

# Popular Government

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Michael Brady

## Cover Article

### 6 Delivering on *Gideon's* Promise: North Carolina's Efforts to Enhance Legal Representation for the Poor

Alyson Grine

*Gideon v. Wainwright* and subsequent cases have established the right of poor people to representation by counsel in felony cases in state courts, in many misdemeanor cases, and in all critical stages of criminal proceedings. But what assures poor people of quality representation in such cases?

## Feature Articles

### 20 Evaluating New Revenue Sources for Counties

Karl W. Smith

North Carolina counties may adopt either a one-quarter-cent sales tax or a 0.4 percent land transfer tax as a new source of revenue. A School economist examines the economic implications of the two taxes and compares them on six dimensions.

### 31 A Balanced Approach to Implementing the Balanced Scorecard

William C. Rivenbark and Eric J. Peterson

Organizational barriers have tended to make the balanced scorecard, a management tool that links departmental performance and organizational goals, an option only for large local governments. A School faculty member and a North Carolina town manager present a case study of how the manager's town, Hillsborough, adopted the balanced scorecard.

### 38 Immigrants in North Carolina: A Fact Sheet

Sejal Zota

An immigration specialist at the School reports some basic facts about immigrants in North Carolina, such as how many live here, whether they pay taxes and receive public benefits, and what kind of impact they have on the state's economy.

## Departments

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Local Government Service Corps to Help Rural Communities in Need • Assistance Available in Meeting New Federal Funding Rules Related to Sexual Assault Prevention and Intervention • Local Elected Leaders Academy Announces Winter 2008 Offerings • School Sponsors Information Sharing on Workforce and Succession Planning • Judicial College Inaugurates Advanced Criminal Evidence Course for North Carolina Judges • Wayne County Moves to Four-Day Workweek • School Graduates First Class of National Certified Government Chief Information Officers • School Receives Grant to Document Hunger in North Carolina

### 44 At the School

Campaign to Name Local Government Wing Successfully Completed • McLaughlin Joins School Faculty • School of Government Publications Receive Magnum Opus Awards • In Memory of William I. Thornton • Reynolds Foundation Supports Civic Education • Parkland High School Graduate Is Wicker Scholar for 2008–9 • Regional Council Update and Recognition Luncheon Held in Wilmington • New Art Project Planned for School • MPA Program Welcomes New Class



Harry Lynch / Raleigh News & Observer



Leslie Barbour / Raleigh News & Observer



John Rottert / Raleigh News & Observer

ON THE COVER: Defenders of indigent people work in a fast-paced, high-pressure setting where an error may have devastating consequences for the client. North Carolina is pioneering a university-state collaboration to train these defenders. Illustration by Michael Brady.