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VOL. XV, NO. 1 WILKES COLLEGE, WILKES

MUNICIPAL OFFICIALS

The bi-monthly meeting of municipal officials will be held on Monday, January 17, 1967, at 6:30 P.M. The topic for this meeting will be the Wyoming Valley Sanitary Authority. This meeting is primarily for councilmen, commissioners and supervisors to be abreast of the activities of the Wyoming Valley Sanitary Authority. It will also be the annual Reorganizational Meeting of the municipal officials should be interested in the activities of Wyoming Valley.

ADP

In the accounting field the rush to automation has perhaps accelerated during 1965. A survey of the use of tabulating and computer equipment in municipal government units over 50,000 population has been completed under this population level with increasing use of automation in larger governmental units that had such equipment. This use is expected to further applications.

EMPLOYEE TRAINING

The Institute of Municipal Government has been established to accept responsibility for establishing a program of continuing post-entry professional development for municipal officials of responsible local government. Traditional methods of training have been revolutionized by new technology. The character of American society. Skilled and professional personnel where 10 years ago neither the skill nor the quantity of entry training for municipal personnel is

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The Luzerne County News-letter

VOL. XV, NO. 1 WILKES COLLEGE, WILKES-BARRE, PA., JANUARY 15, 1966

MUNICIPAL OFFICIALS MEETING

The bi-monthly meeting of municipal officials of Luzerne County will be held on Monday, January 17, 1966 starting with a dinner at 6:30 P. M. The topic for this meeting will be a Progress Report of the Wyoming Valley Sanitary Authority. This meeting is designed primarily for councilmen, commissioners and supervisors so that they can keep abreast of the activities of the Wyoming Valley Sanitary Authority. This will also be the annual Reorganizational Meeting of the Authority. All municipal officials should be interested in this project vital to the growth of Wyoming Valley.

ADP

In the accounting field the rush to computers continued apace and perhaps accelerated during 1965. A survey of Automatic Data Processing made by the Municipal Finance Officers Association indicated that the use of tabulating and computer equipment is already widespread for governmental units over 50,000 population and was being adopted by those under this population level with increasing frequency. Further, the larger governmental units that had such equipment earlier were extending its use to further applications.

EMPLOYEE TRAINING PROGRAMS

The Institute of Municipal Government challenges municipal officials to accept responsibility for establishing, supporting, and maintaining post-entry professional development programs as an integral part of responsible local government. Traditional functions of local government have been revolutionized by new technology and the changing character of American society. Skilled and professional personnel are needed where 10 years ago neither the skill nor the profession existed. Post-entry training for municipal personnel is indispensable to top employee

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performance. The requisite knowledge, skills, and attitudes for optimum job performance stem from well-organized training programs. There is a serious shortage of people capable of filling the many administrative, professional, and technical positions that have rapidly been developing in local government.

A greatly expanded post-entry professional educational program is required if local government nonelective officials are to be prepared to solve the complex problems of our urban society. Employees now occupying second- and third-line positions in cities must be prepared to assume new and greater responsibilities so that they can develop and be prepared for top-level administrative positions. Top administrative, professional, and technical personnel need to be aware of future city problems and the skills needed to meet these problems. Another area for emphasis is to keep top administrative employees informed of the new and constantly changing technology that can be utilized to improve local government.

Concrete steps that local governments can take to improve the competency of local officials are: (1) establishing municipal-sponsored training programs beyond the immediate job needs of employees; (2) providing released time for employees to attend college on a part-time or full-time basis; (3) paying all or part of the tuition for employees taking professional educational courses; (4) encouraging attendance at conferences, institutes, and short training programs and providing funds for such attendance; (5) developing career patterns for those entering the local government service, and (6) providing appropriate training tools and techniques, such as on-the-job seminars, correspondence courses, counseling, orientation training, qualified instructors, sufficient financing, and administrative regulations to encourage participation.

PUBLIC RELATIONS

Public relations is not the art of getting favorable publicity. It is the art of understanding the public. Municipal public relations consists of every contact that any municipal official has with anybody, anywhere, at any time. If the public understands the aims of township government enduring community progress will result. To apply the many techniques of public relations one must be skillful enough to anticipate the potential barriers of ignorance, misunderstanding, and prejudice, and do something about them so that they won't be thrown across the path of municipal progress.

Any drastic change in public policy should first be publicized while the matter is still in the discussion stage. Ordinances that change

sewer rentals or a change from a tax supported garbage collection system to a special fee system is certain to bring forth strong opposition. The public will support a program if it has been given factual presentation in a language that the people understand.

The challenge of constructive news rests in a year round program of public understanding, not just before election time, nor in periods of emergency patch work. Year round public understanding is achieved by seeking media of information that can serve, getting to know the news operation, its personnel, requirements, and deadlines, maintaining contact with the news media on a sustaining basis.

The uninviting fine print of a newly adopted ordinance will be shunned by the general public. Publishing requests for bids, legal notices of zoning hearings, or condemnation of property, or auditors' reports are completely ignored by the average citizen. The purchase of a new truck, recognition accorded to a township official, even the paving of a stretch of road can be made interesting news.

A group of residents may attend a meeting of local officials to make a request or to present a petition. The request or petition might concern a trivial nuisance in the town or township or possibly a major improvement. The usual procedure for local officials to follow would be to inform the group of citizens that the officials will take the matter under study. They must not give the impression that the matter is being pigeon-holed. The request should be noted in the minutes for future reference. After a complete and thorough study has been made of the matter, it should be discussed openly, and followed with a prompt reply to the group who made the protest or filed the petition.

A contributing factor to the people not appreciating the work of the supervisors is that the people are not informed about the work. It is a very important part of the program of the supervisors to maintain good public relations with their citizens and taxpayers. People must be kept informed. When you try to exclude people, they naturally become suspicious. On the other hand, the public will support a program if it has been given a factual story in a language they can understand. The people of a community need to know the local official as an individual with a deep interest in his community. When people are not informed, a chain reaction forms starting with a lack of acquaintance, then to doubt, to envy and mistrust, and maybe to hate. Certainly, it ends with destruction of confidence. Officials who can never be reached or from whom you never can get an answer can not be respected.

Boards and commissions offer a means by which citizens may participate in local affairs. Citizen boards and commissions can be a

help or a hindrance to local government. Such bodies have several advantages: (1) they do study complex problems which local officials do not have the time to study; (2) they are an effective way to sell a program such as planning and zoning; and (3) they can advise of the wisdom of ordinances. They do fail in their purpose when (1) they give no assistance in implementing their recommendations; (2) they do not properly train themselves on the problems at hand; (3) they fail to cooperate with the local officials; and (4) they do not maintain a public relations program regarding their work.

The value of a public relations program is even more valuable for planning commissions and zoning boards than for civil service commissions and the like. At all times throughout the process of planning, the interest and participation of the public must be sought by the technicians developing the master plan. Because of the board functions of the planning commission, it needs the combined judgment of informed and civic-minded citizens. Any successful program seeks far greater participation of the public than the minimum called for by legal procedures. This last axiom is just as important for township supervisors, borough councilmen, township commissioners, school directors, city officials, as it is for appointed officials such as police departments, planning commissions, and sanitary boards.

THOUGHTS FOR TODAY

There is no point in advising people these days to live dangerously. Everybody has a car and can't possibly do otherwise.

The way we understand it, ulcers are something you get from mountain climbing over molehills.

Into every weatherman's life a little rain must fall that he didn't predict.

PUBLICATION

This News-letter, published monthly as a community service, originated in the Institute of Municipal Government of Wilkes College. Notes and inquiries may be addressed to Dr. Hugo V. Mailey, Institute of Municipal Government, Wilkes College, Wilkes-Barre, Pennsylvania.

WILKES COLLEGE

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The Luzerne County News-letter

VOL. XV, NO. 2 WILKES COLLEGE, WILKES-BARRE, PA., FEBRUARY 15, 1966

BIMONTHLY MUNICIPAL OFFICIALS DINNER

On March 16, 1966 the bimonthly meeting of municipal officials will be held at the Wilkes College Commons. The speaker for the evening will be David B. Collier, Acting Chief, Civil Defense of Montgomery County, Maryland. The topic for the evening will be communication center design. This is a follow-up to the municipal officials meeting held last November when comprehensive communications was discussed. This meeting should be of great interest to all people concerned with the establishment of an emergency communications system for Wyoming Valley and for Luzerne County. Mark this date on your calendar.

LAW ENFORCEMENT ASSISTANCE ACT OF 1965

Federal seed money to develop new approaches in law enforcement, new techniques for police training and new ideas in the field of correction was provided by Congress in the Law Enforcement Assistance Act of 1965. An initial appropriation of \$7 million has been made.

When he signed the Act last September, President Johnson said: "For years, we have provided Federal assistance in the fields of housing, employment, mental health, education, transportation, and welfare. Because the anchor of society must be an abiding respect for law and order, it is appropriate that the Federal Government provide material aid to resist crime and promote the rule of law on the local level.

We are not dealing here in subsidies. The basic responsibility for dealing with local crime and criminals is, must be, and remains local. But the Federal Government can provide an infusion of ideas and support for research, for experiments, and for new programs.

The policeman is the frontline soldier in our war against crime. He bears a burden which increases each day. We must give him modern training, organization, and equipment if he is to succeed in saving our

cities from the malignancy of crime. This is a major objective of the Law Enforcement Assistance Act. "

Responsibility for administration of the Act was vested in the United States Department of Justice, and an office of Law Enforcement Assistance has been established in the Department. The new agency has recently issued interim guidelines for local government units and others seeking information about possible grants. Although the procedure for making grants has not yet been fully developed, preliminary proposals for projects will be considered by the Department of Justice at this time and application forms are available.

As the President indicated, the key to the Law Enforcement Assistance Program is innovation and experimentation--a search for new ways to deal with old problems. Funds will not be furnished simply to beef up police personnel and equipment or to help pay training costs. Furthermore, applicants for grants will have to make local contributions of cash or services similar to other federal assistance programs.

The Justice Department guidelines emphasize that the Law Enforcement Assistance Program is in no way intended to change the basic responsibility of State and local governments' law enforcement.

The prime objective of the program, according to the Department of Justice, is to make a direct and, if possible, immediate "contribution to the control of crime and the capabilities of our crime-fighting institutions." While the value of long-range research is recognized, the emphasis is on "immediate and concrete steps to develop solutions, produce change, and launch experiments." For that reason, projects of relatively short duration, to be completed within one or two years, will be encouraged.

The demonstration projects the Department of Justice hopes to generate will be designed to improve personnel through more effective training and better selection procedures, and to improve the "capabilities" of law enforcement agencies to do their job. Each project must have more than a "local impact." It should offer a "product, model, or demonstration of national, regional or other significance."

The Law Enforcement Assistance Program contemplates help not only for the work of conventional police agencies but also for agencies dealing with the administration of criminal justice and the correction and rehabilitation of prisoners.

A sampling of the types of projects suggested in the Department of Justice guideline includes: (1) Development of special programs for,

or means of coping with, particular kinds of offenses. (2) Improvement in interagency collaboration. (3) Utilization of advanced technological knowledge. (4) Programs for dealing with violent crime and citizen safety.

Eligibility for grants extends to public or private non-profit agencies or institutions. State and local units of government, police departments, prisons, educational institutions, professional associations and research organizations are all within the eligible group. Co-sponsorship of projects by public agencies is recommended by the Department of Justice.

The potential value of the Law Enforcement Assistance Program is beyond measure. The Federal Government has poured vast sums of money into medical and social research programs designed to eradicate disease and alleviate social ills. Virtually for the first time a similar effort is being made in the drive to control crime. American ingenuity, imagination and resourcefulness are being put to the test in finding ways to deal with a problem currently in the national spotlight.

WHO BENEFITS MOST FROM ASSESSMENT EQUALIZATION?

The Property Owner Benefits. . . through the assurance that his own property assessment has been equalized with other valuations in the community. In the course of a Tax Equalization Program, each parcel of property is inspected, classified and appraised at realistic fair market value utilizing modern mass appraisal techniques. An equalized tax roll will be assured by applying a uniform percentage to all appraised values.

The Assessor Benefits. . . through a demonstration of his earnest desire that each taxpayer pay no more than his pro rata share of local government costs. The willingness of the assessor to take the bold step of property reappraisal to develop an equitable tax roll is invariably regarded favorably by the citizens of the community.

Local Government Benefits. . . through the development of a more healthful tax climate in the community. Admittedly, a revaluation of property may not produce an immediate increase in tax revenue. However, once true equalization of valuations has been accomplished, the voters will be more inclined to look favorably upon requests for additional tax levies by city, county and township governments.

The School System Benefits. . . through the assurance that the steadily increasing school tax levies will be applied to an equalized tax

roll. Otherwise, these higher tax rates required to meet expanding costs of education would be applied to an inequitable tax roll and serve to compound the effect on the taxpayer's pocketbook of assessment inequities.

The Entire Community Benefits. . . Assessment equalization creates a sound foundation for the entire ad valorem tax structure in the community.

Changes in value are occurring continually in every city and town. As many as one property in five is sold each year, with prices fluctuating as conditions change in the community. At the same time, suburban areas are steadily developing to keep pace with a growing population and economy.

BEWARE OF 'PUSHY-CATS'

Are you a traffic "Pushy-cat?"

You are, the traffic safety division of the Arizona Highway Department says, if you: 1) Jump the light change a fraction of a second before it turns green; 2) eagerly slam into the space left by the driver who is allowing a car-length of following distance for each 10 miles of speed; 3) pass other cars in the face of oncoming traffic by straddling the center line; 4) speed at every opportunity.

If you do any two of these things, you are a "Pushy-cat," the highway department says, and it invites you to join "Pushy-cats Anonymous" and learn how to become a "Courtesy-cat." There is only one rule:

"Behave behind the wheel as you behave when you meet people in person on the street, in the office, at the home of friends, at church, or at home--let the other fellow go first."

THOUGHTS FOR TODAY

Committee: A group of the unwilling, appointed by the ineffective, to do the unnecessary.

PUBLICATION

This News-letter, published monthly as a community service, originated in the Institute of Municipal Government of Wilkes College. Notes and inquiries may be addressed to Dr. Hugo V. Mailey, Institute of Municipal Government, Wilkes College, Wilkes-Barre, Pennsylvania.

The Luzerne County News-letter

VOL. XV, NO. 3 WILKES COLLEGE, WILKES-BARRE, PA., MARCH 15, 1966

BIMONTHLY MUNICIPAL OFFICIALS DINNER

On March 16, 1966 the bimonthly meeting of municipal officials will be held at the Wilkes College Commons. The speaker for the evening will be David B. Collier, Acting Chief, Civil Defense of Montgomery County, Maryland. The topic for the evening will be communication center design. This is a follow-up to the municipal officials meeting held last November when comprehensive communications was discussed. This meeting should be of great interest to all people concerned with the establishment of an emergency communications system for Wyoming Valley and for Luzerne County. Mark this date on your calendar.

DECLINING VALUES IN CENTRAL BUSINESS DISTRICTS

There was a time when investors could anticipate steadily increasing land values in Central Business Districts of American cities as the communities grew and populations increased over the years. This belief was so widely held that escalator clauses were included in many long term leases to accommodate this expected development. In the early forties the trend of steady appreciation of land values downtown came to a standstill and shortly thereafter started to reverse itself.

The timing of this reversal coincided with the development of mass housing projects in the suburbs accompanied by the first outlying shopping centers. The people who came to the city to work in the humming factories of the World War II era had to have a place to live. Almost overnight housing developments mushroomed at the outskirts of the cities. This was the birth of Suburbia.

The first shopping centers were made up largely of supermarkets, drug stores, hardware stores, beauty parlors, and the like. Soon the variety or dime stores became aware of this new market and moved in, quickly followed by clothing stores, show stores and other specialty shops. Finally, the major department stores took the big step to the suburbs and the transition was complete.

The revolution in the living and shopping habits of a nation was bound to have a far reaching effect upon values. We were witnessing a flight of purchasing dollars from the central business district to the suburban shopping center. First to feel the pinch of declining sales volume downtown were the variety stores and specialty shops which remained. As leases expired many were not renewed, often because the tenants chose to move to the more profitable commercial centers in the suburbs.

Quick to recognize their advantage, the more aggressive stores reorganized their merchandising policies and sought to make it worthwhile for the housewife to come downtown and do all of her shopping under one roof. Their plan worked well and soon they were getting the lion's share of the retail dollars spent in the central business district, even though the total volume of sales downtown fell off alarmingly. Later, after department stores developed their own suburban locations, they found they were competing with themselves and had to share their overall volume of business between their suburban and downtown stores.

What has been the effect on downtown values of these developments? In hundreds of communities appraised, we have observed the general pattern that land values in central business districts tend to concentrate near the department store sites. Values elsewhere in these areas have fallen off steadily, for the reason that the typical downtown business section is too large geographically for this new order of things. More or less permanent vacancies have developed. As retail sales volume fell off downtown so did rentals. A surplus of available sites in central business districts developed; and a surplus of any commodity above and beyond the demand is accompanied by a decline in the value of the commodity.

Obviously enough, the revolution in shopping habits we have been discussing did not have precisely the same effect in every community. We have sought only to review the general trend. The effect upon values in your own city must be measured in terms of actual developments there. The answer lies in a careful study of the business economy of your own community. . . an actual reappraisal of all the commercial properties.

The work should include an examination of the trend of current rentals for retail stores. These rents will, in turn, reflect the volume of gross sales at locations in central business districts and in outlying shopping centers. Then through capitalization, you will have a key to the value of the land upon which each commercial structure is located and to the value of each property as a whole.

The appraisal of downtown commercial property is complicated by a number of other factors in addition to rentals and retail sales volumes. These include the availability and demand for modern office

space, adequate off-street parking facilities, and quarters for banking and other business uses. Additional major factors include access to expressways and the quality of public transportation.

We are confident you will approach this problem with the extreme care the assignment warrants. Our own commercial appraisers have kept pace with these developments as they were happening in hundreds of communities. These men are skilled in interpreting trends of value from one area to another. If you face a persistent situation of inequitable assessment in your central business district, we will be pleased to discuss the steps you may take to alleviate the problem.

BUILDING CODES: HELP OR HINDRANCE?

Every planning commission has a vested interest in building codes. Not merely because of their inherent insurance of the public safety, but because to a large extent they establish the climate in which new construction, urban renewal, and rehabilitation may either flourish or die.

Codes which encourage the use of new materials and labor-saving techniques are an important tool in implementing comprehensive plans; codes that have become obsolete and tie the construction industry to the standards of the past push costs up and can make rehabilitation financially unfeasible.

Pennsylvania has no required State building code, nor has it endorsed any single standard code of those which have gained nationwide acceptance. Rather, statutory authority exists for municipalities to adopt a standard code by reference, or to develop a local code.

Only a handful of Pennsylvania communities has adopted a standard code. The standard code is nevertheless preferable to a local code, for it promises eventual uniformity. In addition, the organizations issuing standard codes also provide amendments to be incorporated into local ordinances as new materials are tested and proven safe.

Even with the adoption of standard codes, kept up to date, problems exist. They hit hardest at the builder in a suburban community composed of several small municipalities, who would like to standardize his construction techniques to keep costs down. The Pittsburgh situation is a good example. There are 128 municipalities in Allegheny County, but a code drive that has dragged on for years has put fewer than 30 communities under a single code.

Today, numerous Pennsylvania communities are adopting building codes for the first time in order to qualify for Federal aid for renewal and rehabilitation. Now is the time for these communities to see that costly variations do not exist among neighbors, and to resolve to keep their codes current--to provide their builders with a choice in form and substance, and not merely an echo of the past.

1966 SERVICE AWARDS

Every year at the Annual May Dinner the Institute of Municipal Government presents Service Awards to those local officials who have contributed untiringly over a long number of years in the service of their respective governments. The Institute will offer these awards again this year in May at the Fourteenth Annual Dinner.

Included in those eligible for the Awards are school board members and secretaries, police, firemen, councilmen, mayors, solicitors, engineers, planning and zoning commissioners and township supervisors. Would you kindly send me the name of the recipient who is deserving of this Award. Kindly remember that these Awards are given as an expression of appreciation for ability, wide experience, and untiring efforts as an outstanding public servant over many years.

THOUGHTS FOR TODAY

Faith in mankind will be here when they stop hauling money in armored trucks.

The man who loses his head is usually the last one to miss it.

Impatience: Waiting in a hurry.

The only thing that's more expensive than education is ignorance.

PUBLICATION

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The Luzerne County News-letter

VOL. XV, NO. 4 WILKES COLLEGE, WILKES-BARRE, PA., APRIL 15, 1966

LOCAL GOVERNMENT DAY

The Local Government Day today, Friday, April 15, 1966, marks the observation of Local Government Day in the Commonwealth of Pennsylvania. This day was designated for the annual event by the Pennsylvania General Assembly. The Institute of Municipal Government would like to take this opportunity to congratulate local governmental officials on the observance of Local Government Day. We hope that all the citizens of the Commonwealth will recognize the vital role of local government in providing us with communities which are desirable places in which to live. We hope that they will get to know more about their municipality.

ANNUAL DINNER

The Fourteenth Annual Dinner for award winners will be held at the Wilkes College Commons on Wednesday, May 11, 1966 at 6:30 p. m. This will be a gala occasion for local officials and local government employees in Northeastern Pennsylvania, particularly in Luzerne County. This Dinner really brings to a climax the activities in local government which the Institute of Municipal Government has conducted.

This is Ladies Night. The wives of all those who will receive Certificates or Awards are welcomed to the Dinner.

TO PROMOTE INDUSTRIAL GROWTH

All other factors being equal, industry comes to the municipality with the best community services. Moreover, industry cannot grow and flourish without them.

To provide top-grade community services, a city's most important task is to act as a responsible housekeeper. It is not glamorous work but it is absolutely necessary.

For example, fire protection is essential. About 90% of all small businesses fail if they suffer a serious fire. Allowing the fire department to lapse into inefficiency is about the quickest way of driving small businesses out of town. Yet small business is the vital seed of any community's development.

POLICE

The police department is another reliable indicator of the business climate in a community. A sharp, smart police department is an unexcelled advertisement for a community as well as a guard against crime.

Street maintenance is still another element of great importance. Streets must be not only smooth and capable of bearing the required traffic but they must also be clean.

Water and sewer systems must also be kept well ahead of demand. Many industries are becoming exceedingly sensitive about both water supply and sewage disposal for it is extremely expensive to provide their own. Many towns, and especially small ones, are perilously short of water only because they have neglected to provide adequate supply and facilities, not because of an actual shortage of water.

FUTURE GROWTH

The city also must plan for the future by developing realistic, but nonetheless imaginative, programs for future growth. Changing conditions will always require readjustments but adequate planning and foresight can reduce the need for such operations. Planning is not a simple chore. The plan must allow for such contingencies as substantial changes in the modes of transportation, power and fuel supply and many others. Nor should such plans be confined to cities and towns. As the urban centers grow, the rural areas surrounding them become increasingly affected by them. Thus the best plans are probably those made on a regional basis.

California is urging all counties to prepare master plans and coordinate them with each other. Washington, New York, Philadelphia and Lansing, Mich., have regional planning organizations whose responsibility extends across state or county boundaries. Such cooperation will become absolutely necessary in the future.

Planning is regarded as necessary by many businessmen because it helps to prevent the development of industrial slums. These bleak areas composed of mosaics of factories and decaying residential and commercial districts are as painful to the businessman as to the social worker.

Taxes, of course, affect industrial growth. But we have found in California, Missouri, Kansas and New York that the tax complaints are not about the size of the tax bill, but rather whether the taxes were inequitable. Businessmen are willing to assume a relatively big tax burden as long as the burden is shared by everyone equally. There was some cause for complaint in Kansas City. The industrial and other business properties pay real-estate taxes on an average of about 33% of assessed valuation, while suburban home owners pay only about 26%.

Nuisance taxes are a business deterrent. A gross-receipts tax, for example, actually penalizes efficiency, for it takes the largest sums from those industries in which the volume is small and the margin of profit is large. Inventory taxes also penalize certain industries.

TAX CONCESSIONS

A tax concession is a time-honored but debatable device to encourage new industry to settle in a community. Some states that adopted it are now taking the enabling statutes off their books as rapidly as possible. The reasons are many. First, the industries already in residence do not like subsidizing other businesses. Secondly, tax concessions have a nasty habit of becoming permanent. Thirdly, many cities have discovered to their horror that some of the industries moved from town to town, taking leases only as long as the tax concession lasts.

INDIVIDUAL RESPONSIBILITIES

Individuals, too, can contribute to the economic development of a community. First and best, they can believe in and talk constructively about their town wherever they go. People move around so much these days that such talk travels far and fast. There is only one catch. They must tell a reasonable approximation of the truth.

Individuals have one other major responsibility. Many growing industrial-development programs have been cut off just as they were about to bear fruit because the electorate became impatient and the apparent lack of accomplishment. Like good wine, an industrial-development program takes time to mature. Individuals must cultivate the virtue of patience and restraint. Give the brew time to work and, even then don't expect miracles. There are countless examples showing that the programs have worked well and saved a community from decline and eventual extinction.

Set your own house in order. Then don't throw a boomerang at a flock of birds to see what you get. With careful aim, shoot at the one you want. Pinpoint your effort, attract those that you can best serve and that will best serve you. And then be persistent; be patient. Development takes time.

MAINTENANCE TECHNIQUES

Pavement failures may result from many causes but the most common is simple lack of maintenance. Water is the greatest enemy of any pavement and a basic maintenance consideration is good drainage. Typical asphalt pavement failures include; 1) Cracking usually caused by movement of the subgrade; 2) edge failure caused by excessive subgrade moisture or concentrated loads; 3) Pot Holes Usually resulting from structural weakness; 4) alligator cracking due to lack of support for the pavement surface; 5) raveling from wear or insufficient binder; 6) bleeding due to excessive asphalt; 7) settlement due to subgrade consolidation or displacement; and 8) shoving or rutting due to excess binder on the mix. Portland cement concrete pavement failures include: 1) surface wear exposing aggregate; 2) scaling from freeze-thaw cycles or chemical action; 3) transverse cracks due to contraction; 4) corner cracks due to excessive loads or subbase failure; 5) longitudinal cracks where no center joint was constructed; 6) heaving due to frost action and buckling due to expansion; and 7) settlement due to subgrade consolidation or displacement. Asphalt patching can be done using paint patching techniques to seal small surface cracks or ravels, penetration patching for deeper and larger failures, or pre-mixed hot or cold-applied patching compound. Concrete pavement can be repaired with the above materials or with portland cement concrete patches.

THOUGHTS FOR TODAY

If you've given up trying to get something open, tell a four-year-old not to touch it.

The only thing that's more expensive than education is ignorance.

During the coffee break you can always pick out which one is the boss - he is the one watching the clock.

PUBLICATION

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The Luzerne County News-letter

VOL., XV, NO. 5 WILKES COLLEGE, WILKES-BARRE, PA., MAY 15, 1966

PLANTING OF STREET TREES

Street trees have long been recognized as being valuable assets to any community. The most stark and monotonous areas in our cities are usually those without trees. The cost of street tree planting is low as compared to the benefits derived and constitutes one of the few capital expenditures which increased in value with the years.

The benefits of street tree plantings are numerous. Their value in adding to the attractive appearance of our streets is obvious; they soften the otherwise harsh and barren lines of buildings and bring nature's colors to the urban scene. There are also important health factors involved in the use of trees on public properties. Trees help to condition the air for human use by absorbing carbon dioxide and giving off oxygen. They modify temperatures by reducing the evaporation of large quantities of water from leaf surfaces. Economically, trees increase the value of adjacent real estate and aid in creating an impression that the community is a desirable place in which to live. All of these factors help to produce an environment which tends to raise public morale and cultivate civic pride.

In the early part of this century a great wave of tree planting activity took place in most of our communities, but recently, with the growth and expansion of our cities, we went through a period of ruthless destruction and removal of these same trees. Today, we are in an era of renewal and interest in this field. Shade tree commissions, park boards and other agencies are being given broad powers to plant, regulate and care for trees on public streets and public property.

Many mistakes were made in the planting of street trees in the past. The most common of these was the selection of species which were not suited to their intended locations. This evidenced itself in the planting of trees which, when they attained maturity, were too large or too close together, or both. This resulted from an inability on the part of those responsible to visualize, from the small saplings available, the tremendous growth of which the trees were capable. Traffic lights,

street lights, overhead wires, underground utilities and the extensive use of paved surfaces needed for high-speed vehicles, were limiting factors which had not reached the importance which they have attained in recent years.

There are many species of ornamental trees but, unfortunately, comparatively few which are well adapted for street planting. No one tree fulfills all of the requirements of an ideal street tree but some come closer than others. A good street tree should be long-lived, capable of reasonably rapid growth, clean and be resistant to disease and attack by insects. It should be symmetrical, have a straight stem and a well-developed compact head. Such a tree should be able to withstand city conditions such as heat, smoke, fumes and the poor soil which is often found in urban localities. It should be easy to plant and easy to propagate. A good street tree should not have a tendency to raise or break pavements, clog sewers or to harm lawns or gardens because of too dense shade or a shallow rooting habit.

Some species of trees will do well in certain parts of a community, or on certain types of streets, but are not adapted to other localities in the same community. Almost invariably, the fast-growing varieties are short lived, have weak, brittle wood and are generally undesirable for use in street planting.

Street trees should always be spaced so as to have sufficient room to develop fully and naturally, without the ends of their limbs touching each other. A forty-foot minimum is a safe rule to adopt for spacing and many of the larger species will require as much as seventy-five feet between trees. The common practice of attempting to provide a tree for each property fronting on the street usually results in overcrowding.

The placing of trees in a park strip, or tree lawn, between the street and the sidewalk is the usual method of planting. Such planting strips should be at least four feet wide; anything less than this will not provide sufficient area for the trees' proper growth and will be difficult to maintain. When such space is not available, consideration should be given to the method of planting on the property between the walk and the building line. This location will produce less danger of injury from street traffic, more favorable soil conditions and less interference with overhead wires. It will cause the street to appear wider and there will be less chance of the trees being damaged or removed if the street should be widened at some time in the future.

Large trees undoubtedly lend an air of basic dignity to a thoroughfare but, unless the street is sufficiently wide, the use of these large trees must be avoided. Narrow streets, and streets in which the build-

ings are close to the sidewalk, will require the use of upright, compact trees especially selected for such locations.

Limiting the selection of trees used within a single block to one or two species will usually produce a more orderly effect than will an attempt to include six or seven varieties. However, large numbers of the same type of tree may cause monotony and this can be avoided by a change of species at intervals of several blocks.

By Lester I. Benson
Bureau of Municipal Affairs

VOTERS OF LUZERNE COUNTY

Vote for the candidates who pledge the following 10-point platform for our county, municipalities, and school districts! Vote for us. Candidates in other counties of Pennsylvania and in other states promise "Good Government at Reasonable Cost." We do not. We promise to give you what you want.

We will: (1) Fire all present employees even if competent. (2) Oppose everything the other party proposes especially if it is good and will save taxpayers' money. (3) Hire your relatives. (4) Keep your assessment lower than your neighbors'. (5) Spend more than we take in and issue costly, long-term bonds so that we can keep tax rates low now. (6) Press for more State and Federal aid so we can have more home rule. (7) Vote taxes on the other fellow. (8) Fight any effort to consolidate with Philadelphia. (9) Buy basketballs and footballs instead of library books. (10) Expand "home rule" so we can continue the above and have Progress Without Change.

Vote for us--at least we tell the truth. You get what you deserve.

This message sponsored by Apathetic
Voters working to lead American
self-government into total oblivion

SIDEWALK APPEAL BOARD

A Sidewalk Appeal Board has been created in Memphis to hear appeals from homeowners who have been ordered to build sidewalks. Some 2,000 sidewalk "skips" exist in the city. The city has authority to order residents to install sidewalks. If they fail to comply, the city can install them with city personnel and add the cost to tax bills. This

might result in hardship cases. The Sidewalk Appeal Board will hear the cases and determine whether hardship exists and whether delays should be granted. (The Commercial Appeal, September 12, 1962.)

BATTLE PLAN

A battle plan is under consideration for Phoenix, Arizona, fire-fighters to show them the best way to close in on and fight a fire. When the fire alarm sounds, the dispatcher turns to an index card which details the best assignment of equipment for the particular area and refers to another card which charts the proper moves for backstopping in the area of the station vacated by the fire-fighters going to the scene. (Public Administration Bulletin)

STREAM POLLUTION

Stream pollution might become a thing of the past if every city and industry now dumping wastes into streams were required to take their water from an intake located below their wastes outfall. If this could be done, every polluter will automatically become the "fellow downstream" who suffers the indignities of the upstream fellow's wastes. There would be a mad scramble to clean up the discharges which have been wished on others with utter disregard for their comfort, convenience or cash. (Wastes Engineering, February 1962)

THOUGHTS FOR TODAY

Spring is that pleasant time of the year when it's too early to get the screens out and too late to put up the storm windows.

Middle Age: The time of life when your favorite night spot is a seat in front of the television.

Vacation: A period of travel and relaxation when you take twice the clothes and half the money you need.

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WILKES COLLEGE
JUN 20 1966
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The Luzerne County News-letter

VOL., XV, NO. 6 WILKES COLLEGE, WILKES-BARRE, PA., JUNE 15, 1966

SIGNS OUT OF CONTROL

We need signs. We can't get along without them. They give us direction and needed information. As a planned architectural feature the business sign can delight the eye; it can be colorful, decorative, even distinguished. Its illumination at night adds liveliness to an urban scene.

Why, then, all this talk of "the sign problem"? The answer is obvious: Too often signs are misused, poorly planned and altogether too numerous.

Look at the signs on the business streets of your own community. Look at them pretending that you have never seen them before. Is the effect pleasing? Or do you get the impression that each sign is fighting the other signs around it and is not even on very good terms with the building it identifies.

But isn't that what a sign is for—you may say—"to attract attention?"

True enough. But a message can be clear and distinct without offending the eye. If, in order to be noticed, a sign must be oversized, garish in color and thrust far out or high in the sky, there is an almost invariable reason—the promixity of other signs equally misplaced, oversized and garish. The effort of each to outdo the others leads to excesses that shock the eye.

Ironically, in such competition everyone is the loser. In a multitude of competing signs, the message of each one is lost. There is only confusion.

The city must deal with two kinds of commercial signs: The business sign (technically the "accessory," appurtenant" or "on premises" sign) and the off-premises sign that advertises goods or services for sale elsewhere.

Each has its own legal status. The business sign is recognized as an essential part of the business it identifies. It can be regulated but it can't be prohibited. The off-premises signs (billboards) can be both regulated and prohibited.

Sign ordinances regulate business signs in several ways:

Projection of signs over sidewalks is routinely restricted. (Pacific Grove's ordinance containing a 24-inch projection limit was recently upheld in court.)

Several cities require that business signs be placed flat against the wall of the building—at least in the more restricted districts.

Height limit is specified in many ordinances.

Roof-top signs are often banned.

A limit may be set on the number of signs and the total sign area allowed each place of business.

Sign area may be specified as proportional to wall area, or proportional to the front footage of the business lot in question.

Flashing, revolving or animated signs may be prohibited in all or in certain districts.

There is no one perfect sign ordinance. Each ordinance should be adapted to the area it covers. The best way to work out your own is to study ordinances of several other cities that are trying to meet today's sign problem.

SIGN CONTROL THROUGH ZONING

The best way to get action in improving a community is through zoning regulations.

What is the purpose of zoning?

"Zoning molds the growing shape of a city or county into a harmonious, efficient, and attractive place to live, work, and play."

Zoning regulates the various uses of land by establishing specific districts for those normal functions which take place within the community—residence, commerce, industry, transportation, recreation or

agriculture. A city or county can thus prevent the indiscriminate or mixed use of its land, common to many older areas in the United States. Such mixed land use is injurious to property owners, discourages investment, and may create residential and industrial slums.

Zoning is growing. It is becoming less rigid and more flexible. It is constantly changing to meet new needs.

Today's zoning ordinances usually contain not one but several different commercial and industrial classifications, and uses permitted are spelled out precisely for each. In a "Highway Frontage Commercial" district only such business as is classed as motorist service may be permitted. (Billboards are not included.)

Neighborhood and community shopping centers and certain industrial districts (those designed for industrial parks, for example) may include only limited types of commercial or industrial "uses" consistent with the purpose of such zoning. (Billboards are not among those consistent "uses.")

"Scenic Highway" or "Scenic Conservation" districts are classifications of special importance in modern county zoning. Roadside protection, including a ban on billboards, is one of their features.

Since chaotic abundance of signs almost invariably accompanies an area's deterioration, sign regulation through zoning is one of the first tools used in a drive to upgrade a community.

THE COST OF URBANIZATION IS FREEDOM

Urbanization exacts its price and the cost to the individual is freedom. What to the individual was once (and perhaps still is in sparsely settled areas) an unfettered prerogative and "right" may in an urban setting be constricted, restricted, and constrained by the "rules of the game of urban living." As a Supreme Court Justice once stated this social phenomenon: "My freedom to move my fist must be limited by the proximity of your chin." Each individual's freedom, then, to act as he pleases in either the social or economic sphere diminishes with increasing population density. This is not meant to imply however that we, as an urbanized people, are returning to man's historical and traditional state of tyranny, servitude, and misery. To the contrary, urbanization is not a regressive trend in this sense. Rather, urban living redefines our "rights" as citizens; namely, we are free to do as we please so long as we, as individuals or groups, do not infringe upon the rights of another individual group. Obviously, the more compact the living space the more conflict between individuals and groups is prone to arise.

For this, if for no other reason, the role of local government as an arbiter and enforcer of the rules of the game of urban living promises to be an expanding one. Conflict at local levels are subject to solution through democratic processes and individual freedom is protected. To assure this protection, local government organizations must be empowered to act as a close knit unit to meet overall community needs. Decentralization of political power in the hands of responsible, democratically elected local municipal officials provides a lasting safeguard for individual freedom from centralism and bureaucratic control.

THE EXECUTIVE'S DILEMMA

- If he's late for work in the morning, he's taking advantage of his position.
- If he gets in on time, he's an Eager Beaver.
- If the office is running smoothly, he's a dictator.
- If it's not, he's a poor administrator.
- If he holds regular staff meetings, he's in desperate need of ideas.
- If he doesn't, he doesn't appreciate the value of teamwork.
- If he spends a lot of time with the boss, he's a backslapper.
- If he doesn't, he's on the way out.
- If he goes to conventions, he's on the gravy train.
- If he doesn't, he's not important.
- If he tries to get more personnel, he's an empire builder.
- If he doesn't, he's a slave driver.
- If he's friendly with the office personnel, he's a politician.
- If he keeps to himself, he's a snob.
- If he makes decisions quickly, he's arbitrary.
- If he doesn't, he can't make up his mind.

Robert S. Herman in "Public Administration"

THOUGHT FOR TODAY

The world changes so fast that a man couldn't be wrong all the time even if he tried.

PUBLICATION

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The Luzerne County News-letter

VOL. XV, NO. 7 WILKES COLLEGE, WILKES-BARRE, PA. JULY 15, 1966

SAFETY AWARDS

Wilkes-Barre, Swoyersville, Duryea, Nanticoke, Plymouth, and Kingston were recipients of awards in the AAA's 1966 National Pedestrian Safety Inventory. Swoyersville received the award for 12 years with no pedestrian fatalities. This is the first time that Plymouth has earned the award. Wilkes-Barre's special citation was awarded on the basis of the 1.6 death rate/100,000 population -- 1% lower than the norm in the 50,000-100,000 category. Wilkes-Barre's injury rate was 86/1,000 compared with the norm of 85/1,000.

KINGSTON LANDFILL

The massive landfill project in the northeast corner of Kingston is rapidly nearing completion and Borough officials will soon begin giving final consideration to the purpose that the approximately 30 acres of redeveloped land may serve. The site was formerly the dumping grounds for the Borough and in recent years, with the ever-growing demand for more prime real estate in the borough, the project to fill in the waste land was begun.

NEW PRESIDENT

Joseph A. Halesy, Hanover Green in Hanover Township, is the new president of the Pennsylvania State Association of Township Commissioners of the First Ward, he was elected and sworn in at Pittsburgh with all other township officials on hand to witness the ceremonies. Halesy was appointed to the local commissioner board to fill a vacancy when Steve Yanoshak was elected county comptroller. Two years later he ran for a full term and took both nominations. He has been very active

with the Pennsylvania State Association of Township Commissioners and served as Vice President of the organization during the past year.

PRESERVATION OF BEAUTY

Recognizing the need to preserve the natural beauty and historical sites of Wyoming Valley, a group of interested residents has formed an organization known as Committee for Valley Preservation.

The purpose of the organization is to search out, identify, preserve and protect those elements of the physical environment of Wyoming Valley, new or old, which enhance its excellence and establish its better character; to work toward public recognition and preservation of the physical heritage of the region, whether natural or man-made; to establish communication with individuals and groups similarly disposed with a view toward mobilized action as required.

It was suggested by Bruce Dowling, a panelist in the Fifth Annual Growth Conference and representing the America the Beautiful Fund, in his Task Force Report that Wyoming Valley should take advantage of its natural beauty. This Task Force Report was compiled by a consultant in Urban Planning of Washington, D. C., the acting head of the Department of Landscape Design of Harvard and a Public Relation Specialist in open space affairs in New York City. It was as a result of this concentrated look by experts presented a fresh view of our assets that the local organization was formed.

The Report emphasized the individuality and the historic character of the structures in Wyoming Valley. The group recommended that visionaries who aim to improve the appearance of Wyoming Valley should focus their attention on the River instead of ignoring and simply looking upon it as a barrier that separates East side and West side.

ANNUAL DINNER

The 14th Annual Dinner of the Institute of Municipal Government, when awards and certificates were distributed, was a gala occasion. The speaker of the evening, Dr. Charles Lee Decker, Executive Director of the Pennsylvania Boroughs Association, delivered an important message about the future of local government.

The Dinner climaxed the Institute's activities for the 1965-1966 season and served as graduation time for the public officials and employees who completed courses in a variety of subjects, the purpose of which is to improve local government.

From an enrollment of 29 in 1951, the IMG has grown steadily through the years. This year the Institute bestowed 417 Certificates of Attainment to date to 1,775. Service Awards were presented to 32 public servants in recognition of their long years of service to their community. The high-light of the Awards was a presentation of the Service Award Plaque to Horace Kramer, who was recommended for outstanding service as Chairman of the Wilkes-Barre Redevelopment Authority.

Token gifts were made to the IMG by the Luzerne County Borough Association, Northeast Pennsylvania Chief of Police, and the Luzerne County Fire and Rescue Association.

STREET LIGHTING

Ten communities on Luzerne Electric lines have completed or are in the process of undertaking street lighting modernization.

They are the Boroughs of Dallas, Edwardsville, Kingston, Pringle, Wyoming and West Wyoming; Conyngham, Hanover and Newport townships, and Nanticoke City.

The projects, which involve replacing older incandescent lights with modern lamps started early in 1965. When the conversion is completed this summer, some 2,000 mercury vapor lamps of various sizes will be in service providing improved lighting along Valley streets and thoroughfares.

In the mercury vapor lamps, electricity causes mercury in a tube to evaporate and then to glow in its characteristic color. The units are considered to be highly efficient for street lighting, parking lots, and other outdoor lighting.

The new units will give about twice the output as the older lamps while operating costs will be only slightly higher.

MANAGEMENT'S ATTITUDE TOWARD FIRE PROTECTION

Management is responsible to three groups for the operation of a business enterprise: the owners of the business, the customers, and the employees. Anything which destroys the assets of the company, interferes with the delivery of goods to the customer, or threatens the safety of the employee is obviously not in the best interests of any of the three groups. Management's responsibility is only partially dis-

charged by adequate insurance coverage or reserves; management must also be vitally concerned with fire protection.

It is not realistic to attempt to balance the cost of an industrial safety and fire prevention program against the reduction in cost of insurance coverage which such programs can bring. There are many other financial benefits, some of which can be evaluated, but many of which are indirect. For example, how does one measure the effect on employee morale of management's concern with protecting the employee from fire?

PROJECT 70

Governor William Scranton gave final approval to allocation of Project 70 funds for three projects in Luzerne County submitted by the Department of Commerce.

The projects were identified as follows:

1) Dupont -- Some 55 acres in three separate sites, all of which are to be developed into neighborhood recreational parks. The estimated cost is \$50,000. 2) Lehman Township -- Nearly one acre located on the northern fringe of Harvey's Lake at Sunset entrance to provide an immediate passive recreation area. The estimated cost is \$55,000. 3) Pittston -- Twenty-six acres on three separate sites within the city to be developed into neighborhood playgrounds and parks. The estimated cost is \$50,000.

THOUGHTS FOR TODAY

In the old days, when a man finished a day's work he needed a rest. Now he needs some exercise.

In all 50 states a standard punishment for bigamy is two mothers-in-law.

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The Luzerne County News-letter

VOL. XV, NO. 8 WILKES COLLEGE, WILKES-BARRE, PA., AUGUST 15, 1966

SIXTH ANNUAL COMMUNITY GROWTH CONFERENCE

Now is the time to make plans to attend the Sixth Annual Community GROWTH CONFERENCE on September 28, 1966.

In an attempt to come to grips with the more pressing problems of our area, the planning committee for the conference has initiated a new format. The theme for this year's Conference will be "Northeastern Pennsylvania - A Critical Look into the Future." An innovation of the Conference this year will be audience participation in small discussion groups.

Now is the time to make plans to exchange ideas with nationally known authorities who will participate in the Conference. Plan to join your own local public spirited leaders in deciding whether Northeastern Pennsylvania should be a "planned or unplanned" region.

SHORT COURSES

The Institute of Municipal Government will inaugurate the most diversified and comprehensive in-service training program in its 15 year history. The 27 courses are designed to make available to elected and appointed officials the means of improving the performance of their duties. There will be 18 course offerings beginning in August and September and another 9 courses which will be initiated in January 1967. Short courses are available to police, firemen, civil defense workers, assessors, councilmen, justices of the peace and aldermen, and street workers. One of the new courses offered for the first time to public officials is Principles of Purchasing.

The Institute of Municipal Government is most fortunate to have the full cooperation of Mr. Fred Miller, Director of the Public Service Institute, in making these courses possible to local governmental officials. Mr. Miller and his staff have assisted in planning the in-service training for the fifteenth consecutive year.

BOND INTEREST

The Bond Buyer's Index of twenty municipal bonds, which has not been below the 3.5% level since the first of the year, took two abrupt upward steps in the past two weeks to reach a level of 3.92% on July 7. This is the highest level recorded by the Index since November 1, 1934, when it was 3.94%. The high level is in part attributed to the general high level of interest costs reflecting use of monetary policy, in part, as an inflationary control. But it is also in part affected by the high rate of debt incurrence and by the institutionalizing of the municipal bond market. Bank withdrawal from the market, to meet commercial financing demands, has had a bearing. The tax-exempt feature, which has held the rate below that obtainable by other institutional buyers that do not require the inducement -- such as retirement systems -- still requires a premium, even in the high interest market, which tends to place them below those investment levels that can be obtained by those not interested in this feature.

Despite the high interest level, the Bond Buyer reports sales during the first half of 1966 of \$6,019,433,081, an increase of 4.9% over sales during the first six-month period in 1965. Revenue bonds sold during the period ended June 30, 1966, totaled \$1,961,608,000 or 32.6% of the total sold.

Of the total sold during the first half of 1966, \$2,016,765,352, or 33.5% was sold for school purposes; 14.9%, or \$897,042,383, was sold for water and sewer improvements; and \$713,307,928, or 11.8%, was issued for highways, bridges, and tunnels.

POLICE START INCENTIVE PROGRAM

In order to meet increasing needs for better trained, educated, and professional police officers, the Davis, California, City Council unanimously endorses a management formulated educational incentive program.

Patrolmen and sergeants with five years service and thirty approved college semester units are eligible for the program. In order to maintain eligibility, personnel must successfully complete at least fifty approved hours or three college units during the fiscal year. A 5 per cent salary increase above the top step is given to those who qualify.

Eligibility must be maintained each year in order to receive this increase. All time spent in preparation for eligibility must be off-duty time and entail no expense to the city. In-service training and mandatory

Courses cannot be used for eligibility purposes. Since the implementation of the program over 80 per cent of the qualified members of the force are participating.

ZONING

Thirty-four of the county's 73 communities now have their own zoning regulations, intended to put some system in the use of land and buildings, and the remainder, 39, are governed by county zoning rules. This is the latest tabulation made by the office of Edward Heiselberg, Luzerne County Planning Commission head.

Zoning as an instrument of plan implementation is basic to any intelligent systematic planning program. Zoning provides a means of control over private property to protect the community against harmful invasions of buildings and structures and thereby encourages the most appropriate use of land.

KEYS TO GOOD LOCAL GOVERNMENT

The North Carolina Municipal Government Study Commission which was established by the State General Assembly to study and solve the problems of rapid urban growth in North Carolina recently submitted its report to the Governor.

The Commission found that the key to the solution of rapid urban growth "is simply to use common sense, to look ahead, to anticipate our problems, and to take effective action to avoid them. In a word, we need effective community planning."

In order to facilitate orderly municipal growth and expansion, the Commission suggested that the following actions be taken: (1) Cities and towns throughout the State place renewed emphasis on their planning programs. (2) Counties recognize the need for meeting the problems of rapid urban development in rural areas by putting planning programs into effect. (3) All cities and towns be given the necessary authority to enact and enforce regulations governing the subdivision of land. (4) All counties be given the necessary authority to enact subdivision regulations. (5) All counties be given the authority to adopt zoning ordinances and since new development may concentrate in small areas rather than throughout the county, the Commission recommends that counties have the authority to zone parts or all of the county, in the discretion of the board of commissioners. (6) Agricultural land be exempted from the effect of zoning ordinances. (7) Cities of over 2,500—because they have

a special and essential interest in the development of land just outside their corporate boundaries—be given authority to zone for one mile beyond their corporate limits, with residents of the outside area being given representation on the planning boards which recommend zoning ordinances and the boards of adjustment which hear appeals in individual cases. (8) Cities of over 15,000 be authorized to contract with boards of county commissioners for extension of subdivision and zoning controls for distances greater than their basic one mile jurisdiction. (9) The State make extension of corporate boundaries a matter of State-wide policy through a new annexation procedure.

POLICE PAY

Police officers in Oceanside, California (population 34,000), earn additional pay by completing prescribed study courses.

Those patrolmen, sergeants, and lieutenants who have satisfactorily performed their duties and received a certificate of completion in certain police science courses are advanced one step in the pay scale, representing a five per cent pay increase.

Oakland Police Department officers who have reached the top step of the salary scale, satisfactorily performed their duties, and earned the Associate in Arts or Associate in Science degree are advanced two steps in the pay scale or earn a 10 per cent salary increase.

THOUGHTS FOR TODAY

People who get down to brass tacks usually rise rapidly.

One good thing about hidden taxes: there are very few places left to hide them.

A committee is a group of men who keep minutes and waste hours.

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The Luzerne County News-letter

VOL. XV, NO. 9 WILKES COLLEGE, WILKES-BARRE, PA., SEPTEMBER 15, 1966

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SEWAGE FACILITIES ACT

On July 1, 1967 the Pennsylvania Sewage Facilities Act (537) becomes effective.

This piece of legislation was passed by the General Assembly on December 22, 1965 and requires all of the state's municipalities to plan for sewage facilities where population expansion is anticipated.

The implementation of this act could prove to be a major expense item for most municipal budgets. However, in order to ease this burden, the Bureau of Community Development has authorized the inclusion of water and sewer plans in all "701" Urban Planning Assistance applications.

This will enable communities and counties, utilizing this grant-in-aid program, to recap either two-thirds or three-quarters of the cost of complying with the Act. Provisions have also been made by the BCD to allow county-wide studies in this area of concern to be done in phases as well as all at once.

Even though the Act provides only for sewage, the BCD felt that it was essential to also provide for the necessary water service expansion if development was to be guided in orderly fashion.

The original bill, proposed to the legislature, also provided for water plans. But upon its enactment these provisions were stripped leaving only the sewage facilities sections.

Presently, all "701" applications submitted to the BCD will have to contain provisions for the planning studies of water and sewage facilities. These will provide projections for a minimum of 10 years.

The Act requires all municipalities to submit Official Plans to the Department of Health. Each of these must indicate:

- The location of present public sewerage systems.
- Where extension of these facilities is anticipated in the next decade.
- Where on-lot or individual sewage disposal systems are feasible.

These plans must be based upon: (1) All aspects of planning, zoning, population estimates, engineering data, and economic factors; (2) Any existing state plan affecting the development, use and protection of water resources; (3) Set forth a time schedule, estimated cost and proposed method of financing the construction and operation of the planned

community systems; (4) Review by appropriate official planning agencies within the municipality, including a planning agency with area-wide jurisdiction if one exists; (5) Include provisions for periodic revision of the plan.

Once this Act becomes effective all builders will be required to secure a permit before starting construction indicating that the site, plans and specifications of a sewage disposal system are in compliance with the Act.

In addition, the Act also provides for inspections and tests by either the municipality, county or joint county health department or the State Health Department, depending upon jurisdiction.

Should such a permit be denied a builder for one reason or another, the Act allows for a hearing.

The State Health Department is now considering various criteria to be incorporated in these plans as well as rules, regulations, standards and procedures for carrying out the Act.

Ordinances adopted by any municipality establishing requirements equivalent to those of Act 537 must be filed with the Department of Health within 30 days of their adoption. In the case of existing ordinances, these should be filed within 30 days of the effective date of the Act.

All existing ordinances, regulations and standards presently in existence shall be superseded by those of Act 537.

ADVANTAGES OF COMMITTEES

Advantages of Committees are many. In business, research shows that a majority of top executives prefer to place their very important policies before their staffs. One assistant estimates that as much as a quarter of his employer's time is spent in seeking help in his decision making. Professional organizations likewise place much emphasis on group problem-solving. By using this democratic procedure everyone in the organization profits.

They can: (1) Place in the hands of the group their most difficult obstacles. (2) Use the group as a workhorse for finding needed information. (3) Insure more success in decision making. (4) Lay the foundation for a successful conference involving many people. (5) Keep the supervisor or organization from bogging down with detail. (6) Investi-

gate, discuss and recommend suitable action. (7) Operate on the premise that several minds are better than one. (8) Share confidential ideas and policies. (9) Offer a freer flow of ideas than can larger groups. (10) Pool ideas of authorities, experts and laymen. (11) Have an instrument to delegate responsibilities. (12) Spot more errors in a plan than can one individual. (13) Help train inexperienced personnel in decision-making. (14) Reach decisions which will carry more weight. (15) Ascertain truths which become more evident in the competition of minds. (16) Derive less criticism of policies. (17) Increase morale of the organization.

REMOVAL OF PARKING METERS FACILITATES STREET PARKING

Removal of 4,186 on-street parking meters in St. Petersburg, Florida, has provided a 13 per cent gain in the use of on-street parking facilities. The meters were removed in March, 1963, following complaints from merchants in the central business district that the meters were hampering retail trade. A progress report issued last July shows that free curbside parking in the central business district did not increase the average time of cars parked. Average parking time actually dropped from 29 minutes during the last full year with meters to 26.5 minutes during the first full year with free curbside parking.

THOUGHTS FOR TODAY

The Russian moon shots are much more successful than the American shots since they found 20 per cent fewer cavities.

Vacation: A period of travel and relaxation when you take twice the clothes and half the money you need.

Enough: What would satisfy us if the neighbors didn't have more.

Frowning psychiatrist to office nurse who had just answered the phone: "Just say we're terribly busy--not 'It's a madhouse!'"

PUBLICATION

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The Luzerne County News-letter

VOL., XV, NO. 10 WILKES COLLEGE, WILKES-BARRE, PA., OCTOBER 15, 1966

INSTITUTE OF REGIONAL AFFAIRS

Since its establishment in 1936, Wilkes College has participated in every community effort towards economic and social betterment. Its faculty leaders believe that expansion and development of the College are inextricably linked to the fortunes of the community.

The Institute of Municipal Government was established in 1951, as an adjunct of the Political Science Department to assist local governments in the solution of the problems of the post World War II era. From its establishment, the Institute of Municipal Government has been most fortunate to have the full cooperation of the Public Service Institute, of the Department of Public Instruction, Commonwealth of Pennsylvania, in making its courses possible to local governmental officials. The two Institutes have cooperated in planning the in-service training programs for over fifteen consecutive years.

In 1960, the Ford Foundation provided financial support to the Institute of Municipal Government to supplement that provided by the College. In 1964, the Glen Alden Corporation presented "Concrete City" to the Institute of Municipal Government. When completed, this \$100,000 facility will serve municipal officials throughout Northeastern Pennsylvania.

It is with regret and mixed feelings that the Institute of Municipal Government has been phased out and the Institute of Regional Affairs has been created. One era has come to an end; another is just beginning.

The Institute of Regional Affairs of Wilkes College is a multi-purpose college organization. Regional problems belong to no simple academic discipline; they are a contemporary phenomenon spilling into many disciplines in the social sciences - economics, psychology, government, sociology. It is really the natural integration of prior activities in which members of the Wilkes College faculty have engaged for at least twenty years. The Institute of Regional Affairs was created to assure the

coordination of these varied efforts and to better understand and resolve complex and contemporary problems.

The primary service to Northeastern Pennsylvania of the Institute of Regional Affairs is to continue to provide a broad range of courses, seminars, and conferences pertaining to urban problems. These are all intended to broaden and improve the awareness and understanding of urban problems and thereby to assist in the development of an enlightened leadership for the region.

The Institute of Regional Affairs will continue to house a library which includes a selected, comprehensive collection of contemporary materials dealing with various aspects of urban studies: government, land use, transportation, management, social welfare, education, recreation, and public finance.

The Institute because of its relation to both the College and the community is in a unique position to conduct a continuous research program. In addition, the Institute can interpret, evaluate, and apply theoretical research of the university level. Research activity will be connected with the educational programs at the College.

A fourth service of the Institute of Regional Affairs will be in the area of special consultations available to interested parties for the study of public issues. Consultative facilities and assistance, both formal and informal, can be provided and made possible because of the specialized resources and staff of the College. Such services include testing and counseling for public agencies, schools, and industry; preparation of management studies; and the study of administrative problems.

MERIT SYSTEM

The Institute of Regional Affairs greets the passage of the ordinance creating a merit system for the employees of Luzerne County with an air of cautious optimism. This is a step in the right direction. Personnel in the public service should be selected for the ability to provide adequate, efficient service. A merit system is designed to do this, and it certainly is standard practice in modern progressive government.

But the whole idea is revolutionary in Pennsylvania local government. Luzerne County is blazing a trail that the other 66 counties might well follow. The County Commissioners voluntarily took this action without the heavy hand of the General Assembly to do so. For this, the County Commissioners merit a great deal of praise. Whether the County Commissioners exercised powers within the framework of the Third Class

County Code is a legal question for the Courts. All County employees in Pennsylvania will be watching the Luzerne experiment.

COUNCIL MANAGER VOTE

The voters of Wilkes-Barre and Hazleton have an opportunity to move into the 20th century on November 8th, when they'll have an opportunity to cast a ballot in favor of the Council Manager form of government, recommended by the Charter Study Commissions. According to statistics contained in the Municipal Year Book, 51 1/2% of the cities with a population exceeding 25,000 have already adopted the Council Manager form of government.

Under the plan, voters elect a council, and the council appoints the manager. The council will set policies, adopt the budget, and set the tax rate. The manager will execute the policies of the council as a trained and experienced administrator.

FORT WORTH INVESTMENT PROGRAM

The City of Fort Worth, Texas reports that it will earn in excess of \$1,420,000 this fiscal year in interest from the investment of temporarily idle funds. Investments are currently made in certificates of deposit, treasury bills and repurchase agreements.

Most investments are made in certificates of deposit issued by banks located in Fort Worth which have executed a depository contract with the city. Each month interested banks subscribe for the certificates of deposit which are awarded to them on a pro-rate basis taking into account their subscriptions and 50% of their capital and surplus, which is the limit the city will invest in any one bank. The interest rate of the certificates is the same as the average rate for the treasury bill auction with the same issue date and maturity. When certificates of deposit are purchased other than on treasury bill auction dates, the interest rate is determined by the "bid" rate of the bills at the close of the previous day's business. Certificates are purchased in a face amount equal to the discount price of the treasury bills. At maturity the value of the certificate of deposit plus accrued interest is equal to the face amount of treasury bills.

Repurchase agreements are being used for the investment of cash available for a very short time (less than 30 days). Under these agreements, local banks sell city government bonds in their portfolios with an agreement to repurchase the bonds at the same price plus accrued

interest at a specified rate on a specified date. Interest rates paid to the city on these short-term investments have ranged from 4.35% to 5% for periods of from 5 to 25 days. Repurchase agreements are awarded to the banks on the basis of telephone bids at the highest rate of interest.

GOOD NEIGHBORHOODS - LOW ACCIDENT RATES

If people like their neighborhoods, the chances are strong that they will enjoy a substantially lower accident rate. One of the most obvious differences between a neighborhood with a low accident rate and one with a high accident rate is the degree of community pride exhibited.

This conclusion was strongly evident in a study which was recently undertaken by four students of Worcester Polytechnic Institute in cooperation with Dr. Kenneth I. E. Macleod, Commissioner of Public Health, Worcester, Massachusetts. The students examined two census tracts; one had the second highest accident rate and the other, an "average" accident rate.

The students conducted a door-to-door survey in which they asked whether anyone in the household had suffered an accident; if so, what its nature was, where it happened, and whether insurance covered medical expenses. The interrogators also inquired about accident hazards in the area and how long each family had lived in its present home. Local newspapers cooperated with the survey and Dr. Macleod presented each investigator with a letter of identification.

THOUGHTS FOR TODAY

You know you're a failure when you overhear the boss refer to you as what's-his-name.

The bald-headed man may be ridiculed but he's the first in the group to know when it starts to rain.

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The Luzerne County News-letter

VOL. XV, NO. 11 WILKES COLLEGE, WILKES-BARRE, PA., NOVEMBER 15, 1966

COUNCIL-MANAGER DEVELOPMENTS

Nine places have recently been added to the City Managers Directory, bringing to 45 the number of adoptions in 1966 and to 2,135 the total number of council-manager communities in the United States and Canada. The new places are Williams, Ariz. (3,559); Baltimore County, Md. (492,428); Wayland, Mich. (2,019); Brooklyn Park, Minn. (14,785); Washington, Mo. (7,961); Elko County, Nev. (12,011); Newton Falls, Ohio (5,039); and Horsham Tp. (11,400) and Jim Thorpe (5,945), Pa.

LOCAL NEWS

Miss Sally Jervis has been appointed as Director of the Recreation and Park Commission of Luzerne County effective September 1, 1966. Miss Jervis fills the position vacated by Edwin L. Shellenberger, who accepted a position with the Bureau of Outdoor Recreation, United States Department of Interior. She was formerly the Director of the Wilkes-Barre City Recreation Board.

The Electrical Division of the United Gas Improvement Company has completed the installation of new Mercury Vapor Street Lights in Hanover Township. Approximately 500 old street lights have been converted to the new street lighting system by the township commissioners.

New Mercury Vapor Lights will be installed in Plymouth Borough in time for the Thanksgiving and Christmas Holidays. The borough councilmen gave priority to the lighting program over street improvements.

EMPLOYMENT

Employment in the middle of August reached the best level in the Scranton area that it has seen since 1957 (after allowance for customer

seasonal shifts). The non-manufacturing job sector remained unchanged from July (which ordinarily happens) and the level for this sector is good compared to some earlier years. The manufacturing sector added 800 jobs (an addition larger than ordinary) and this gain raised the sector index to a new high.

Meanwhile the average factory workweek lengthened over the month, although it is still shy of 40 hours. All the durable goods industries lengthened their respective averages, but only textile products and printing and publishing averaged longer weeks among the nondurables.

In line with good manufacturing activity, checkbook spending improved more than it does ordinarily in August. However, industrial power sales did not measure up to expectations, indicating that conditions during the entire month were not so good as just at the middle when employment is measured.

Scranton was one of the truly two major areas in Pennsylvania in which fewer new passenger cars were sold in July than in June.

The best job record in many years was established in August in the Wilkes-Barre Hazleton area. This improvement was sparked by the manufacturing sector, which reached peak strength. Ordinary seasonal gains in nonmanufacturing industries kept this sector steady, but the level was not particularly good.

The average factory workweek lengthened as all durable goods industries and most nondurable goods industries worked longer hours.

Industrial power sales in the metropolitan area stayed at the all-time high point reached in July - which means that the monthly change in sales volume was ordinary for August. The city of Hazleton also experienced the customary monthly change, but at Wilkes-Barre the index fell back from an all-time high to the second highest point.

As in other areas, here more new cars but fewer new trucks were sold in July than in June. Fewer new trucks were sold this year than last, which was contrary to the experience of most other larger Pennsylvania areas.

INDUSTRIAL LAND--TERMINOLOGY

INDUSTRIAL PARK--an area developed according to a comprehensive plan with suitable sites, streets, and utilities. Specific requirements control lot sizes, land use ratios, setbacks, architecture, lands-

caping, maintenance, and traffic--all to preserve a park-like setting maintained by continuing management. No commercial or residential structures are permitted within the community of industrial activities.

INDUSTRIAL ZONE--an area identified in a comprehensive plan where industry is encouraged to locate and develop. Restrictions as to the types of industry may be outlined and incompatible land uses are restricted. Roads and utilities may be planned to meet specific types of industrial needs. Land ownership is usually fractionated. Land use controls and building codes are utilized to influence the quality of development.

INDUSTRIAL DISTRICT--an area similar to an industrial park in its development pattern--it may not have an overall plan, a community of industrial activities, or a single owner-developer. Utilities, access streets, and other services are provided as needed. It differs from an industrial park to the extent that compatibility with surrounding areas is not necessarily part of the growth pattern. In some localities, unplanned districts where restrictions are minimal, industry is intermixed with residential, commercial, recreational, and other types of land use.

INDUSTRIAL ESTATE-- a term commonly used in England and English-speaking islands in the Caribbean, is similar to an industrial park. It incorporates the features of planned development, land use and other controls, continuing management, and generally a park-like layout. An estate differs from an industrial park that it is not usually entirely self-supporting and is often developed and managed by a government agency as a means of furthering industrialization and increasing employment. Financing is often available to the tenant for plant construction and new equipment. Technical and administrative aid and consultation is provided.

INDUSTRIAL CITY--a planned community developed by government agencies and occasionally by private companies (or a mix of the two). The purpose is diversion of industrial concentration from over crowded areas. A city may include features of an industrial estate on a large scale and also provide such community services as modern housing, shopping centers, schools, hospitals, recreation areas, churches, and other features of contemporary urban life. A planned city differs from a "company town" to the extent that it includes a variety of industry under varying ownership.

UNPLANNED INDUSTRIAL SITES--include tracts of land in single ownership located near roads, rails and power which are sold to individual industries as needed without any definite plan.

MUNICIPAL AUTHORITIES

Since 1935 when the Authorities Act was enacted, many projects now in operation would not have been possible because of communities' debt limitations. This Act has been most useful in meeting the needs for improvements both in the matter of finances and operation of municipalities. It also has been the target of disgruntled citizens and office holders in making criticisms that Authority Board Members are not elected officials when projects may have been unpopular, e. g., sewage authorities whose charges for services seem unrealistic.

With the change in law permitting municipalities to increase from 2% to 5% unapproved indebtedness and from 7% to 15% of assessed valuation with the approval of taxpayers, municipalities now have a choice. Authority financing permits borrowing up to 40 years, whereas general obligation borrowing is limited to 30 years.

Talented citizens who would not seek political office find authorities a medium to serve their communities.

No project can be initiated by an authority without the consent of the elected officials of the political subdivision which created the authority -- an effective control. Every leaseback project must have the rates or charges set by the elected officials. Budgets must be approved by a municipality's elected officials. The use of authority operation is so flexible that it can be developed to meet the needs that any community desires. Authorities can be used just to provide finances, as is being done by school districts, who then operate under a leaseback arrangement.

Authorities can also operate with the sponsoring government guaranteeing the interest and principal only. This permits the appointed Authority Board Members to operate projects with considerable control being exercised by the sponsoring municipality. Such operation would provide for a minimum interest rate.

THOUGHT FOR TODAY

It is all right to drink like a fish, if you drink what the fish does.

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Luzerne County News-letter

VOL. XV, NO. 12 WILKES COLLEGE, WILKES-BARRE, PA., DECEMBER 15, 1966

COMMISSION ON ECONOMIC OPPORTUNITY

As of November 3, 1966, the Commission on Economic Opportunity is legally separated from its parent organization, the Welfare Planning Council. The By-Laws of the Commission were changed to adjust to the Commission's being chartered as an incorporated, non-profit agency. The Cabinet of the Commission will now be called Board of Directors.

At a meeting of the Board of Directors November 17, 1966, it was decided that proposals will be sent to OEO to refund all existing community action programs for the coming fiscal year. Because of underspending in community action programs, any surplus funds would be used to expand the neighborhood organization work being done by the Commission.

COUNTY GOVERNMENT

The Luzerne County Commissioners recently created two new departments in county government - the Department of Vital Statistics and the Real Estate Department. It was explained that the Bureau of Vital Statistics will make a peoples' inventory of all residents in Luzerne County. It is intended that this Bureau would provide the information that local governments need in order to effectively enforce per capita acts ordinances.

The Real Estate Department was established to put some thousand county-owned properties on the books of the Tax Claim Bureau so that these properties can be made available for purchase by private persons. It is the hope of the County Commissioners that such properties can eventually be placed on the tax assessment books.

HARVEYS LAKE BOROUGH

A petition for the creation of the Borough of Harveys Lake was granted in a court en banc decision handed down by President Judge Frank L. Pinola. The court decision, subject to exceptions, will make the

Borough of Harveys Lake the 74th municipality in Luzerne County. Proceedings in the case have filled literally hundreds of pages of testimony, together with coincident exhibits. The total number of properties within the proposed borough area in Lake Township is 1,754 and in Lehman Township, 418. The total assessed valuation of all properties within the proposed area is \$5,227,660.

CITY INFORMATION CENTERS

The Columbia University School of Social Work has recommended development of neighborhood information centers in cities throughout the United States.

In its report, Neighborhood Information Centers, the School suggests that the centers serve as a part of a "new urban amenity," and "a social utility" which is needed as much as public utilities.

The centers would serve the following functions: (1) Provide simple information-where something is located and how to get there. (2) Provide more complex information on provisions of a law or an agency's functions. (3) Clarify the significance of a statute or a provision at the request of a specific person. (4) Give advice on how to proceed with problems-not only clarifying the possible, but suggesting a course of action, following through until the inquirer has his rights or needs recognized. (5) Refer problems and queries to the right agency. (6) Provide a continuing relationship for those people whose continued welfare requires repeated dropping in for a friendly chat. (7) Carry out continuing counseling and treatment. (8) Conduct general community education programs.

BONDS

The basic purpose of sureties involving political jurisdictions is to guarantee that a contract will be executed according to specifications, other related obligations will be fulfilled, or that officials will faithfully execute their public responsibilities.

One of the primary areas for corporate sureties is in construction work, and the bonds commonly used are: (1) Bid Bond-guarantees that a bidder, if awarded a bid, will enter into a contract within a stipulated time period and will furnish the required performance and payment bonds. The American Institute of Architects suggests that the amount of the bid bond be set at 10 per cent of the bid. Generally, this recommendation is followed. (2) Performance Bond-indemnifies a public agency against

loss resulting from the failure of a contractor to complete the work in accordance with specifications. (3) Payment Bond-a guarantee that debts incurred by a contractor for labor and materials used on the project will be paid. Although not always required because some officials believe the losses are less than the premiums, payment bonds- in addition to affording default protection-are most useful in minimizing construction costs. If payment bonds are mandated, the parties involved are insured of payment; therefore, they are less likely to have excessive credit charges as part of labor or materials contracts. Requiring payment bonds also stimulates meaningful competition since a "large" contractor is in no better bargaining position for supplies and manpower than the "smaller" operator with less working capital. (4) Maintenance Bond- indemnifies a public agency against defective workmanship or materials. The guarantee is usually for a one or two year period. The importance of maintenance bonds has declined in the last several years because maintenance guarantees generally are incorporated in the contract. In such instances, the performance bond provides the necessary protection.

Premium rates for surety bonds vary according to such factors as the nature of the construction work, loss experiences over several business cycles and other hazards or risks involved. The premium rate, whatever it might be, is based upon the entire contract price and not upon the amount of coverage. Sureties also assess only one premium charge for both performance and payment bonds. The premium is the same if only a performance bond is required.

POLICE, FIRE GET INCENTIVE PAY

Fairfax, California (population, 7,500), has instituted an educational and incentive pay program for public safety personnel aimed at increasing the professional level of its police and fire employees.

Personnel with 3 1/2 years experience who earn an associate of arts degree in either law enforcement or police science, receive a 5 per cent salary step increase above the maximum rate for their position.

Personnel who complete 30 accredited units in either approved police science or fire science courses, receive a 2 1/2 per cent increase.

In either case, employees are expected to continue attending college classes to further their professional and educational training. All employees take courses on their own time. However, the city pays all tuition and text book costs.

Objectives of the program are: to provide incentive for continued professional growth and development, to provide additional salary ad-

vancement opportunities for experienced personnel, to encourage the retention of experienced and qualified personnel, and to provide a better recruitment program to attract individuals considering a public safety career.

CITY MANAGERS

Manager positions are vacant in nearly 100 cities and towns, some for several months. Mayors of several small cities report that only a few applications have been received. Managers who want to move to another city (if they have served at least three years in their present city) and other members who are qualified for manager positions should contact the officers of their state association of managers. Managers of cities and counties, along with the president of the state managers' group, should contact the mayor or city council of nearby municipalities where the manager position is vacant to offer assistance by supplying names of candidates they think would be qualified. ICMA supplies to the city councils copies of the pamphlet "Selection of a City Manager," the Directory of Managers and Directory of Assistants to Managers, and refers them to managers of nearby cities as well as to officers of state associations. It is the responsibility of the manager profession to assist city councils in their search for good managers.

THOUGHTS FOR TODAY

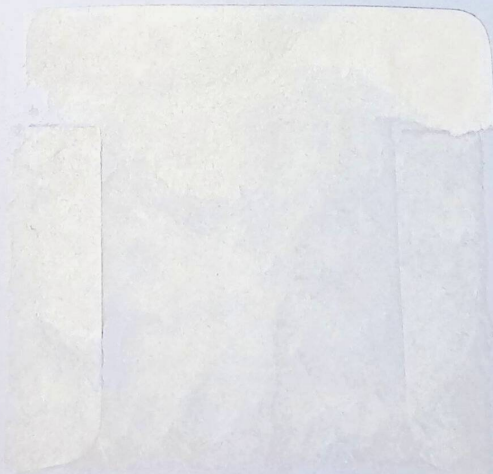
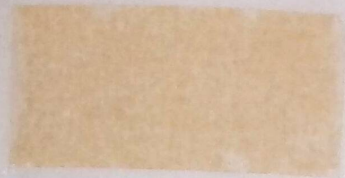
It's easy to feel beautiful - just smile at everyone you meet, do a good deed every day, and avoid the mirror.

It is difficult to predict the future of an economy in which it takes more brains to figure out the tax on your income than it does to actually earn it.

School days can be the happiest days of your life - provided of course your children are old enough to go.

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