything," observed Smith. "Jeff has helped public health officials think about their many challenges, and he has never felt constrained to operate narrowly only as a lawyer. Along with the law, he learned about public finance and organizational issues because it made him more useful."

Koeze joined family in Grand Rapids, Michigan, to become executive vice president and general counsel for Koeze Company, a thirty-five-employee nut and candy producer based in Wyoming, Michigan.

"I'll be doing a little bit of everything, plus legal work," Koeze said of his new job in the \$5 million company. "My role at the Institute was helping people in state and local government do their jobs more effectively. This is a good mix for a smaller, nonhierarchical company where my role will be to

help everyone there do their jobs as well as possible."

"Jeff is a creative and inquisitive person who thrives on new challenges," noted Smith. "His colleagues will miss him and we wish him good luck in his new career."

—Jennifer Hobbs

Three Institute Faculty Members Take UNC Posts

Three Institute professors of public law and government will hold important posts at The University of North Carolina at Chapel Hill. Joseph S. Ferrell was elected to a five-year term as secretary of the faculty beginning July 1. Ferrell will administer the office of Faculty Governance and serve on several university committees, including the Chancellor's Advisory Committee, the Executive Committee of the Faculty Council, and the Honorary Degrees and Special Awards Committee. Ferrell said one of the most rewarding parts of the job will be helping to choose recipients of honorary degrees and other special awards. "These are people who have made a significant contribution to the university, community, state, and the world," he said.

Janet Mason was elected chair of the nine-member Chancellor's Advisory Committee for a one-year term that began in June. The committee reviews personnel actions involving faculty tenure and promotion, advises the chancellor, and nominates candidates for top faculty governance positions, including chair of the faculty. Mason said one of the privileges of serving would be the opportunity to "consider and maybe have an impact on univer-

sity issues that are larger than the Institute and my individual work, but important for both."

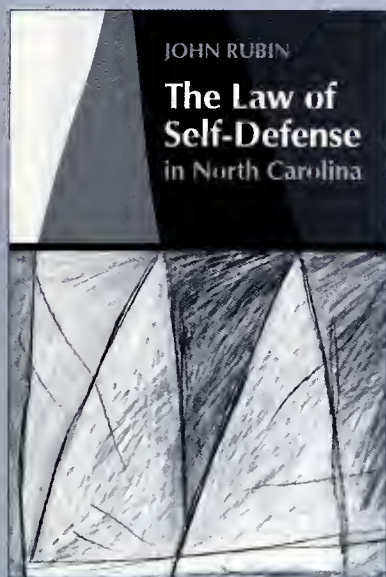
Jane Brown, professor of journalism and mass communication and chair of the faculty, said she was very pleased to have Ferrell working with her in her final year as chair and that as an ex-officio member of the Chancellor's Advisory Committee, "I've already seen what a fine job Janet Mason has done." She added, "Both of these positions include opportunities to connect the chancellor and faculty to the state of North Carolina."

Laurie L. Mesibov has been selected as interim associate vice provost for academic affairs for the academic year 1996-97, beginning September 1. Mesibov will split her time between the Institute and the Office of the Provost. She will be responsible for working with twelve units on campus, including the Morehead Planetarium, the Ackland Art Museum, the North Carolina Botanical Garden, the Division of Continuing Education, the Sonja Haynes Stone Black Cultural Center, and the Center for Teaching and Learning. She will represent the Office of the Provost on some campus committees and work on special projects as they arise.

"We are thrilled to have Laurie join us," said Larry Gilbert, associate provost for academic affairs. "I worked with Laurie when she served on the search committee for the dean of the School of Education and was impressed by her hard work and ability to get along with people. The provost [Richard Richardson], Laurie, and I will be working very closely in administering the Division of Academic Affairs." He added that Mesibov's legal background will be a plus for the job. "She'll learn everything quickly and will be a very positive contributing member."

—Jennifer Hobbs

Off the Press



The Law of Self-Defense in North Carolina

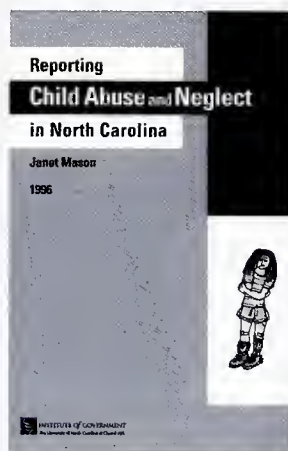
1996

John Rubin

\$18.00*

In addition to explaining the rules governing the use of defensive force, this text includes extensive citations to relevant North Carolina case law and discusses issues that commonly arise in the trial of self-defense cases, including evidentiary issues, burdens of proof, and jury instructions.

Orders and inquiries should be sent to the Publications Office, Institute of Government, CB# 3330 Knapp Building, UNC-CH, Chapel Hill, NC 27599-3330. Please include a check or purchase order for the amount of the order plus 6 percent sales tax. A complete publications catalog is available from the Publications Office on request. For a copy, call (919) 966-4119.



Reporting Child Abuse and Neglect in North Carolina

September 1996

Janet Mason

\$8.00*

This new release explains the North Carolina law requiring all citizens to report cases of suspected child abuse, neglect, and dependency and also provides a thorough description of the state's child protective services system.

Arrest Warrant and Indictment Forms

Fourth edition, 1996

Edited by Robert L. Farb

\$35.00*

Designed for law enforcement officers and others who assist magistrates in preparing arrest warrants and other criminal processes, this document package provides standard legal language for charging individual offenses, instructions on how to allege specific factual information, the punishment of each offense, and more.

Trying Summary Ejectment and Other Landlord-Tenant Actions

Special Series No. 14

June 1996

Joan G. Brannon

\$15.00*

Although this monograph is intended to explain summary ejectment law to magistrates who must decide the cases, it will also serve as a useful and informative reference for landlords, tenants, realtors, and other interested parties. Topics covered include tenant's rights and remedies, the Fair Housing Act, landlord and tenant duties and obligations under the Residential Rental Agreements Act, and other relevant topics.

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. . . and at the same time
to preserve the form and spirit of
popular government . . .

—James Madison
The Federalist, No. 10

