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        Federal agencies use technical assistance to help State
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they receive through Federal aid programs. .chnical assistance
includes introducing new materials and tech.iques, offering
innovative approaches to management, and demonstrating ways to
improve services to citizens. Findings/Conclusions: Responses
to a questionnaire sent to State and randomly selected local
officials indicated that those who received relatively large
amounts of Federal technical assistance saw a need for more
assistance, although an overwhelming majority neither received
nor felt they needed much technical assistance frcm the Federal
level. The Federal Government must overcome several impediments
if it is to become a more effective partner in helping to meet
the technical assistance needs of the State and local sectors.
One of the key concerns of State and lccal cfficials is a
reluctance to become involved with the Federal level because of
complexities and regulatory problems asscciated with Federal
assistance. The questionnaire respcnses indicated that few
States and localities actively seek technical assistance or take
advantage of the many available sources of technical assistance,
relying instead on their own staffs. Despite numercus ccmplaints
about the difficulties encountered in applying for and receiving
Federal assistance, a slight majority cf the respondents
believed that the assistance they received from the Federal
level adequately met their needs. Better information on
available Federal assistance surfaced as one of the major needs
of State and local governments. (Authcr/SC)

STUDY BY THE STAFF OF THE U.S.
6978
General Accounting Office

State And Local Governments' Views On Technical Assistance

Federal agencies use technical assistance to help State and local governments properly manage the vast sums of money they receive through Federal aid. This study discusses the technical assistance received and needed by 367 State and local governments, as well as their opinions on the availability and adequacy of Federal and non-Federal technical assistance programs.

FOREWORD

Since the late 1960s, the Federal Government has relied more on State and local governments to manage Federal programs partially because of demands by State and local officials for increased responsibility and control over those affairs that affect their governments. General revenue sharing, block grants, and the creation of regional administrative bodies are the framework of the Federal focus on local decisionmaking.

The move to increase State and local government authority and responsibility in administering Federal programs has caused these levels of government to be more interested in the quality of program management. Many argue that the Federal Government is now more responsible for assuring that State and local governments effectively manage the vast sums of money received through Federal aid--estimated at $80.3 billion in fiscal year 1978.

Federal technical assistance is one method of fulfilling this responsibility without direct Federal control. The main purpose of Federal technical assistance is to improve the capability of State and local governments to manage their programs and those of the Federal Government. Technical assistance includes introducing new materials and techniques, offering innovative approaches to management, and demonstrating ways to improve services to citizens.

As part of our continuing assessment of how responsive the Federal assistance system is to the needs and views of State and local government, we studied the technical assistance needs of the State/local sector. This report discusses the needs identified by officials representing 367 State and local governments, who completed a total of 1,173 questionnaires. This wide cross-section of views and opinions on the adequacy and availability of Federal and non-Federal technical assistance can help improve Federal technical assistance activities.

Overall, State and local officials gave a mixed evaluation of Federal efforts. On the positive side, those who received relatively large amounts of Federal technical assistance saw a need for more assistance. On the negative side, an overwhelming majority neither received nor felt they needed much technical assistance from the Federal level.

The Federal Government must overcome several impediments if it is to become a more effective partner in helping to meet technical assistance needs of the State/local sector. One of the key concerns of State and local officials is a reluctance to become involved with the Federal level because of complexities and regulatory problems associated with Federal assistance. The planning director of a large county expressed the attitude, and that of several other officials with whom we spoke, that he did not believe the Federal Government could manage its own programs well enough to provide management assistance to others.

The responses indicate that few States and localities actively seek technical assistance or take advantage of the many available sources of technical assistance. The conclusion of an earlier study that governments tend to rely on their own staffs to provide needed assistance was confirmed by our study.

Our study indicated that State and local officials contact State agencies more often than any other outside organization or government level to help satisfy their technical assistance needs. Local officials preferred State over Federal agencies because dealing with their States presented fewer problems and required less paperwork.

Despite numerous complaints about the difficulties encountered in applying for and receiving Federal assistance, a slight majority of the respondents believed the assistance they receive from the Federal level adequately meets their needs. Larger jurisdictions received more Federal technical assistance than the smaller jurisdictions and generally expressed a need for more Federal assistance than they presently receive. While this response is encouraging, it may only indicate that larger jurisdictions have developed an institutional capacity to cope with the "redtape" associated with Federal assistance.

State and local officials, particularly those from smaller jurisdictions, indicated a limited awareness of Federal assistance programs. Better information on available Federal assistance surfaced as one of the major needs of State and local governments. This response confirms the need for the recently passed Federal Program Information Act (Public Law 95-220, Dec. 28, 1977) and underscores the importance of effective and aggressive implementation of the information system called for under the act. The act requires developing a source of timely information concerning all Federal domestic assistance programs so that State and local governments can readily identify those programs they need.

We believe this study will be useful to Federal, State, and local governments, regional planning agencies, State/local associations, and others attempting to develop and improve technical assistance programs for State and local governments.

Sincerely yours,

Victor L. Lowe, Director
General Government Division

C o n t e n t s

CHAPTER

ABBREVIATIONS

GAO	General Accounting Office
HUD	Department of Housing and Urban Development
OMB	Office of Management and Budget

CHAPTER 1

INTRODUCTION

Federal financial assistance to State and local govern-
ments has increased substantially since 1960. Financial
assistance--provided through various grant-in-aid programs--
is estimated to total $80.3 billion in fiscal year 1978, as
compared to $7 billion in 1960. Federal grants will finance
about 27 percent of State and local expenditures in 1978.

The Federal Government has enacted new approaches to
provide financial assistance, through the use of block grants
and revenue sharing. Block grants, as compared to categorical
grants, are awarded for broadly defined purposes. Revenue
sharing funds are awarded with minimal Federal restrictions,
and State and local governments have wide discretion in their
use.

The changing nature of Federal assistance, including the
emphasis on giving State and local goverments greater responsi-
bility, has stimulated interest in the ability of State and
local governments to plan and direct programs on a long-term
basis for the needs of their particular jurisdictions. To
improve the management of Federal programs at State and local
government levels, the Federal Government provides technical
assistance aimed at improving the effectiveness of federally
assisted programs and at increasing the overall planning
and management capabilities of State and local governments.
Federal technical assistance is provided through funds, in-
formation, training, personnel exchange, and other means.

To study the responsiveness of the Federal assistance
system, we reviewed the technical assistance needs of State
and local governments. We sent questionnaires to all States
and to a random sample of cities, counties, and townships.
This study discusses needs the respondents identified, as
well as their opinions on the adequacy and availability of
Federal and non-Federal technical assistance.

WHAT IS TECHNICAL ASSISTANCE?

There are many definitions of technical assistance. An
Office of Management and Budget Study Committee on Policy
Management Assistance defined it as:

> "A term used to refer to programs, activities,
> and service provided by the Federal Government,
> a Public Interest group, or another Third
> Party to strengthen the capacity of recipients

to improve their performance with respect to
an inherent or assigned function. The delivery
of technical assistance requires serving one
or more of three functions: (1) transferring
information, (2) developing skills, and (3)
developing and transferring products."

One study of Federal technical assistance programs
found that the majority of programs (over 95 percent measured
by Federal dollar investments) are within functional program
categories. They are administered by individual agencies
and are designed almost exclusively to strengthen the capa-
city of State and local governments' management and delivery
of specific Federal programs.

To ensure uniformity of terms in our review, we cate-
gorized technical assistance into general management assist-
ance, functional assistance, and technology transfer or
sharing.

General management assistance

General management assistance is directed toward strength-
ening the capability of State and local management officials to
plan, implement, manage, and evaluate policies, strategies,
and programs for a general purpose government. This is some-
times termed "capacity building."

An example of a Federal technical assistance program
within the definition of general management assistance is
the Department of Housing and Urban Development's (HUD's) Com-
prehensive Planning Assistance Program. Under this program,
grants are given to support a broad range of planning and
management activities, including comprehensive planning, de-
veloping, and improving management capacity for plan implemen-
tation and development.

Functional assistance

Functional assistance is the provision of (1) management
services and/or (2) technical services in support of specific
Federal or non-Federal programs, projects, or functional
operations.

Examples of the two classes of functional assistance
within the framework of our definition are:

1. Management services - The Environmental Protection Agency's solid waste disposal planning program to assist State, interstate, municipal, and inter-municipal agencies and organizations in developing plans and programs leading to solving solid waste management problems.

2. Technical services - The Environmental Protection Agency's solid waste disposal demonstration program to (1) promote the demonstration and application of solid waste management and resource recovery systems which preserve and enhance the quality of air, water, and land resources and (2) conduct solid waste management and resource recovery studies, investigations, and surveys.

Many of the same functions performed under functional assistance also apply to general management assistance. The difference between the two is that functional assistance provides support for executing specific programs or functional operations. General management assistance, in contrast, provides overall support in planning, implementing, managing, and evaluating all policies and programs.

Technology transfer or sharing

Technology transfer or sharing is a key element in applying research and development to the wide range of domestic problems. It is the process by which existing research knowledge is transferred operationally into useful processes, products, or programs that fulfill actual or potential public or private needs.

In our definition, technology transfer or sharing means dissemination of and assistance in making use of technological advances.

An example of a Federal technical assistance program within the above definition is the National Aeronautics and Space Administration's technology utilization program. This program is designed to ensure that many of the developments resulting from Government-sponsored aerospace research and development are made available to the maximum extent possible for the Nation's benefit.

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WHY IS TECHNICAL ASSISTANCE NEEDED?

State and local government officials are being pressured by many forces. Constituents are demanding lowered taxes and increased Government services, while at the same time, inflation is reducing the buying power of city and county budgets. Many citizens prefer to see their taxes used for immediate physical improvements, such as a new fire station or public park, rather than the less obvious benefits derived from hiring a capable city planner. This preference often inhibits elected officials from attempting to improve management operations and to more efficiently use taxpayers' money in the long run.

Federal legislation, such as the Clean Air Act Amendments of 1970, the Environmental Pesticide Control Act of 1972, and the Emergency Highway Energy Conservation Act of 1974, have made the States primarily responsible for implementing the acts' provisions. State and local governments are also being pressed by their constituents to set up comprehensive programs in environmental management, public safety, energy conservation, water quality, and other complex areas. Expertise in these areas is often limited and the governments must, in many cases, rely on external sources for assistance. Many State and local governments are technically unable or lack resources to handle these demands. Federal agencies, along with consultants, colleges and universities, public interest groups, and others, provide permanent or temporary technical assistance to try to improve government officials' abilities to cope with these problems.

In view of expanding State and local government responsibilities in delivering Federal programs, our study was directed at assessing the availability and the additional need for Federal technical assistance.

STUDIES SHOW THAT STATE
AND LOCAL GOVERNMENTS
NEED TECHNICAL ASSISTANCE

Many studies have been conducted on the technical assistance needs of State and local governments. These studies have focused on (1) a single type of technical assistance, (2) technical assistance needs in regional sections of the United States, or (3) technical assistance needs for a specific grant program. The studies have generally concluded that State and local governments need technical assistance. Findings from two such studies are summarized below.

Office of Management and Budget's
Study Committee on Policy Manage-
ment Assistance

The Office of Management and Budget (OMB) began an
interagency study committee to examine policy management
assistance--one type of assistance within our definition of
general management assistance. The committee's objectives
were (1) to perform an inventory of Federal objectives,
policies, and programs th..t directly or indirectly relate
to the policy management capacity of State and local govern-
ments and assess their impact on the policy development and
service delivery capacity of State and local governments and
(2) to identify the needs of State and local governments in
the policy management area and assess the adequacy of the
Federal Government's resources that have a bearing on those
needs.

The study committee concluded that State and local of-
ficials are facing the difficult challenge of integrating
complex programs, fiscal sources, and administrative en-
tities into a package of services designed to meet the
special needs of their jurisdictions. This integration
requires need analysis, goal setting, long-term planning,
and evaluation, which are beyond the management capacity of
many local governments and State agencies.

Southeastern Federal Regional Council's
report on the Federal role in technical
assistance

The Southeastern Federal Regional Council commissioned
Georgia State University's Institute of Governmental Admin-
istration to study the technical assistance needs of the
eight southeastern States. The purposes of the study were
to isolate technical assistance needs as perceived by local
officials; identify current sources of such assistance; and
determine preferences of these officials regarding possible
future activities.

The study findings indicated that Federal technical
assistance to local governments is still in a beginning
stage. At the State level, the major technical assistance
effort is usually coordinated through sub-State planning
and development agencies or districts, with little direct
assistance provided to local governments. Only 13.5 percent
of the respondents considered Federal agencies as one of the
three primary sources of technical assistance; 38 percent

thought the same of State agencies. Local officials identified
planning, training for local staff, and management as their
most important needs.

SCOPE OF REVIEW

    We sent questionnaires to the executive and legislative
branches of all States, to Puerto Rico and Guam, and to a
randomly selected sample of 495 cities, counties, and town-
ships that received revenue sharing funds in fiscal year
1976. A copy of the questionnaire we used is in appendix I.
The cities and counties selected were divided into two
groups: under 100,000 population and over 100,000 population.
Therefore, we dealt with five nonproportional sample sizes
in addition to the two State categories. Each jurisdiction
was sent multiple copies of the questionnaire and was asked
to distribute them to functional departments. A total of
367 jurisdictions responded for an overall response rate of
61 percent. Response rates by type and size jurisdiction
are shown below.

Jurisdiction size	Universe size	Sample size	Number of responding juris- dictions	Per- centage response rates
States--executive branch (note a)	52	52	40	76.9
States--legislative branch	50	50	20	40.0
Cities over 100,000	154	57	49	86.0
Cities under 100,000	18,519	144	81	56.3
Counties over 100,000	333	76	52	68.4
Counties under 100,000	2,713	100	47	47.0
Townships	16,976	118	78	66.1
Total	38,797	597	367	61.5

a/ Includes Guam and Puerto Rico.

    Mailing and collection of questionnaires was completed
during 1976. The 367 jurisdictions returned 1,173 question-
naires; the results were computer tabulated. Multiple de-
partment responses (more than one response from a department
within a jurisdiction) were weighted so that their total
value would equal another jurisdiction's single departmental

response. However, we did not weigh for variations in the number of departments responding among the sampled jurisdictions. As a result, the jurisdictional groupings developed for analysis did not represent the universe of governments, but only those States and localities which responded to our questionnaire. After weighting, there were 968 possible observations per question or question segment. The following table illustrates the response by size jurisdiction.

Weighted Response by Jurisdiction Size

Jurisdiction size	Number of weighted observations	Percentage of total
States--executive branch	222	22.9
States--legislative branch	27	2.8
Cities over 100,000 people	227	23.5
Cities under 100,000 people	101	10.4
Counties over 100,000 people	200	20.7
Counties under 100,000 people	114	11.8
Townships	77	7.9
Total	968	100.0

The 968 weighted observations (referred to as "respondents" throughout the report) covered the following functional departments:

Functional department	Number of observations	Percentage of total
Administration	66	6.8
Finance	84	8.7
Health	92	9.5
Education	48	4.9
Human Resources	66	6.8
Agriculture	48	4.9
Transportation	62	6.4
Recreation	62	6.4
Housing/Urban Affairs	31	3.2
Environment	17	1.8
Public Safety	88	9.1
Community/Economic Development	61	6.3
Planning	51	5.3
Public Works	55	5.7
Commerce	4	0.4
Single response jurisdictions (note a)	109	11.3
Legislatures	23	2.4
Other	1	0.1
Total	968	100.0

a/Refers to those jurisdictions which submitted a single
  questionnaire, completed by a city manager, for example,
  with an overview of the local government. Such responses
  were generally from small cities and counties or townships.

As can be seen in the above table, the weighted responses
are, with a few exceptions, fairly evenly distributed
throughout functional departments.

Interview followup

     We interviewed 53 State and local government officials
who either completed the questionnaire or represented ques-
tionnaire respondents. We discussed results of the question-
naire with officials of 11 Federal agencies or offices, 1/

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1/OMB; Department of Agriculture; the Office of Education and
   Public Health Service of the Department of Health, Education,
   and Welfare; HUD; Civil Service Commission; the Employment
   and Training Administration of the Department of Labor; the
   Law Enforcement Assistance Administration of the Department
   of Justice; the Federal Highway Administration and Urban
   Mass Transportation Administration of the Department of
   Transportation; and the Economic Development Administration
   of the Department of Commerce.

the New England and the Southeastern Federal Regional
Councils, and with representatives of the following public
interest groups: the Council of State Community Affairs
Agencies, Council of State Governments, International City
Management Association, National Association of Counties,
National Conference of State Legislatures, National Govern-
ors' Association, and National League of Cities.

CHAPTER 2

THE STATE/LOCAL PERSPECTIVE ON THE

NEED FOR FEDERAL TECHNICAL ASSISTANCE

A significant segment of the State and local sector sees a need for additional Federal technical assistance, even though a majority of the questionnaire respondents reported that they neither received nor needed much technical assistance from the Federal level. One of the major concerns of State and local off   's is reluctance to get involved with the Federal C: ment because of the complexities and regulatory problems associated with Federal assistance.

The larger jurisdictions--State executive departments and cities and counties with populations over 100,000-- tended to receive more Federal technical assistance and indicated a need for significantly more assistance than did other jurisdictions. This difference may be attributed to the volume of demand for services by their constituents, as well as more sophisticated lines of communication between larger jurisdictions and their funding sources at the Federal level. Such a pattern might further account for the need expressed by many respondents for more information on available Federal services. Also, the responses seem to indicate a need for the Federal Government to mount a more aggressive effort to advise State and local governments, particularly smaller jurisdictions, on the assistance available. However, the response of those receiving Federal assistance suggests that they are sufficiently satisfied to want more assistance.

Those respondents expressing a need for more assistance showed a preference for furctional assistance and technology transfer/sharing over general management assistance. Improvements in Federal grants delivery and information on Federal grants surfaced as the most frequently identified specific technical assistance needs.

HOW MUCH FEDERAL TECHNICAL
ASSISTANCE IS RECEIVED?

Only one-fifth (19.7 percent) of the respondents received what they considered a very great, considerable, or moderate amount of technical assistance from the Federal level. Most State and local officials--50 percent of the respondents-- reported receiving little or no assistance, 19.4 percent

reported receiving some assistance, and 10.9 percent had no basis to judge. (See table 1, p. 12.) There were, however, wide variations in the amount of assistance received among the three types of technical assistance defined in our study.

General management assistance

Although there was a high response rate to our question on general management assistance--that designed to improve jurisdiction-wide management capabilities--only 11.5 percent of the respondents indicated receiving at least a moderate amount of such assistance from the Federal level; 13 percent responded that they had no basis to judge; while 59.5 percent received little or none. (See table 1, p. 12.)

About 22 percent of the respondents from State executive departments reported receiving very great to moderate amounts of general management assistance, far exceeding the level of receipt reported by other groups. For example, only 1.7 percent of respondents from State legislatures, 4.1 percent from cities with populations less than 100,000, and 2.2 percent from townships received what they considered as at least moderate amounts of general management assistance. Of all respondents who reported receiving very great to moderate amounts of general management assistance, over one-half considered the amount received to be only moderate. (See table 2, p. 13.)

Functional assistance

Considering that most Federal grant programs are highly functionally oriented, it is not surprising that respondents indicated that most Federal technical assistance received is related to functional programs and in the form of information and Federal staff assistance. A total of 27.6 percent of the respondents received what they considered very great to moderate amounts of functional technical assistance. Even of these, over one-half considered their receipt as only moderate. Approximately 42 percent of the respondents reported receiving little or no functional assistance. Technical services received considerably more attention from our respondents than did the management-related functional assistance. (See table 1, p. 12.)

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Table 1

Officials' Responses to Level of

Federal Technical Assistance

Received by Type of Assistance

Amount received (note b)	General management service Number	General management service Percent	Management service Number	Management service Percent	Functional assistance (note a) Technical service Number	Functional assistance (note a) Technical service Percent	Functional assistance (note a) Total Number	Functional assistance (note a) Total Percent	Technology transfer sharing Number	Technology transfer sharing Percent	Total technical assistance Number	Total technical assistance Percent
Very great	36	0.6	27	0.7	63	3.4	90	1.7	38	1.1	164	1.1
Considerable	202	3.2	223	6.2	267	14.7	490	9.0	246	6.8	95?	4.?
Moderate	482	7.7	510	14.1	411	22.6	921	16.9	513	14.1	1,916	1?.?
Total	720	11.5	760	21.0	741	40.7	1,501	27.6	797	22.0	3,01?	19.7
Some	1,007	16.0	700	19.4	471	25.9	1,171	21.5	801	22.0	2,9??	14.4
Little or none	3,735	59.5	1,775	49.1	516	28.3	2,291	42.2	1,646	45.3	7,6?2	??.?
Total	4,742	75.5	2,475	68.5	987	54.2	3,462	63.7	2,447	67.3	10,6?1	69.4
No basis to judge	818	13.0	380	10.5	92	5.1	472	8.7	389	10.7	1,679	10.9
Total responses	6,280	100.0	3,615	100.0	1,820	100.0	5,435	100.0	3,633	100.0	15,34?	100.0

a/Chapter 1 includes a definition of the services available under functional technical assistance.

b/Appendix II has an analysis of the specific areas of technical assistance.

Table 2

Officials' Responses to Level of

Federal General Management Technical

Assistance Received by Jurisdictional Group

Amount received	State executive Number	Percent	State legislative Number	Percent	Cities with more than 100,000 people Number	Percent	Cities with less than 100,000 People Number	Percent	Counties with more than 100,000 people Number	Percent	Counties with less than 100,000 people Number	Percent	Townships Number	Percent	Total Number	Percent
Very great	18	1.2	-	-	13	0.8	-	-	5	0.4	-	-	-	-	36	0.6
Considerable	78	5.3	3	1.7	41	2.7	2	0.3	34	2.5	38	5.2	6	1.5	202	3.2
Moderate	232	15.6	1	-	126	8.2	23	3.8	61	4.6	37	5.1	3	0.7	482	7.7
Total	328	22.1	3	1.7	180	11.7	25	4.1	100	7.5	75	10.3	9	2.2	720	11.5
Some	335	22.5	18	10.3	303	19.8	61	10.0	198	14.8	76	10.5	16	3.9	1,007	16.0
Little or none	720	48.4	125	71.4	884	57.7	428	70.3	840	62.7	437	60.3	301	72.9	3,735	59.5
Total	1,055	70.9	143	81.7	1,187	77.5	489	80.3	1,038	77.5	513	70.8	317	76.8	4,742	75.5
No basis to judge	104	7.0	29	16.6	165	10.8	95	15.6	201	15.0	137	18.9	87	21.0	818	13.0
Total responses	1,487	100.0	172	100.0	1,532	100.0	609	100.0	1,339	100.0	725	100.0	413	100.0	6,280	100.0

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The majority of Federal grant funds going to the State/
local sector either go to or flow through State governments,
and, as could be expected, State executive departments re-
ported receiving more functional assistance than any other
group. About 44 percent of State executive department re-
sponses indicated receiving very great to moderate amounts of
functional assistance from the Federal level, while townships,
with 9.4 percent, were at the other end of the spectrum. (See
table 3, p. 15.)

Technology transfer/sharing

Approximately 22 percent of the respondents reported
receiving very great to moderate amounts of technology
transfer/sharing from the Federal Government, while 22 per-
cent received some and 45.3 percent little or none. Again,
however, over one-half of those indicating very great to
moderate receipt of technology transfer/sharing saw it as
only moderate. (See table 1, p. 12.)

As with general management and functional assistance,
respondents from State executive departments reported receiv-
ing larger amounts of technology transfer/sharing assistance
than other groups. About 38 percent of State executive de-
partment respondents indicated they received very great to
moderate amounts of such assistance. In contrast, only 6,
9.2, and 7.5 percent of the respondents from State legisla-
tures, cities with populations less than 100,000, and town-
ships, respectively, reported such levels of receipt. Sur-
prisingly, counties with populations less than 100,000 indi-
cated they received as much technology transfer/sharing as
the larger counties. However, over 67 percent of the tech-
nology transfer/sharing received by the jurisdictions was of
a less than moderate amount. (See table 4, p. 16.)

IS ADDITIONAL FEDERAL TECHNICAL ASSISTANCE NEEDED?

The questionnaire asked State and local officials to
indicate whether they needed additional Federal technical
assistance over and above the amounts presently received.
The most striking observation from our analysis was that only
5.1 percent of the respondents reported having a very great
need for additional technical assistance. Indeed, a majority
saw little need for additional Federal technical assistance.
However, it is significant that 39.1 percent of the respond-
ents indicated a need for at least moderate amounts of addi-
tional Federal technical assistance.

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Table 3

Officials' Responses to Level of

Federal Functional Technical

Assistance Received by Jurisdictional Group

Amount received	State executive Number	State executive Percent	State legislative Number	State legislative Percent	Cities with more than 100,000 people Number	Cities with more than 100,000 people Percent	Cities with less than 100,000 people Number	Cities with less than 100,000 people Percent	Counties with more than 100,000 people Number	Counties with more than 100,000 people Percent	Counties with less than 100,000 people Number	Counties with less than 100,000 people Percent	Townships Number	Townships Percent	Total Number	Total Percent
Very great	29	2.3	-	-	30	2.3	6	1.1	21	1.8	3	0.5	1	0.3	90	1.7
Considerable	185	14.4	4	2.7	132	10.0	26	4.9	81	7.0	56	8.9	6	1.6	490	9.0
Moderate	355	27.7	12	8.1	263	20.0	48	9.9	151	13.0	65	10.3	27	7.5	921	16.9
Total	569	44.4	16	10.8	425	32.3	80	14.9	253	21.8	124	19.7	34	9.4	1,501	27.6
Some	367	28.6	89	60.1	330	24.3	85	15.8	242	20.8	105	16.7	27	7.5	1,235	22.7
Little or none	313	24.4	25	16.9	500	38.0	293	54.6	542	46.7	311	49.3	243	67.3	2,227	41.0
Total	680	53.0	114	77.0	820	62.3	378	70.4	784	67.5	416	66.0	270	74.8	3,462	63.7
No basis to judge	33	2.6	18	12.2	71	5.4	79	14.7	124	10.7	90	14.3	57	15.8	472	8.7
Total responses	1,282	100.0	148	100.0	1,316	100.0	537	100.0	1,161	100.0	630	100.0	361	100.0	5,435	100.0

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Table 4

Officials' Responses to Level of Federal Technology Transfer/Sharing Assistance Received by Jurisdictional Group

Amount received	State executive		State legislative		Cities with more than 100,000 people		Cities with less than 100,000 people		Counties with more than 100,000 people		Counties with less than 100,000 people		Townships		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Very great	17	2.0	-	-	11	1.3	-	-	9	1.2	1	0.2	-	-	38	1.1
Considerable	98	11.3	1	1.0	50	5.7	8	2.2	54	7.0	29	6.9	6	2.5	246	6.8
Moderate	214	24.8	5	5.0	122	13.9	25	7.0	91	11.7	44	10.5	12	5.0	513	14.1
Total	329	38.1	6	6.0	183	20.9	33	9.2	154	19.9	74	17.6	18	7.5	797	22.0
Some	256	29.6	21	21.0	213	24.3	49	13.6	164	21.1	83	19.8	15	6.4	741	22.0
Little or none	244	28.2	52	52.0	407	46.5	231	64.4	361	46.6	185	44.0	166	69.4	1,646	45.3
Total	500	57.8	73	73.0	620	70.8	280	78.0	525	67.7	268	63.8	181	75.7	2,447	67.3
No basis to judge	35	4.1	21	21.0	73	8.3	46	12.8	96	12.4	78	18.6	40	16.8	389	10.7
Total responses	864	100.0	100	100.0	876	100.0	359	100.0	775	100.0	420	100.0	239	100.0	3,633	100.0

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Most requests for relatively large (very great to moderate) amounts of additional assistance came from those who were already receiving relatively large amounts of assistance. Generally, respondents who received relatively small amounts of technical assistance saw themselves needing only similar amounts of additional assistance.

General management assistance

About 30 percent of all respondents indicated they had a very great to moderate need for additional general management assistance from the Federal level, 60 percent had some, little, or no need, and 10 percent had no basis to judge. Over one-half of the 30 percent who had very great to moderate additional need wanted a moderate amount of need. (See table 5, p. 18.)

Respondents from State executive departments, who reported receiving more general management assistance than any other group, also were more interested in additional assistance. A total of 37.7 percent of the respondents from State executive departments expressed a need for at least moderate amounts of additional general management assistance. Respondents from cities, both large and small, and from large counties, also were more interested in additional general management assistance than State legislatures, counties with populations less than 100,000, or townships. (See table 6, p. 19.)

Overall, however, respondents expressed less need for additional general management assistance than for the other two types of technical assistance.

Functional assistance

About 44 percent of the respondents indicated a very great to moderate need for additional functional assistance from the Federal level. Over one-half of these respondents reported this need to be moderate. (See table 5, p. 18.)

Again there was a clear correlation between reported need and jurisdiction size. The respondents from State executive departments and large cities and counties indicated more need for additional functional assistance than did State legislatures, smaller cities and counties, and townships. (See table 7, p. 20.)

Table 5

Officials' Responses to Level of Technical Assistance

Additionally Needed

Amount additionally needed (note b)	Functional assistance (note a)								Technology transfer/ sharing		Total technical assistance	
	General management Number	Percent	Management service Number	Percent	Technical service Number	Percent	Total Number	Percent	Number	Percent	Number	Percent
Very great	245	3.9	174	4.8	99	5.5	273	5.1	265	7.3	783	5.1
Considerable	510	8.0	441	12.3	306	17.0	747	13.8	548	15.2	1,805	11.7
Moderate	1,135	17.9	883	24.6	495	27.5	1,378	25.5	910	25.1	3,423	22.3
Total	1,890	29.8	1,498	41.7	900	50.0	2,398	44.4	1,723	47.6	6,011	39.1
Some	1,261	19.8	764	21.3	473	26.2	1,237	22.9	814	22.5	3,312	21.6
Little or none	2,569	40.4	1,031	28.6	326	18.1	1,357	25.2	762	21.1	4,688	30.5
Total	3,830	60.2	1,795	49.9	799	44.3	2,594	48.1	1,576	43.6	8,000	52.1
No basis to judge	638	10.0	302	8.4	103	5.7	405	7.5	317	8.8	1,360	8.8
Total responses	6,358	100.0	3,595	100.0	1,802	100.0	5,397	100.0	3,616	100.0	15,371	100.0

a/A definition of the services available under functional technical assistance is in ch. 1.

b/An analysis of the specific areas of technical assistance needed is in app. III.

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Table 6

Officials' Responses to Level of Federal General Management

Technical Assistance Additionally Needed by Jurisdictional Group

Amount additionally needed	State executive Number	State executive Percent	State legislative Number	State legislative Percent	Cities with more than 100,000 people Number	Cities with more than 100,000 people Percent	Cities with less than 100,000 people Number	Cities with less than 100,000 people Percent	Counties with more than 100,000 people Number	Counties with more than 100,000 people Percent	Counties with less than 100,000 people Number	Counties with less than 100,000 people Percent	Townships Number	Townships Percent	Total Number	Total Percent
Very great	88	5.9	11	6.3	51	3.4	12	1.6	63	4.7	10	1.4	10	2.4	245	3.9
Considerable	170	11.5	11	6.3	122	8.1	46	6.3	105	7.9	45	6.2	11	2.7	510	8.0
Moderate	301	20.3	12	6.8	354	23.5	165	22.4	203	15.3	77	10.7	23	5.6	1,135	17.9
Total	559	37.7	34	19.4	527	35.0	223	30.3	371	27.9	132	18.3	44	10.7	1,890	29.8
Some	338	22.7	32	18.2	355	23.5	124	16.9	253	19.1	124	17.2	35	8.5	1,261	19.8
Little or none	538	36.2	80	45.4	524	34.8	318	43.2	544	40.9	311	43.1	261	63.5	2,576	40.4
Total	876	58.9	112	63.6	879	58.3	442	60.1	797	60.0	435	60.3	296	72.0	3,837	60.2
No basis to judge	51	3.4	30	17.0	101	6.7	71	9.6	160	12.1	154	21.4	71	17.3	638	10.0
Total responses	1,486	100.0	176	100.0	1,507	100.0	736	100.0	1,328	100.0	721	100.0	411	100.0	6,365	100.0

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Table 7

Officials' Responses to Level of Federal Functional Technical Assistance

Additionally Needed by Jurisdictional Group

Amount additionally needed	State executive		State legislative		Cities with more than 100,000 people		Cities with less than 100,000 people		Counties with more than 100,000 people		Counties with less than 100,000 people		Townships		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Very great	91	7.0	13	8.4	66	5.1	22	4.2	56	4.9	17	2.7		2.3	273	5.1
Considerable	234	18.1	8	5.2	225	17.4	56	10.7	146	12.8	65	10.4	11	3.1	747	13.8
Moderate	391	30.3	18	11.7	417	32.2	119	22.7	284	24.6	116	18.5	33	9.3	1,378	25.5
Total	716	55.4	39	25.3	708	54.7	197	37.6	488	42.3	198	31.6	52	14.7	2,398	44.4
Some	330	25.6	43	27.9	314	24.2	90	17.2	283	24.5	131	20.9	46	13.0	1,237	22.9
Little or none	217	16.8	54	35.1	229	17.6	170	32.4	291	25.3	196	31.3	00	56.7	1,357	25.2
Total	547	42.4	97	63.0	543	41.8	260	49.6	574	49.8	327	52.2	216	69.7	2,594	48.1
No basis to judge	28	2.2	18	11.7	45	3.5	67	12.8	91	7.9	101	16.2	05	15.6	405	7.5
Total responses	1,291	100.0	154	100.0	1,296	100.0	524	100.0	1,153	100.0	626	100.0	353	100.0	5,397	100.0

Technology transfer/sharing

Perhaps because they felt the Federal level had more assistance to offer or that there would be less Federal intrusion in their affairs in the area of technology transfer, respondents expressed a greater need for additional Federal assistance of this type. Almost one-half (47.6 percent) of the respondents reported what they considered as a very great to moderate need for additional technology transfer/sharing assistance from the Federal level. Again, over one-half of these responses represents only a moderate additional need. Approximately 43 percent expressed some, little, or no additional need. (See table 8, p. 22.)

As was true with general management and functional assistance, respondents from larger jurisdictions expressed more intense interest in additional technology transfer/sharing than did the smaller jurisdictions. (See table 8, p. 22.)

COMPARISON OF AMOUNTS OF FEDERAL TECHNICAL ASSISTANCE RECEIVED WITH AMOUNTS ADDITIONALLY NEEDED

Although most respondents did not express a strong need for additional Federal technical assistance, the number of respondents who perceived a need for very great to moderate amounts of additional assistance exceeded the number who received very great to moderate amounts for all three types of technical assistance. For example, 11.5 percent of the respondents reported receiving very great to moderate amounts of general management assistance from the Federal level, while 29.8 percent indicated they would like to receive similar amounts of such assistance. (See fig. 1, p. 24.)

Respondents from State executive departments received more of all three types of technical assistance and expressed stronger interest than any other group in receiving additional assistance from the Federal level. Respondents from large cities and counties tend o follow the same pattern; however, respondents from a governmental groupings expressed a need for additional assistance. In the case of townships, the additional need was relatively moderate. (See fig. 2, p. 25.)

Table 8

Officials' Responses to Level of Federal Technology Transfer/Sharing

Technical Assistance Additionally Needed by Jurisdictional Group

Amount additionally needed	State executive		State legislative		Cities with more than 100,000 people		Cities with less than 100,000 people		Counties with more than 100,000 people		Counties with less than 100,000 people		Townships		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Very great	85	9.9	7	6.9	83	9.6	12	3.4	56	7.2	19	4.5	3	1.3	265	7.3
Considerable	175	20.3	7	6.9	156	18.0	43	12.2	110	14.2	46	10.9	11	4.6	549	15.2
Moderate	247	28.7	13	12.7	251	29.0	86	24.4	214	27.5	88	20.8	11	4.6	910	25.1
Total	507	58.9	27	26.5	490	56.6	141	40.0	380	48.9	153	36.2	42	10.5	1,723	47.6
Some	219	25.5	37	36.3	194	22.4	60	17.1	177	22.8	87	40.4	46	16.9	814	22.5
Little or none	96	11.2	25	24.5	125	14.5	112	31.8	163	21.0	111	26.4	130	54.9	762	21.1
Total	315	36.7	64	60.8	319	36.9	172	48.9	340	43.8	198	46.8	170	71.8	1,576	43.6
No basis to judge	38	4.4	13	12.7	56	6.5	39	11.1	57	7.3	72	17.0	42	17.7	317	8.8
Total responses	860	100.0	102	100.0	865	100.0	352	100.0	777	100.0	423	100.0	237	100.0	3,616	100.0

We had anticipated that those State and local officials who received the least Federal technical assistance would express the greatest need for additional assistance. Therefore, the results of our analysis of responses from the various jurisdictional groupings which showed that those groups receiving the largest amounts of assistance generally had a stronger interest in additional assistance were somewhat surprising. To gain additional insight into this pattern, we compared the responses of individual officials. (See table 9, p. 26.)

Overall, the respondents gave mixed evaluations of the Federal Government's technical assistance efforts. On the positive side, respondents who received relatively large amounts of assistance seemed to be sufficiently satisfied to express a need for additional amounts. On the negative side, however, an overwhelming majority of the respondents neither received nor saw a need for additional amounts much greater than that presently received.

WHAT ARE THE SPECIFIC TECHNICAL ASSISTANCE NEEDS OF STATE AND LOCAL GOVERNMENTS?

Using an "open-ended" format, the questionnaire asked State and local officials to identify their three most important needs. This allowed respondents an opportunity to specify their individual needs without being constrained by predefined categories. Although few identical needs were specified with much regularity, improvements in Federal grants delivery and information on Federal grants surfaced as the most frequently identified needs.

Need by technical assistance type

Due to the wide variety of responses, we constructed two response classes to reflect the type or area of assistance the respondents were addressing. Table 10 (see p. 28) classifies the respondents' first, second, or third most important need by technical assistance type. Figure 3 (see p. 29) illustrates the areas most often indicated as the respondents' three major concerns.

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FIGURE 1

COMPARISON OF RECEIVED VERSUS ADDITIONAL

AMOUNTS OF TECHNICAL ASSISTANCE

(TABLES 1 AND 5)

GENERAL
MANAGEMENT

RECEIVED — 11.5

NEEDED — 29.8

FUNCTIONAL
ASSISTANCE

RECEIVED — 27.6

NEEDED — 44.4

TECHNOLOGY
TRANSFER/SHARING

RECEIVED — 22.0

NEEDED — 47.6

10   20   30   40   50

PERCENT
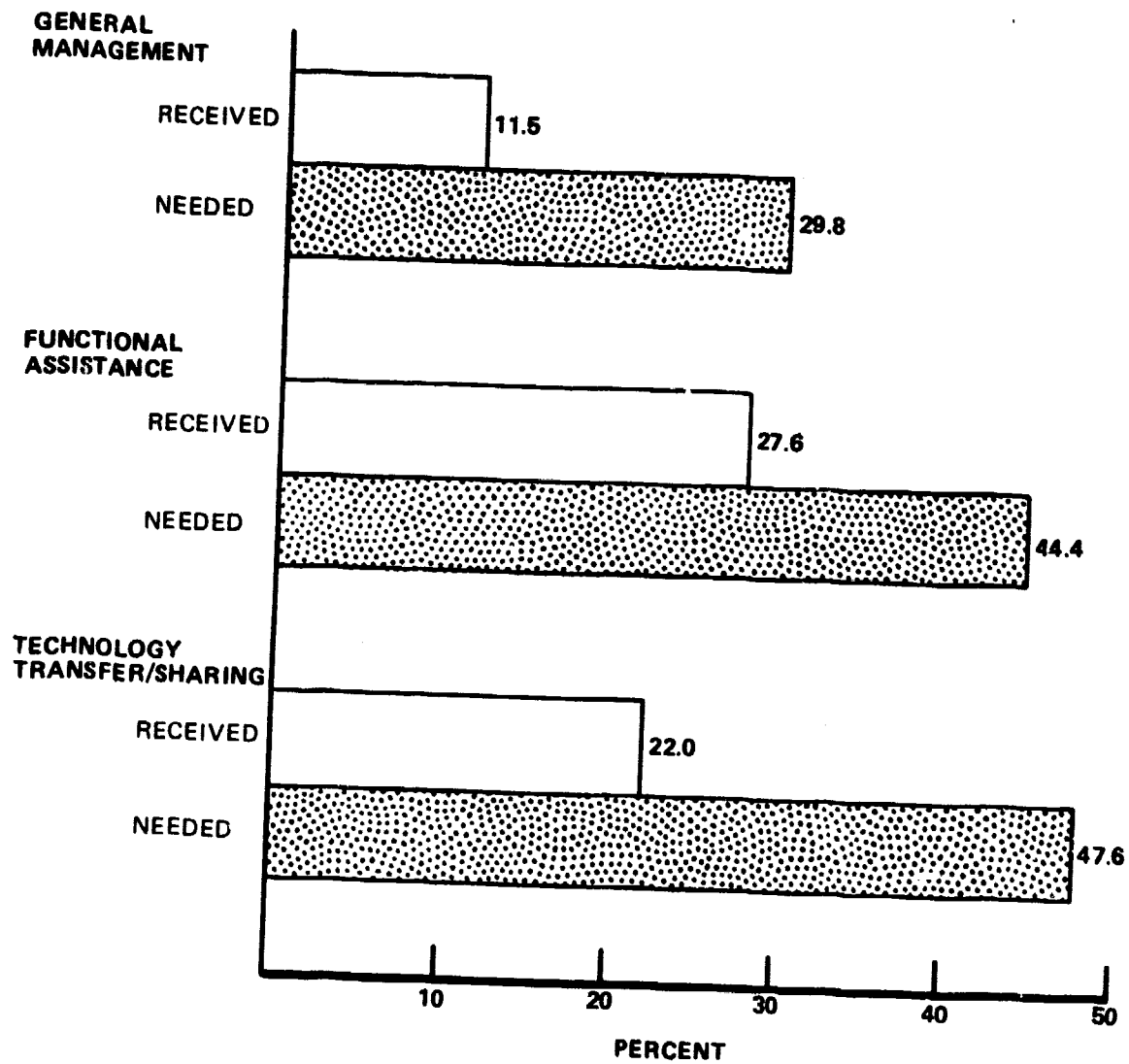
FIGURE 2
COMPARISION OF TECHNICAL ASSISTANCE RECEIVED VERSUS NEEDED
(VERY GREAT TO MODERATE AMOUNTS)

% RESPONSE OF VERY GREAT TO MODERATE AMOUNTS OF TECHNICAL ASSISTANCE RECEIVED

% RESPONSE OF VERY GREAT TO MODERATE AMOUNTS OF TECHNICAL ASSISTANCE ADDITIONALLY NEEDED

STATE EXEC.
- 22.1
- 44.4
- 38.1
- 37.7
- 55.4
- 58.9

STATE LEG.
- 1.7
- 10.8
- 6.0
- 19.4
- 25.3
- 26.5

CITIES > 100,000
- 11.7
- 32.3
- 20.9
- 35.0
- 54.7
- 56.6

CITIES < 100,000
- 4.1
- 14.9
- 9.2
- 30.3
- 37.6
- 40.0

COUNTIES > 100,000
- 7.5
- 21.8
- 19.0
- 27.9
- 42.3
- 48.9

COUNTIES < 100,000
- 10.3
- 19.7
- 17.6
- 18.3
- 31.6
- 35.2

TOWNSHIPS
- 2.2
- 9.4
- 7.5
- 10.7
- 14.7
- 10.5

LEGEND

▨ DENOTES GENERAL MANAGEMENT ASSISTANCE

☐ DENOTES FUNCTIONAL ASSISTANCE

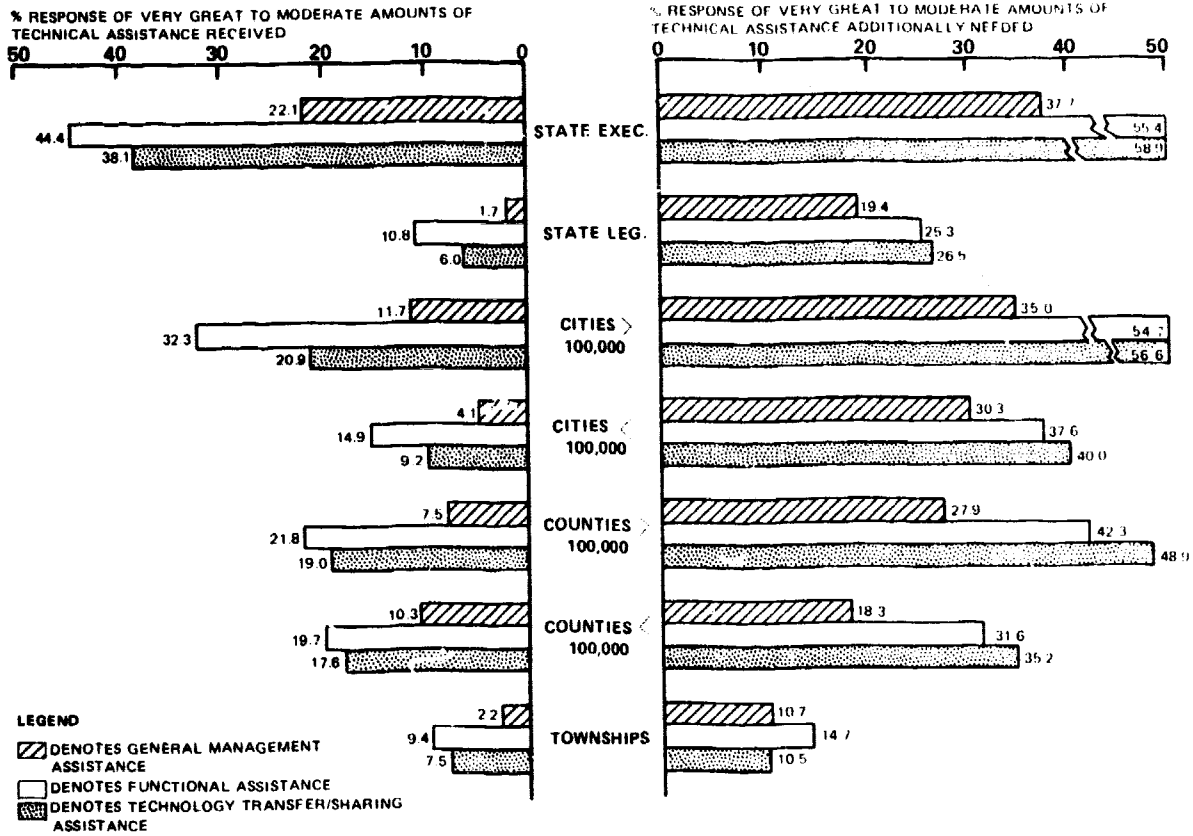▩ DENOTES TECHNOLOGY TRANSFER/SHARING ASSISTANCE

Table 9

Comparison of Received Versus Needed

Amounts of Technical Assistance

Type of technical assistance	Receive little or none/some but needs little or none/some (note a)		Receive little or none/some but needs very great/considerable (note a)		Receive very great/considerable but needs little or none/some (note b)		Receive very great/moderate but needs very great/moderate (note c)	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
General management								
Personnel	77.5	653	7.5	653	50.0	20	51.6	64
Training	60.3	610	16.7	610	33.3	36	67.5	120
Evaluation	59.1	604	.9	604	40.8	49	67.9	140
General administration	78.1	643	7.6	643	54.2	24	48.9	88
Fiscal management	75.4	618	8.0	618	44.7	38	53.3	107
Budget formulation	74.5	663	7.8	663	65.2	23	47.7	65
Policy planning	68.4	621	11.4	621	44.4	36	56.3	103
Functional assistance:								
Management service								
Planning	64.5	557	11.8	557	37.5	72	65.5	220
Implementation	66.4	599	11.9	599	32.8	61	66.5	167
Evaluation	57.4	580	18.1	580	37.7	61	62.0	171
Training	55.8	579	18.8	579	22.9	48	72.3	184
Technical service								
Information	53.4	395	17.2	395	33.3	207	65.4	431
Staff assistance	61.2	518	15.6	518	37.5	112	66.9	287
Technology transfer/ sharing:								
Information-- dissemination	47.7	507	24.9	507	33.3	111	73.9	306
Sharing-- expertise	49.2	596	23.8	596	32.8	67	71.6	183
Sharing-- procedures	62.1	617	17.5	617	48.6	35	58.4	113
Joint coopera- tive efforts	53.2	560	22.1	560	35.4	65	68.0	178

a/ Calculation based on receipt of little or none to some amounts.

b/ Calculation based on receipt of very great to considerable amounts.

c/ Calculation based on receipt of very great to moderate amounts.

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Only about 11 percent of the State and local officials' specific needs could be identified as general management assistance. This may be related to the position of the respondents; that is, if more mayors or governors had completed the questionnaire, more general management needs might have been listed. It may also be, as other studies have indicated, that most officials think more in terms of immediate needs, which tend to be very specific. We did expect, though, that much of the additional specific needs identified would deal more with general management purposes, particularly after 29.8 percent of the respondents indicated they wanted at least moderate amounts of additional aid of this type. (See table 5, p. 18.)

As shown by Table 10 (see p. 28), approximately 85 percent of the specific needs identified fell primarily within the category of functional assistance. This is not surprising because the bulk of Federal dollars comes from functional program categories and are often designed to strengthen State and local management and delivery of specific Federal programs.
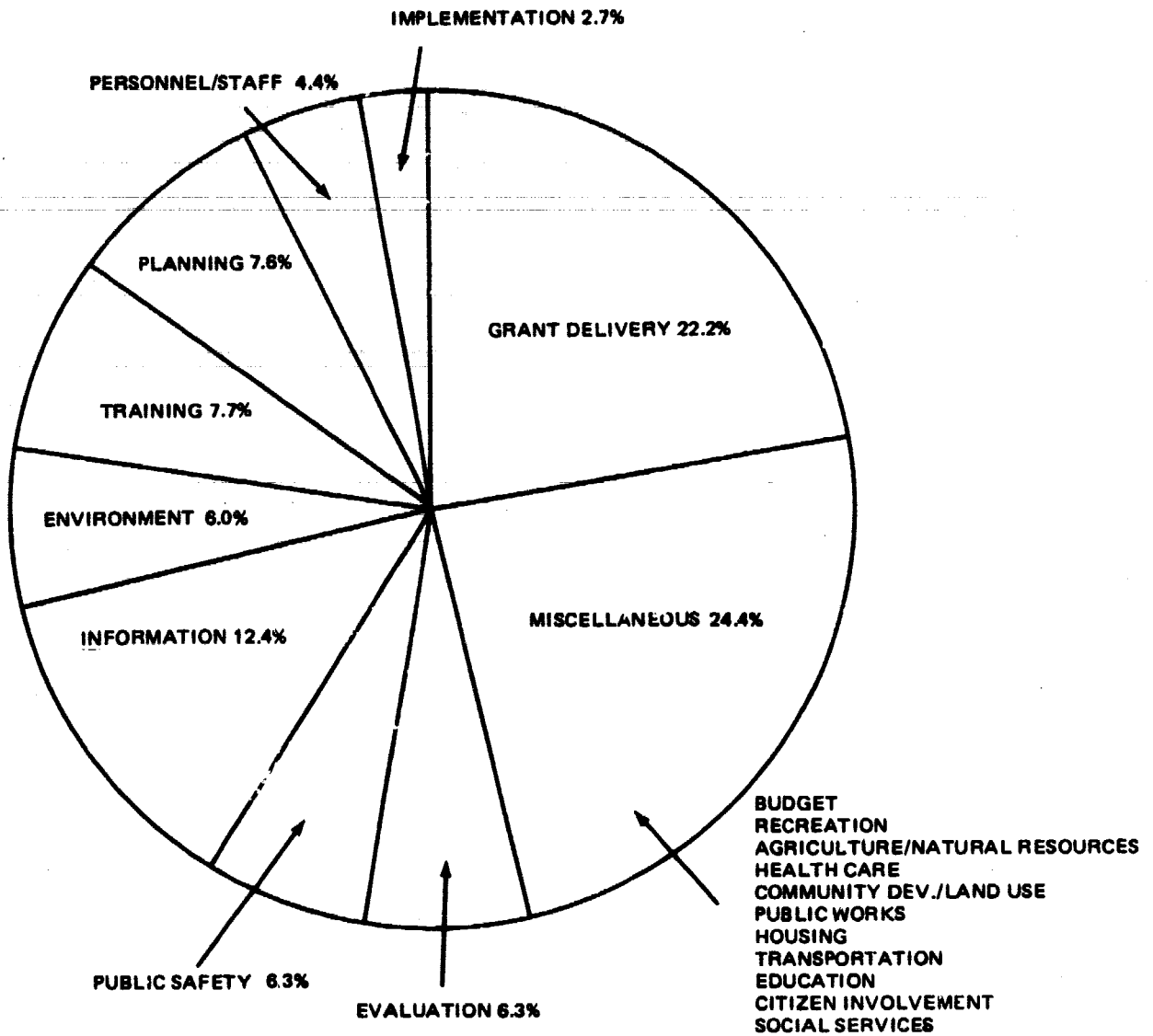
The above point is highlighted by the fact that a need for improvement in the Federal grants delivery system surfaced in 22.2 percent of the responses. Respondents also identified general areas such as information, training, and planning with considerable regularity. But again, even here, the greater need was for technical assistance to combat problems in the management and delivery of Federal grant programs. It is difficult to separate these complaints from strict technical assistance needs because the difficulties associated with Federal assistance programs (such as complicated regulations, lack of funding continuity, and redtape) often generate increased need for technical assistance in implementing the programs. For example, complicated regulations may require more Federal staff assistance to interpret them or changes in program requirements may entail more Federal program implementation assistance.

In responding to the closed end questions (nos. 1 and 2, app. I), State and local officials indicated a greater interest in additional technology transfer/sharing from the Federal level than in additional general management or functional assistance. Therefore, the extremely low number of specific needs which could be classified as technology transfer/sharing assistance is particularly puzzling. Possible explanations include (1) the tendency of respondents to think more in terms of immediate needs, (2) respondent difficulties in

Table 10

Respondents First, Second, and Third

Most Important Need

by Technical Assistance Type

Types of technical assistance	First		Second		Third		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
General management:								
Training--management assistance	10	1.4	5	0.9	2	0.5	17	1.0
Policy planning-- management as- sistance	22	3.1	12	2.2	10	2.4	44	2.6
Program evaluation	7	1.0	5	0.9	8	1.9	20	1.2
Personnel systems	18	2.6	17	3.1	9	2.1	44	2.6
Financial management	23	3.3	23	4.2	17	4.0	63	3.8
Total	80	11.4	62	11.3	46	10.9	188	11.2
Functional assistance:								
Management service:								
Planning	35	5.0	25	4.6	23	5.5	83	5.0
Training	40	5.7	44	8.0	28	6.7	112	6.7
Program evalua- tion	33	4.7	33	6.0	20	4.8	86	5.1
Program imple- mentation	17	2.4	18	3.3	11	2.6	46	2.7
Other grants delivery	177	25.1	105	19.2	87	20.7	369	22.2
Total	302	42.9	225	41.1	169	40.3	696	41.7
Technical service:								
Information	51	7.2	55	10.1	36	8.5	142	8.5
Staff assistance	13	1.8	5	0.9	12	2.8	30	1.8
Total	64	9.0	60	11.0	48	11.3	172	10.3
Other functional assistance:								
Management and technical service	227	32.2	186	34.0	138	32.7	551	32.9
Total	593	84.1	471	86.1	355	84.3	1,419	84.9
Technology transfer/ sharing:								
Management informa- tion systems/ automatic data processing	32	4.5	14	2.6	20	4.8	66	3.9
Total technical assistance	705	100.0	547	100.0	421	100.0	1,673	100.0

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FIGURE 3

RESPONDENTS MOST IMPORTANT NEED BY FUNCTIONAL AREA

IMPLEMENTATION 2.7%

PERSONNEL/STAFF 4.4%

PLANNING 7.6%

GRANT DELIVERY 22.2%

TRAINING 7.7%

ENVIRONMENT 6.0%

MISCELLANEOUS 24.4%

INFORMATION 12.4%

BUDGET
RECREATION
AGRICULTURE/NATURAL RESOURCES
HEALTH CARE
COMMUNITY DEV./LAND USE
PUBLIC WORKS
HOUSING
TRANSPORTATION
EDUCATION
CITIZEN INVOLVEMENT
SOCIAL SERVICES

PUBLIC SAFETY 6.3%   EVALUATION 6.3%

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identifying available and usable Federal technology, and (3) the difficulties we encountered in translating and classifying the specific needs.

Needs by jurisdictional group

Examination of the specific technical assistance needs identified by State and local officials showed several interesting patterns. Generally, large jurisdictions had primarily general and functional management needs, while small jurisdictions' needs were primarily functional management and technical services. (See table 11, p. 31.)

State executive department and large city respondents most often specified information, planning, and evaluation; small cities emphasized environmental (22.3 percent) and public safety needs; large counties tended to list information, training, and evaluation needs; small counties specified training, information, and health care needs (about 12.1 percent); and townships identified predominantly public works (an overwhelming 32.5 percent) and environmental needs. State legislatures combined the service-oriented trends of the small jurisdictions with the more administrative concerns of larger jurisdictions, stressing information--to satisfy their particular concern about being "on top of the action"-- evaluation, and health care (8.9 percent).

According to State and local officials, problems with Federal grants delivery was the most important issue. Only small cities and townships, probably because of their comparatively low participation in Federal assistance programs, passed over grants-in-aid delivery problems as their first priority, and instead named either environment or public works for that distinction. (See tables 10 and 11, pp. 28 and 31, respectively.)

Many comments on the Federal grant system reflected the difficulty of knowing where to go or whom to contact for information. In an August 1975 report to the Congress 1/ we noted that:

1/Fundamental Changes are Needed in Federal Assistance to
   State and Local Governments, GGD-75-75, August 19, 1975.

Table 11

Respondents Most Important Need by Jurisdictional Group

	State executive	State legislative	Cities with more than 100,000 people	Cities with less than 100,000 people	Counties with more than 100,000 people	Counties with less than 100,000 people	Town-ships	Total Response	Total Percent
			(percent)						
Training	8.3	-	7.8	3.3	8.2	12.7	-	129	7.7
Planning	9.6	-	8.5	6.1	6.8	5.4	2.7	127	7.6
Evaluation	8.6	11.2	5.5	1.4	7.7	1.3	2.7	106	6.3
Implementation	3.3	-	2.7	1.4	3.0	3.4	-	46	2.7
Personnel/staff	4.0	2.2	4.3	2.7	6.8	4.0	-	74	4.4
Information	13.3	28.9	13.2	6.1	13.4	8.0	2.7	208	12.4
Budget/finance	3.1	6.7	4.3	3.3	3.8	4.0	2.7	63	3.8
Grants delivery	29.2	20.0	21.5	12.8	19.7	20.1	10.8	369	22.2
Public safety	3.8	8.9	7.4	12.2	5.2	7.4	2.7	105	6.3
Recreation	1.8	-	2.7	4.7	3.0	3.4	2.7	45	2.7
Agriculture/ natural resources	4.8	-	0.7	-	2.5	0.7	2.7	37	2.7
Health care	0.6	8.9	2.7	0.7	3.6	12.1	-	51	3.1
Environment	2.1	4.4	4.9	22.3	5.8	4.0	21.6	101	6.0
Community develop- ment/land use	2.7	4.4	2.9	6.1	2.7	2.7	8.1	54	3.2
Public works	0.6	2.2	0.9	6.8	1.1	2.7	32.5	38	2.3
Housing	1.3	-	2.0	3.3	1.1	0.7	-	25	1.5
Transportation	0.6	-	3.6	2.0	0.3	1.3	-	25	1.5
Education	1.0	2.2	1.6	0.7	1.4	2.0	-	22	1.3
Citizen involvement	0.2	-	0.4	-	1.4	0.7	-	9	0.5
Social services	0.8	-	1.3	1.4	1.9	3.4	8.1	27	1.6
Others	0.3	-	1.1	2.7	0.6	-	-	12	0.7
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	1,673	100.0

"Substantial problems occur when State and local
governments attempt to identify, obtain and use
Federal assistance. These problems, from an
intergovernmental perspective, are directly attri-
butable to the proliferation of Federal programs
and fragmentation of organizational responsibili-
ties."

We concluded that the Congress could

"* * * reduce the complexity of the current system
* * * through program consolidation, forward fund-
ing, and authorizations and appropriations for
longer than 1 fiscal year."

The Study Committee on Policy Management Assistance
recognized the "intergovernmental frictions associated with
Federal domestic programs," and commented that the Federal
Government is "poorly organized for conducting intergovern-
mental business." Some Committee recommendations were to
(1) establish an intergovernmental focal point for the Office
of the President, (2) improve Federal agency compliance with
Federal requirements for standardized and simplified grant
application and administration procedures, and (3) use fund-
ing devices more (such as, block grants, grant consolidation,
and revenue sharing) that allow State and local leaders more
flexibility in allocating resources.

Needs identified by State and local officials generally
reflected the scope of services by the jurisdictions. The
difference between the needs of large and small jurisdictions
was clearly reflected in our followup interviews. The
sheriff of a small southern county said he had no real techni-
cal assistance needs--what he needed was more staff and
police cars. The city administrator of a small Georgia city
emphasized the need for funds to purchase sanitation equip-
ment. He did think the city needed management assistance
to help plan ahead noting that the city presently runs its
government by "crisis management."

The strongest views expressed by State and local offi-
cials interviewed concerned the Federal grant delivery sys-
tem; these views confirmed the questionnaire results. Many
oficials complained about the grant delivery system, such
as the lack of continuity in funding, "redtape," and dif-
ficulty in learning what is available. The planning director
of a large county expressed the attitude, and that of several
other officials, when he said he did not believe the Federal

Government could manage its own programs well enough to pro-
vide management assistance to others. An official from a
small Massachusetts county said that some small counties
forego Federal technical assistance rather than combat the
"redtape" to get it.

SUGGESTED SOLUTIONS TO PROVIDING
TECHNICAL ASSISTANCE

The survey questionnaire asked respondents to suggest
possible solutions to their three most important needs.
Training, information, additional staff, and improved Federal
management of the grant system comprised 61.6 percent of the
solutions. Figure 4 (see p. 34) illustrates the respondents'
suggested solutions.

An analysis of possible solutions to specified needs
by jurisdictions illustrates one fundamental difference
between small and large jurisdictions. The smaller juris-
dictions more frequently envisioned money as a prime solu-
tion to many of their specific needs. (See table 12, p.
35.)

FIGURE 4

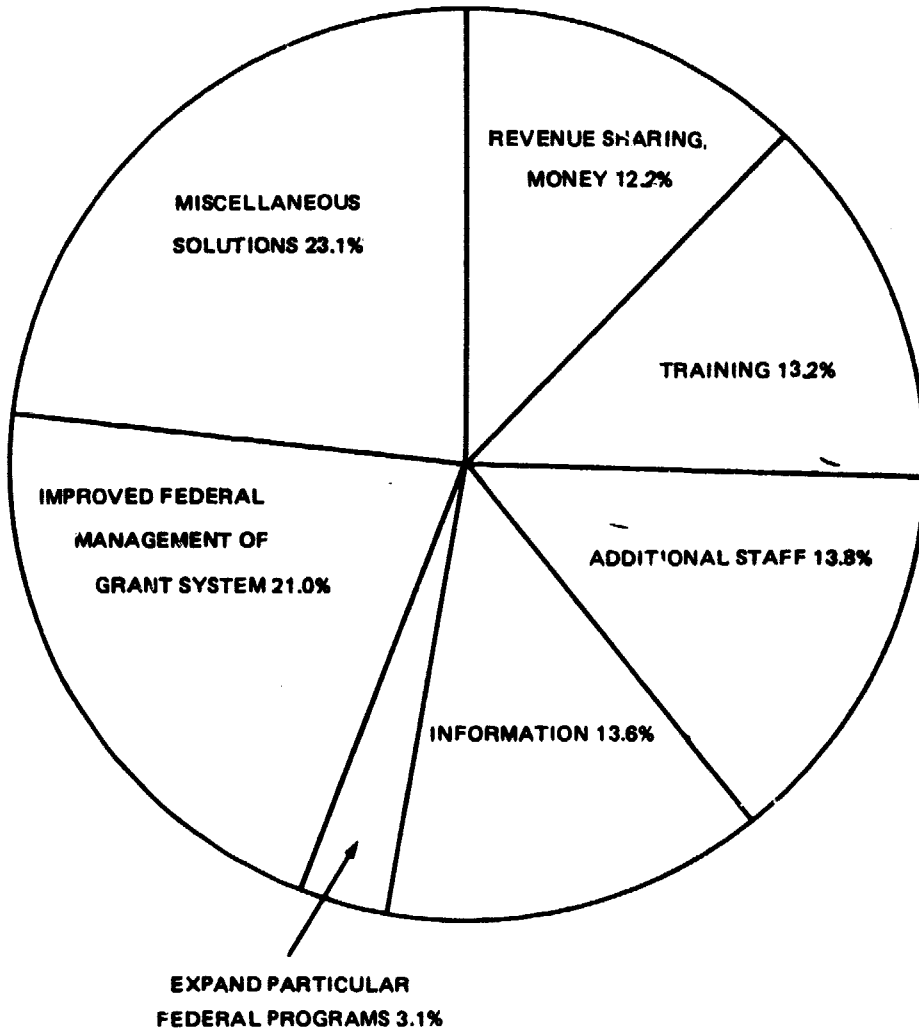## POSSIBLE SOLUTIONS TO TECHNICAL ASSISTANCE NEEDS

REVENUE SHARING, MONEY 12.2%

MISCELLANEOUS SOLUTIONS 23.1%

TRAINING 13.2%

IMPROVED FEDERAL MANAGEMENT OF GRANT SYSTEM 21.0%

ADDITIONAL STAFF 13.8%

INFORMATION 13.6%

EXPAND PARTICULAR FEDERAL PROGRAMS 3.1%

Table 12

Possible Solutions to Technical Assistance Needs by Jurisdictional Group

(percent)

	State executive	State legislative	Cities with more than 100,000 people	Cities with less than 100,000 people	Counties with more than 100,000 people	Counties with less than 100,000 people	Townships	Total
Training	14.8	4.7	15.2	8.5	13.5	12.8	-	13.2
Information	13.6	32.6	15.9	9.6	13.5	8.0	8.3	13.6
Additional staff	16.5	11.6	11.1	13.3	15.0	12.2	12.5	13.8
Improved Federal management of grant system	26.7	18.6	23.9	16.9	15.6	17.1	6.3	21.0
Expand particular Federal programs	3.6	2.3	4.1	1.8	1.6	3.7	2.1	3.1
Revenue sharing/ money	9.0	16.3	6.6	24.1	10.8	23.1	29.1	12.2
Miscellaneous solutions: Management information systems	3.6	-	3.5	1.2	4.7	1.2	-	3.2
Loan/purchase of facilities	2.0	2.3	4.9	12.0	2.9	8.6	4.2	4.6
Legislative action	2.0	2.3	1.4	0.6	2.1	2.4	-	1.7
Improve State/local management	1.8	2.3	1.4	0.6	3.4	3.0	2.1	2.1
Other	0.6	2.3	5.4	3.6	1.6	0.6	6.3	2.5
No solutions	5.8	4.7	6.6	7.8	15.3	7.3	29.1	9.0
Total miscellaneous solutions	15.8	13.9	23.2	25.8	30.0	23.1	41.7	23.1
Total possible solutions	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

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CHAPTER 3

FACTORS INFLUENCING STATE AND

LOCAL GOVERNMENTS' USE OF

TECHNICAL ASSISTANCE

In chapter 2, State and local officials indicated their perception of what constitutes "delivery" of Federal assistance and proposed solutions to meet their technical assistance needs. We have generally found that most of our respondents identify themselves as recipients of moderate amounts of assistance. Further, many recipients see their additional need proportional to the amount presently received. However, there remains a strong indication that once these services are provided, recipients find an increasing need for their provision. In fact, the more services provided, the more additional need expressed. Considering these findings it is of course important that the method and source of such delivery is compatible with the needs of the State and local officials.

Our study next attempts to identify the nature and general knowledge of the delivery system--that is, the sources of technical assistance. Additionally, we polled the respondents regarding their general satisfaction with and preferences on the form such delivery should take.

State and local officials contact State agencies more often than they contact any other organization or level of government to help satisfy their technical assistance needs. They consider the providers' ability and willingness to help, technical skills, understanding of problems, as well as their own established contacts, as the major factors in choosing a source. When they do not seek assistance from a particular organization or level of government, they probably have no established contacts or are not aware of the available assistance services. State and local officials in fact indicated a limited awareness of Federal technical assistance programs.

Overall, State and local officials were satisfied with both the Federal and non-Federal technical assistance they have received.

SOURCES CONTACTED FOR
TECHNICAL ASSISTANCE

Forty-three percent of the respondents stated they contact State agencies more often than any other organization listed on our questionnaire. Sub-State regional planning agencies, such as the Atlanta (Georgia) Regional Commission, and State/local associations at the State level, such as the Vermont League of Cities, are the next most likely organizations to be contacted. Table 13 (see p. 38) displays the respondents' frequency of contact with organizations providing technical assistance. While we did not ask respondents to rank or compare the organizations, only to indicate how often they contact each one, the results show an implied ranking.

The responses appear to indicate that few States and localities actively seek technical assistance and take advantage of the many readily available sources of technical assistance. The Georgia State University study concluded that many governments rely on their own staffs to provide needed assistance. Our own study results support this conclusion.

Those seeking technical assistance generally do not use a large variety of the sources of assistance. Only 12 percent of the respondents who cited a specific technical assistance need regularly contact more than five sources.

Jurisdiction size and preference
for technical assistance sources

The respondent's preference for technical assistance sources varies considerably. For example, State executive departments generally contact Federal agency headquarters and regional and area offices more often than do State legislatures and local units of government. Respondents from State legislatures indicated that they were more likely than others to contact State and local associations at the State level and colleges and universities, but that State agencies were contacted most often.

At the local level, cities and counties with a population of over 100,000 and counties under 100,000 prefer State agencies as a source of technical assistance. Cities under 100,000 preferred sub-State regional planning agencies, while townships noted few contacts with any of the organizations. Table 14 (see p. 39) shows the percentage of respondents who

Table 13

Respondents' Frequency of Contact With

Federal, State, Public Interest Groups,

and Other Organizations

for Technical Assistance

Sources of technical assistance	Contact rarely, if ever, seldom, or occasionally	As often as not	Contact often, very often, or almost always
	---------------(percent)---------------		
Sub-State regional planning agency	74.0	4.2	21.8
State agency	50.8	6.0	43.2
Federal agency-- headquarters	88.5	4.0	7.5
Federal agency-- regional office	75.3	6.1	18.6
Federal agency-- area office	75.6	5.9	18.5
Federal Regional Council	96.0	1.7	2.3
Consultants	78.3	5.4	16.3
College/university	76.2	6.5	17.3
State/local association-- State level	70.0	8.8	21.2
State/local association-- national level	83.4	4.9	11.7
Multi-State-- regional organization	93.1	2.9	4.0
Other	83.5	3.4	13.1

Table 14

Respondents who Often, Very Often, or Almost Always

Contact Federal, State, Public Interest Groups and Other Organizations

for Technical Assistance by Jurisdictional Group (note a)

Sources of technical assistance	State executive	State legislative	Cities with more than 100,000 people	Cities with less than 100,000 people	Counties with more than 100,000 people	Counties with less than 100,000 people	Townships
			----(percent)----				
Sub-State regional planning agency	18	15	23	21	26	28	12
State agency	63	85	36	15	50	47	10
Federal agency-- headquarters	17	8	6	4	5	2	2
Federal agency-- regional office	41	13	20	5	11	5	2
Federal agency-- area office	25	7	29	5	15	15	4
Federal Regional Council	4	7	2	4	1	1	4
Consultant	20	16	18	13	18	13	6
College/university	24	37	15	5	17	19	4
State/local association--State level	25	42	18	12	22	32	13
State/local association--national level	19	11	13	6	10	9	0
Multi-State regional organization	10	8	4	1	2	2	0
Other	15	26	6	7	13	24	5

a/Neither rows nor columns will add to 100 because each number is independent of all others on the chart. The 100-percent total is the difference of each number on the chart from 100, or those respondents who do not often contact each source for technical assistance. For example, 63 percent of the State executive branch respondents often, very often, or almost always contact State agencies for technical assistance; 37 percent of the State executive branch respondents rarely, if ever, seldom, occasionally, or as often as not contact State agencies.

said they often, very often, or almost always contact the listed sources for technical assistance

Reasons cited for seeking
technical assistance

Respondents cited providers' ability and willingness to help, technical skills, understanding of problems, as well as their own established contacts, as reasons for requesting technical assistance from their most likely source. For each of these reasons, State-related agencies--State executive departments, sub-State regional planning agencies, and multi-State regional organizations--were more likely to be contacted than Federal agencies. Very few respondents reported that they did not know who else to contact or that they contacted the source by chance. Of those who contacted the source by chance, however, 63 percent of the sources were colleges and universities and 30 percent, Federal agency headquarters.

Conversely, respondents indicated that their lack of an established contact and awareness of the organization's assistance service were the primary reasons for not requesting technical assistance. It was for both reasons that respondents often indicated they did not request assistance from Federal agencies.

Availability of funds was a major factor for not seeking technical assistance from only one source--consultants. Thirty-three percent of the respondents who indicated why they do not seek technical assistance from consultants said they do not have the financial resources to pay for consultants' technical assistance services.

Figure 5 (see p. 41) displays the reasons why respondents are likely or unlikely to contact various sources for technical assistance.

AWARENESS OF TECHNICAL
ASSISTANCE PROGRAMS

Those respondents who identified specific technical assistance needs were then asked about their awareness of existing Federal assistance programs designed to satisfy these needs. Overall, only 28.4 percent of the respondents who identified their technical assistance needs were aware of available Federal assistance programs to help them, as illustrated in table 15 (see p. 42.)

FIGURE 5
REASONS WHY RESPONDENTS LIKELY OR UNLIKELY TO
CONTACT FEDERAL, STATE AND PUBLIC INTEREST GROUPS FOR TECHNICAL ASSISTANCE
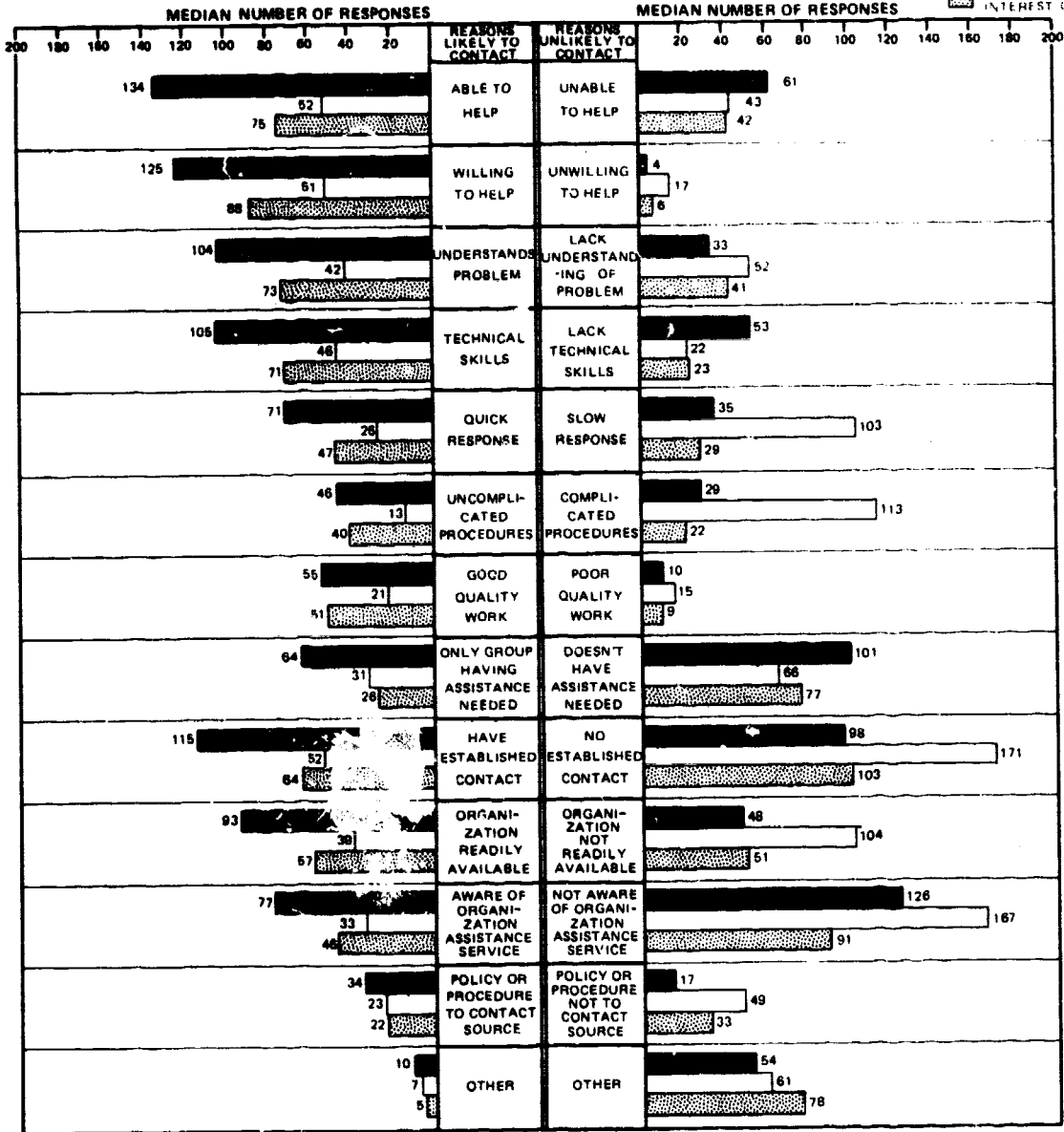
Table 15

Were Respondents Aware of Federal Programs

Which Would Satisfy Their

Technical Assistance Needs?

	Yes		No	
	Number of responses	Percentage of total	Number of responses	Percentage of total
State--executive	72	35.6	130	64.4
State--legislative	6	28.6	15	71.4
Cities over 100,000 people	57	27.7	149	72.3
Cities under 100,000 people	23	29.1	56	70.9
Counties over 100,000 people	38	21.3	140	78.7
Counties under 100,000 people	25	29.1	61	70.9
Townships	12	24.5	37	75.5
Total	a/233	28.4	a/588	71.6

a/Total response was 84.8 percent, 821 out of 968 possible responses.

Catalog of Federal
Domestic Assistance

Federal programs intended to meet State and local government needs are described in the Catalog of Federal Domestic Assistance, but many respondents were not familiar with the Catalog. During interviews, respondents said they do not use it because they never heard of it or found it outdated or incomplete.

Recently enacted legislation should help alleviate these problems. The Federal Program Information Act (Public Law 95-220, Dec. 28, 1977) establishes a Federal Assistance Information Data Base System to increase the availability of Federal domestic assistance program information to State and local governments. The objective of the information system is to establish a single source of timely information concerning all Federal domestic assistance programs, so that State and local governments can readily identify appropriate programs.

Intergovernmental Cooperation Act

Respondents' unfamiliarity with and use of Federal technical assistance programs was also illustrated by their responses to our questions on Title III of the Intergovernmental Cooperation Act of 1968. Title III permits Federal agencies to provide technical or specialized assistance to State and local governments on a reimbursable basis.

Of the 90.4 percent who responded to our question concerning their familiarity with title III, 35.1 percent indicated that they never heard of it, 45.6 percent stated they have little information about the act, 15.7 percent said they were familiar with the purpose and major objectives, and only 3.6 percent said they were familiar with the purpose and major objectives as well as the relevant details of the act. The extent of familiarity with title III, as illustrated in table 16 (see p.44), varied considerably. Only 18.4 percent of the State executive departments had never heard of title III, compared with 75.7 percent of the townships. None of the townships were familiar with the purposes, major objectives, and relevant details of the act.

We also asked three questions regarding the application and receipt of assistance under title III. The first question asked to State and local officials was if they had ever attempted to obtain assistance under title III. Of the 20.4 percent responding, 28.3 percent indicated yes, while 71.7 percent said no. Those respondents answering "yes" were asked how many times their government had applied for assistance under title III. Of the 43 responding, 36 said they had applied five or less times. Finally, respondents were asked how many times they have received assistance under title III. Thirty-one out of 35 responding stated they received assistance five or less times.

There may have been significant misinterpretation of this question. Several persons we interviewed thought the question referred to the Intergovernmental Personnel Act rather than the Intergovernmental Cooperation Act. These reactions raise questions as to efforts taken by Federal agencies to inform State and local governments of the availability of technical assistance under this act and to the efforts made by State and local governments to determine technical assistance availability.

Table 16

Respondents Familiarity With Title III of the

Intergovernmental Cooperation Act of 1968

by Jurisdictional Group

Jurisdictional group	Never heard of it		Have little information		Familiar with purpose and objectives		Familiar with purpose, objectives, and details		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
State--executive	38	18.4	96	46.2	56	26.8	18	9.?	208	23.8
State--legislative	8	31.4	14	53.6	3	11.1	1	3.9	26	2.9
Cities over 100,000	56	26.7	110	51.8	38	18.2	7	3.3	211	24.2
Cities under 100,000	45	50.8	38	42.5	5	5.6	1	1.1	89	10.2
Counties over 100,000	80	43.0	75	40.3	28	14.?	4	1.9	187	21.3
Counties under 100,000	38	38.0	55	55.0	6	6.0	1	1.0	100	11.4
Townships	41	75.7	11	20.6	2	3.7	0	0.0	54	6.1
Total	306	35.?	399	45.6	138	15.7	32	3.6	a/875	100.0

a/Total response was 90.4 percent, 875 of 968 possible responses.

USER SATISFACTION WITH
TECHNICAL ASSISTANCE RECEIVED

Respondents were asked to discuss the quality of technical assistance they have received and to identify the source, whether Federal or non-Federal. Of the limited number of respondents who answered this series of questions, 56 percent indicated the technical assistance they received from all sources was adequate or more than adequate. Appendix IV contains the results of the respondents' comments on Federal and non-Federal technical assistance received.

Federal technical assistance

Despite the numerous complaints about the difficulties encountered in applying for and receiving Federal assistance, a slight majority of the respondents believed the Federal assistance they received adequately met their needs. State and local officials classified 52 percent of the Federal technical assistance received as adequate or more than adequate, 22 percent considered it marginal, 23 percent thought it was inadequate to very inadequate, and 3 percent had no basis to judge. When asked to explain their primary reasons for dissatisfaction with the technical assistance received, the respondents most frequently cited its inability to help, complicated procedures, and lack of understanding of the problem.

Interviews with selected respondents provided additional insight into the questionnaire results. Many State and local officials stated that Federal technical assistance entailed too much redtape and bureaucratic runaround. In several other cases, the source of Federal technical assistance and information was unknown or unavailable. Those who found Federal assistance effective attributed it to their personal contacts with Federal officials.

Non-Federal technical assistance

Over 60 percent of the respondents who discussed the non-Federal technical assistance they received were satisfied with it. State agencies provided more than half of this assistance with the balance provided by local and regional organizations, public interest groups, colleges and universities, and consultants.

Local officials preferred State over Federal agencies as a technical assistance source because dealing with their States presented fewer problems and required less paperwork. They said that State agencies often provided technical

assistance to local governments as an integral part of their work. Officials of two States said that they published guides of available assistance, both Federal and non-Federal; a third State maintained a toll-free telephone number for assistance information.

State and local interviewees also believed that consultants and public or private associations were more perceptive than Federal agencies of their needs and better able to efficiently provide the desired assistance. Many officials said they use Federal funds to purchase consultant services. Only one respondent said consultants were unable to provide effective technical asistance, while several said their use of consultants was limited or precluded by lack of funds. Assistance provided by public interest groups also received many favorable comments from State and local officials.

PREFERRED METHODS OF RECEIVING TECHNICAL ASSISTANCE

State and local officials were asked to indicate their preference about the form of technical assistance they wished to receive--financial vs. nonfinancial. In addition, they were asked to evaluate several methods by which technical assistance could be rendered.

Financial vs. nonfinancial

Most respondents (53 percent) preferred to receive funds to purchase technical assistance over nonfinancial technical assistance services; State legislature respondents (56 percent) were the only group who preferred nonfinancial services to financial for purchasing technical assistance. Results varied by jurisdiction size, with large jurisdictions preferring fund assistance by wider margins than small jurisdictions. (See table 17 p. 47.)

Sixty-three percent of those who gave a reason for preferring funds cited the flexibility of choosing their own technical assistance source as the reason for their preference. An additional 15 percent preferred funds as a means of retaining control within their own government.

Many who preferred nonfinancial services wanted to avoid the fund application and reporting processes. They also noted they had previously received good services from Federal agencies. Thirty-five percent of those who did not want Federal technical assistance said they did not

Table 17

Respondents' Preferences for the Receipt

of Technical Assistance by

Jurisdictional Group

Jurisdictional group	Funds to purchase		Direct nonfinancial services		No technical assistance		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
State--executive	114	57.6	75	37.8	9	4.6	198	24.8
State--legislative	8	38.1	12	57.1	1	4.8	21	2.7
Cities over 100,000	120	59.8	74	37.2	6	3.0	200	25.0
Cities under 100,000	35	47.6	26	36.3	12	16.1	73	9.1
Counties over 100,000	97	53.8	68	37.5	16	8.7	18	22.6
Counties under 100,000	39	46.4	29	34.0	17	19.6	85	10.6
Townships	10	23.8	8	19.1	24	57.1	42	5.2
Total	423	52.9	292	36.5	85	10.6	a/800	100.0

a/Total response was 82.6 percent, 800 of a possible 968 response.

need it, and 40 percent either believed it was too difficult to obtain or preferred to obtain it from a non-Federal source.

Respondents we interviewed explained in more detail their preference for Federal funds to purchase technical assistance. A Rhode Island official believed non-Federal resources better met the State's needs and helped them develop their own capabilities. A Maryland official said use of Federal funds to purchase technical assistance allows the State to shop around for price and expertise.

Methods of delivering nonfinancial technical assistance

We asked respondents to comment on the effectiveness of several methods of rendering nonfinancial technical assistance. They most often preferred establishment of a technical assistance directory, including phone numbers of Federal employees. Table 18 (see p. 49) illustrates the respondents' evaluations of methods for rendering nonfinancial technical assistance.

Respondents were asked to evaluate each method individually, but were not asked to compare them. Their preferences, however, do allow some comparisons. Fifty-three percent considered a technical assistance directory extremely or generally very effective; only 34 percent believed an oncall Federal team to be very effective. A Federal team was considered ineffective 22 percent of the time, the directory only 7 percent.

The preference for the directory coincides with the respondents' need for information. Many respondents said they never know which Federal office or employee to contact for technical assistance. These respondents said they would like to have reliable contacts. Conversely, many of those who were able to get Federal technical assistance said this was due to established personal contacts at an agency.

Preferred methods were little different when examined by jurisdiction size, except that townships and cities under 100,000 found all methods less effective than the larger jurisdictions.

EFFECT OF BLOCK GRANTS AND REVENUE SHARING ON TECHNICAL ASSISTANCE NEEDS

With the recent trend to block grants and revenue sharing, we asked respondents to assess their need for technical assistance if these funding methods were used in

Table 18

Respondents' Evaluation of Methods
for Delivering Nonfinancial Technical Assistance

Method of rendering technical assistance	Effectiveness of methods		
	Ineffective	Somewhat or moderately effective	Generally, very, or extremely effective
	---------------------------------(percent)-------------------------------		
An oncall Federal team that could come as needed	22.2	43.9	33.9
An oncall State team that could come as needed	13.1	45.4	41.5
A technical assistance directory which includes names and phone numbers of Federal Government employees who can answer questions directly related to a program area	7.4	39.2	53.4
A training program to be administered by relevant government agencies	9.5	48.4	42.1
A series of regional workshops for specific subject matters	8.7	48.2	43.1
More frequent visits by personnel responsible for Federal or State agency programs	13.2	47.0	39.8

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place of categorical grants. We expected that respondents would have a greatly decreased need for Federal technical assistance, since they would have fewer administrative requirements to meet. As table 19 (see p. 51) indicates, however, most respondents do not believe their need for technical assistance will decrease. Over one-half believe their need will remain about the same or will be increased some.

Officials who have very broad jurisdictional responsibilities, such as elected officials or department heads, did not see as great an increase in the need for any type of technical assistance as did respondents with more specific responsibilities, like program managers or branch chiefs. Over 50 percent of the townships and 40 percent of the State legislatures indicated "no basis to judge" in response to this question.

We asked selected respondents why they answered this question as they did. Those who believed their technical assistance needs would decrease under block grants and revenue sharing generally hoped administrative requirements would decrease, resulting in less need to contact Federal agencies for rule clarification. Most of those who believed their technical assistance needs would stay the same were somewhat skeptical of Federal efforts to reduce red tape and generally believed that Federal programs would always entail regulations and evaluations. For example, an official of a large county said there is as much red-tape in the Community Development Block Grant Program as in the categorical grants it replaced.

Respondents who believed their technical assistance needs would increase said that they would need more management tools to meet their increased decisionmaking responsibilities. An official in one State's Economic and Community Development Department said that while he supports the concept of increased State and local decisionmaking in the grant process, he thought the transition from categorical to block grants was being handled poorly. He believed Federal agencies "dump" programs on State and local governments, incorrectly assuming that these governments can manage them.

Table 19

Perceived Effect on the Need for Technical

Assistance If Categorical Grants Were Replaced

By Block Grants or Revenue Sharing

Type of technical assistance	Great, moderate, or some increase	No increase or decrease	Some, moderate, or great decrease	No basis to judge
	(percent)			
General management	32.3	23.7	18.5	25.5
Functional: program/ project operations	34.7	17.3	25.1	22.9
Functional: technical services	38.2	20.5	19.1	22.2
Technology sharing/ transfer	38.9	21.9	13.4	25.8

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U. S. General Accounting Office
Survey of Technical Assistance Needs of
State & Local Governments

The purpose of this questionnaire is to survey
your needs for, use of, and availability of technical
assistance. The questionnaire should be completed by
person(s) at high levels of executive and/or depart-
mental management who have an overall view of Federally
sponsored technical assistance and the assistance needs
of your unit or level of government. It is important
that you answer every question to the best of your
ability. However, we do realize that there may be
some instances where the information is difficult to
obtain. In these cases, please provide us with your
best estimate, rather than delay or fail to respond.
Please return the completed form in the self-addressed
envelope within 10 days. The pages of this question-
naire have numbers and instructions printed in shad-
ing to assist our keypunchers in coding your responses.
Please disregard these.

Most of the terms used in this questionnaire will
be easily understood. There are, however, certain
important technical assistance terms which may mean
different things to different people. To eliminate
varying interpretations, we have defined these terms
below. We urge you to take a moment or two to review
these definitions before proceeding.

Technical Assistance is an inclusive term covering
general management & functional assistance, and tech-
nology sharing. This assistance may be provided
through funds, manpower, information or use of Fed-
eral equipment/facilities.

General Management Assistance is directed toward
strengthening the capability of State and local
officials for general government management in
the areas of overall policy and program decisions
and planning, implementation, and evaluation for
a general governmental jurisdiction, as opposed
to specific programs or projects or functional
operations management. This is sometimes termed
capacity building.

Functional Assistance is the provision of both
(1) management and/or (2) technical services in
support of specific Federal or non-Federal
programs, projects or functional operations.
(E.g., specialized training for a fire depart-
ment or methods for eliminating crop disease,
flood or solid waste problems.)

Technology Transfer or Sharing means dissem-
ination of and assistance in making use of
technological advances. Examples of these
activities, which help State and local govern-
ments acquire new technological capabilities,
include demonstration of new automatic data
processing equipment and techniques or a train-
ing session in application of satellite photo-
graphy for land use mapping.

Respondent Information

_____
(Name of person(s) completing form)

_____
(Title of person(s) completing form)

_____
(Phone number)

_____
(Address of person(s) completing form)

_____

_____

_____
(Name of state or local unit of government)

_____
(Name of agency, department and/or legislative unit)

_____
(Form of local government, if applicable, e.g.,
Mayor-Council, Council-Manager, Township Board, etc.)

Reserved for keypunch codes
CN _____ (1-4) all cards
      START CARD 1
GID _____ (5-20)
AID _____ (21-28)
GLB _____ (29-30)
TID _____ (31-35)
PS _____ (36-40)

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1. The Federal Government provides three types of technical assistance: General Management, Functional Assistance (program/project operation and technical services) and Technology sharing. We have listed below the various tasks on which you may receive some type of technical assistance. About how much technical assistance has the Federal Government provided you on each of these tasks. (Check one column in each row.)

Amount of Technical Assistance Received From Federal Government

	Very great amount	Considerable amount	Moderate amount	Some amount	Little or none	No basis to judge	
I GENERAL MANAGEMENT							
1)fiscal management							(50)
2)budget formulation							(51)
3)personnel management							(52)
4)general administration							(53)
5)training (mgt. & adm. oriented)							(54)
6)policy planning							(55)
7)program evaluation							(56)
8)other (specify)							(57)
II FUNCTIONAL ASSISTANCE (Program Project Operations)							
1.Management Services							
1)planning							(58)
2)implementation							(59)
3)evaluation							(60)
4)training (functional or operationally oriented)							(61)
5)other (specify)							(62)
2.Technical Services							
1)information (pamphlets, reports, etc.)							(63)
2)staff assistance (on site, by phone, etc.)							(64)
III TECHNOLOGY TRANSFER OR SHARING							
1)dissemination of information, demonstrations, seminars, workshops & training							(65)
2)sharing of technical experts							(66)
3)joint cooperative effort							(67)
4)sharing or integrating other governmental procedures into your system							(68)

2. Consider how much technical assistance you receive. How much additional assistance do you need? As in question 1, consider the various tasks listed under each type of assistance. Indicate the extent of your need by checking one column in each row.

(Start Card 1)

Amount of Additional Technical Assistance Needed From the Federal Government

	Little or none	Some amount	Moderate amount	Considerable amount	Very great amount	No basis to judge	
	1	2	3	4	5	6	
I GENERAL MANAGEMENT							
1)fiscal management							(5)
2)budget formulation							(6)
3)personnel management							(7)
4)general administration							(8)
5)training (mgt. & adm. oriented)							(9)
6)policy planning							(10)
7)program evaluation							(11)
8)other (specify)							
II FUNCTIONAL ASSISTANCE (Program Project Operations)							
1.Management Services							
1)planning							
2)implementation							(14)
3)evaluation							(15)
4)training (functional or operationally oriented)							(16)
5)other (specify)							(17)
2.Technical Services							
1)information (pamphlets, reports, etc.)							(18)
2)staff assistance (on site, by phone, etc.)							(19)
III TECHNOLOGY TRANSFER OR SHARING							
1)dissemination of information, demonstrations, seminars, workshops & training							(20)
2)sharing of technical experts							(21)
3)joint cooperative efforts							(22)
4)sharing or integrating other governmental procedures into your system							(23)

3. In order to obtain more specific information about your particular needs we must ask you to answer this next question in narrative form. Consider at least three or more of your most important technical assistance needs. Briefly identify and describe each need and, if possible, ways of meeting it. Present the needs in order of importance and write only in the appropriate space provided. Attach an additional sheet if you need more space or have more than three needs.

I. MOST IMPORTANT NEED

1. KEY WORD, DESCRIPTIVE TITLE
    (Provide a three or four Key Word Descriptive Title of your single most important need.)
    (29-38)

2. NEED SUMMARY DESCRIPTION
    (Briefly Describe or Summarize this need.)
    (39-48)

II. SECOND MOST IMPORTANT NEED

1. Key Word, Descriptive Title   (59-68)

2. Need Summary Description   (Start Card 3)
                                                       (5-14)

3. Possible Solution   (15-24)

III. THIRD MOST IMPORTANT NEED

1. Key Word, Descriptive Title   (25-34)

2. Need Summary Description   (35-44)

3. Possible Solution   (55-64)

3. POSSIBLE SOLUTION
    (If you can, suggest a possible solution for meeting this need.)
    (49-58)

Note: Attach additional sheets for continuation of these and other needs.   (65-74)

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4. Are you aware of existing Federal Assistance Programs that are directed towards the needs which you have described in question 3?

Yes /⎯/   No /⎯/   (3)

If yes continue; if no skip to 8.

5. Please identify these programs. List the program title and if listed in the Catalog of Federal Domestic Assistance, also list the program catalog number. Be sure to list the programs in the appropriate space provided so they can be associated with each of your relevant needs described above.

I. Most Important Need (4-5)   III. Third Most Important Need (44-45)

II. Second Most Important Need (25-45)   IV. Continue for other important needs if listed (65-90)

6. Have you attempted to obtain assistance from any of these listed programs to help meet your needs.

Yes /⎯/   No /⎯/   (3)

If yes continue; if no skip to 8.

7. Identify the programs, determine their adequacies or inadequacies, and explain the causes of all noted inadequacies. Do this by first listing these program titles or numbers in the space provided below under heading "A". Second, rate the adequacy or inadequacy of the assistance requested under each program by checking one of the columns to the near right of your listing, under heading "B". Third, if you have rated any of the listed programs as either marginal, inadequate, or worse, please cite the primar re o h checking one of the columns to the far right of your listing under heading "C". If not, leave blank.

About how frequently do you contact each of the organizations listed below for technical assistance in solving the many problems of State and local government? (Indicate your answer by checking one column for every organization. Your approximations are good enough.)

		1 Rarely-if ever	2 Seldom	3 Occasionally	4 As often as not	5 Often	6 Very often	7 Almost always	
1)	Sub-State Regional Planning Agencies								(30)
2)	State Agency								(31)
3)	Federal Agency - Headquarters								(32)
4)	Federal Agency - Regional Office								(33)
5)	Federal Agency - Area Office								(34)
6)	Federal Regional Council								(35)
7)	Consultant								(36)
8)	Colleges and Universities								(37)
9)	State/local Associations (State level)								(38)
10)	State/local Associations (National level)								(39)
11)	Multi-State Regional Organization								(40)
12)	Other (Such as Appalachian Reg. Comm. etc.)								(41)

9. Please indicate below the major reasons why you were likely (often, very often or almost always) to seek technical assistance from certain of the organizations mentioned in question 8. (Check one or more boxes for those that apply, but do not check those which you were not likely to contact.)

	1 Able to help	2 Willing to help	3 Understand problems	4 Technical skills	5 Quick response	6 Uncomplicated procedures	7 Good quality work	8 Only group having assistance needed	9 Have established contact	10 Organization is readily available	11 Aware of the organizations assistance service	12 Didn't know who else to contact	13 Contacted by chance	14 Policy or procedure to contact all possible sources	15 Other (specify)	
1) Sub-State Regional Planning Agencies																(44-45)
2) State Agency																(46-47)
3) Federal Agency - Headquarters																(48-49)
4) Federal Agency - Regional Office																(50-51)
5) Federal Agency - Area Office																(52-53)
6) Federal Regional Council																(54-55)
7) Consultant																(56-57)
8) Colleges and Universities																(58-59)
9) State/local Associations (State Level)																(60-61)
10) State/local Associations (Nat. Level)																(62-63)
11) Multi-state Regional Organization																(64-65)
12) Other (Such as Appalachian Reg. Comm., etc.)																(66-67)

10. Conversely, please indicate below the major reasons why you are unlikely (occasionally, seldom, or rarely) to seek technical assistance from certain of the organizations mentioned in questions 8 and 9. (Again, check only those that apply. Do not check those which you are likely to contact.)

	Unable to help	Unwilling to help	Do not understand problem	Lack technical skill	Slow response	Complicated procedure	Poor quality work	Doesn't have assistance needed	No established contact	Organization is not readily available	Not aware that organization has assistance service	Policy or procedure not to contact this source	Other (specify)	
1) Sub-State Regional Planning Agencies														(68)
2) State Agency														(69)
3) Federal Agency – Headquarters														(70)
4) Federal Agency – Regional Office														(71)
5) Federal Agency – Area Office														(72)
6) Federal Regional Council														(73)
7) Consultant														(74)
8) Colleges and Universities														(75)
9) State/local Associations (State level)														(76)
10) State/local Assoc. (National Level)														(77)
11) Multi-State Regional Organization														(78)
12) Other (Such as Appalachian Reg. Comm., etc.)														(79)

(Start Card 6)

11. Consider the technical assistance you are presently receiving, regardless of whether it comes from a Federal or nonfederal source. Discuss the quality of the assistance; those services with which you were most satisfied (with respect to adequacy, efficiency, effectiveness, and general performance) as well as those with which you were least satisfied. Be sure in all cases to identify the type of organization providing the service. Use the same general classifications mentioned in questions 7,8,9, and 10. If the assistance is provided under one of the Federal programs, be sure to list the program title, Catalog of Federal Domestic Assistance number, and agency.   (5-24)

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12. Below is a list of several methods by which technical assistance could be rendered. Consider all of the alternatives with respect to your situation. Please rate each alternative as to its effectiveness, whether or not it is now available, as a means of providing technical assistance to your government. (Indicate your answer by checking one and only one column in each row.)

	1 Not effective	2 Somewhat effective	3 Moderately effective	4 Generally very effective	5 Extremely effective	
1. An on-call Federal team that could come as needed						(30)
2. An on-call State team that could come as needed						(31)
3. A technical assistance directory which includes names and phone numbers of Federal government employees who can answer questions directly related to a program area						(32)
4. A training program to be administered by relevant government agencies						(33)
5. A series of regional workshops for specific subject matters						(34)
6. More frequent visits by personnel responsible for Federal or State agency programs						(35)
7. Other (explain)						(36)

13. Under the categorical grant system, the Federal Government is involved in program administration and/or establishes certain program administration requirements for State and Local governments to follow. Conversely, block grants and revenue sharing forms of Federal assistance increase the emphasis placed on the State and Local governments' roles in program administration and implementation. Consider your situation. If block grant and revenue sharing funds were used instead of categorical funds, what effect, if any, would there be on the need for each type of technical assistance? (Indicate your answer by checking one column for each row.)

Effect on the Need for Technical Assistance

Type of Technical Assistance	1 Great increase	2 Moderate increase	3 Some increase	4 No increase or decrease	5 Some decrease	6 Moderate decrease	7 Great decrease	8 No basis to judge	
1) General Management									(39)
2) Functional: program project operations									(40)
3) Functional: technical services									(41)
4) Technology sharing/transfer									(42)

14. 1) The following question deals with the issue of receiving non-financial assistance in the form of technical assistance services, information, counseling, or training as opposed to financial assistance in the form of funds to purchase this type of technical assistance support. Consider your needs. Which form of technical assistance do you prefer, if any? Indicate your answer by checking one of the three alternatives listed below. (44)

/___/ Non-financial technical assistance support in the form of direct services, information, counseling, or training

/___/ Funds to purchase the above support

/___/ Prefer not to receive Federal technical assistance

2) Please explain the reasons for your choice.
(45-49)

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15. How familiar are you with Title III of the Inter-
governmental Cooperation Act of 1968 (Public
Law 90-577) which permits Federal Departments
and Agencies to provide specialized or technical
services to State and local units of government
on a reimbursable basis?

1) /___/ Never heard of it.   (31)

2) /___/ Have little information   (32)

3) /___/ Familiar with the purpose and major   (33)
          objectives

4) /___/ Familiar with the purpose & major ob- (34)
          jectives & relevant details of the act.

   If you either have little information or
   never heard of the act go to 20 otherwise
   continue.

16. Have you attempted to obtain such services under
Title III.   (36)

        Yes /___/   No /___/

   If yes, continue. If no, please explain why,
   then go to question 20.
                                          (37)

17. How many times has your government applied for
assistance under Title III? (If you are not sure
of the exact number, please approximate. If you
are speaking only for one department or division
of your unit of government, please state.)

1) _____ (No. of applications for (38-39)
                        assistance)

18. How many times have you received assistance?
(Remember approximations are good enough.)

_____
(No. of times received assistance)   (62-63)

   If none, go to 20.

19. In general, how often were you satisfied with
the assistance you received?

1) /___/ Almost always   (65)

2) /___/ Generally   (66)

3) /___/ About half the time   (67)

4) /___/ Some of the time   (68)

5) /___/ Seldom, if ever   (69)

                                    (Start Card 7)
20. What do you believe to be the most pressing inter-
governmental problem(s)? Please be as specific as
possible.   (24-28)

21. Can you suggest ways of solving these problems?
                                          (24-45)

22. Do you know of any specific studies or technical
assistance needs assessments, conducted by the
following agencies, which may have been under-
taken pertaining to needs such as yours? (Indi-
cate your answer by checking either the yes or
no column for each organization listed below.)

	Yes	No	
Federal Regional Council			(51)
Federal Agency Headquarters			(52)
Federal Agency Regional Office			(53)
Federal Agency Area Office			(54)
Public Interest Group			(55)
Consultant			(56)
Own Staff			(57)
Other (specify) _____			(58)
_____			

23. If yes, please specify the performing organiza-
tion and give the title or subject matter of each
study.   (60-69)

24. ADDITIONAL COMMENTS

   If you have additional comments on any of the items
   within the questionnaire or related topics not
   covered, please express your views in the space
   below. Attach an additional sheet, if you need
   more space.   (70-79)

RESPONDENTS WHO RECEIVED VERY GREAT, CONSIDERABLE,

AND MODERATE AMOUNTS OF TECHNICAL ASSISTANCE

Type of technical assistance	State executive	State legislative	Cities with more than 100,000 people	Cities with less than 100,000 people	Counties with more than 100,000 people	Counties with less than 100,000 people	Townships	Summary by size jurisdiction (note a) Small (note b)	Large (note c)
				-------(percent)-------					
General management:									
Training	32.0	4.0	11.2	0.6	10.7	10.7	1.7	5.0	18.0
Evaluation	29.5	2.3	18.4	7.2	10.5	13.4	1.7	8.0	19.0
General Administration	19.5	3.9	9.6	5.2	4.9	12.7	1.7	8.0	11.0
Personnel	13.2	0.5	7.9	2.3	7.1	6.3	3.4	4.0	9.0
Fiscal management	25.0	1.0	12.7	4.6	6.3	10.6	3.4	7.0	15.0
Policy planning	20.5	1.9	14.5	6.0	8.6	9.4	1.7	6.0	14.0
Budget	15.6	0.8	7.9	2.3	2.5	3.2	1.7	5.0	8.0
Functional assistance:									
Management services:									
Planning	41.7	1.0	31.4	16.1	15.?	17.2	8.3	15.0	29.0
Training	37.3	0.0	21.1	9.8	19.1	12.1	3.3	9.0	25.0
Implementation	29.7	1.1	23.3	11.7	13.3	13.5	4.9	11.0	22.0
Evaluation	33.4	0.0	24.2	9.6	13.3	13.2	5.0	10.0	23.0
Technical services:									
Information	66.3	46.2	53.5	18.8	44.0	40.1	31.7	34.0	55.0
Staff assistance	57.8	14.7	38.0	13.0	23.9	19.5	3.4	14.0	40.0
Technology transfer/sharing:									
Information--dissemination	53.5	10.5	36.7	16.0	30.5	26.4	11.5	19.0	39.0
Sharing--procedure	25.2	4.5	11.0	5.9	9.6	7.2	8.5	7.0	15.0
Sharing--expertise	34.0	8.2	18.7	7.2	21.5	18.2	3.3	11.0	24.0
Joint efforts	39.2	5.6	16.3	7.6	17.2	17.2	6.8	11.0	24.0

a/Grouped into these size categories as indicated and rounded to nearest whole number.

b/Consists of cities and counties with less than 100,000 people and townships.

c/Consists of State--executive, State--legislative, and cities and counties with more than 100,000 people.

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RESPONDENTS WHO NEEDED VERY GREAT, CONSIDERABLE,
AND MODERATE AMOUNTS OF ADDITIONAL TECHNICAL ASSISTANCE

Type of technical assistance	State executive	State legislature	Cities with more than 100,000 people	Cities with less than 100,000 people	Counties with more than 100,000 people	Counties with less than 100,000 people	Townships	Summary by size jurisdiction (note a) Small (note b)	Large (note c)
			----------(percent)----------						
General management:									
Training	53.3	17.1	46.5	34.3	40.5	27.7	12.6	26.0	46.0
Evaluation	52.9	34.1	51.4	28.1	40.3	22.6	8.5	21.0	48.0
General administration	24.4	11.1	24.8	25.8	20.2	14.8	11.9	18.0	24.0
Personnel	23.3	11.5	26.9	23.6	21.4	13.4	10.2	16.0	24.0
Policy planning	44.3	23.5	36.1	36.1	27.7	20.7	10.6	38.0	36.0
Fiscal management	32.5	17.2	30.1	28.0	23.7	13.7	10.0	17.0	29.0
Budget	29.4	15.2	28.2	28.5	22.2	16.9	11.5	20.0	26.0
Functional assistance:									
Management services:									
Planning	52.1	9.2	49.2	35.3	38.4	25.6	13.6	26.0	45.0
Training	60.9	22.5	57.9	37.5	43.5	27.8	10.6	27.0	53.0
Implementation	47.4	11.7	45.4	37.2	35.9	26.5	15.1	28.0	42.0
Evaluation	55.9	24.8	54.9	34.6	38.2	25.5	15.3	26.0	49.0
Technical services:									
Information	58.8	48.1	64.1	44.7	53.5	49.6	23.8	42.0	58.0
Staff assistance	58.2	29.6	56.6	37.3	44.0	34.6	10.2	30.0	52.0
Technology transfer/sharing::									
Information--dissemination	66.8	29.3	69.1	43.9	61.6	42.9	10.0	36.0	64.0
Sharing--procedure	45.7	22.1	43.8	27.9	35.6	27.5	5.1	23.0	41.0
Sharing--expertise	62.2	27.3	62.5	47.2	50.3	38.0	11.9	35.0	57.0
Joint efforts	61.1	26.3	51.3	39.5	47.1	36.4	15.3	33.0	52.0

a/Grouped into these size categories as indicated and rounded to nearest whole number.

b/Consists of cities and counties with less than 100,000 people and townships.

c/Consists of State--executive, State--legislative, and cities and counties with more than 100,000 people.

STATE AND LOCAL OFFICIALS' OPINIONS ON FEDERAL AND NON-FEDERAL TECHNICAL ASSISTANCE

(ACTUAL NUMBER OF RESPONSES)

	Department of Agriculture	Department of Commerce	Department of Defense	Department of Health, Education, and Welfare	Department of Housing and Urban Development	Department of Interior	Department of Justice	Department of Labor	Department of Transportation	Department of the Treasury	Civil Service Commission	Environmental Protection Agency	Other Federal	Subtotal Federal agencies	State programs	Local programs	Public interest group	Regional organization	Colleges/universities	Consultants	Subtotal Non-Federal agencies	Total all agencies
Favorable opinion	26	13	7	34	25	20	17	16	14	8	6	9	19	214	63	6	15	18	16	3	121	335
Negative opinion	9	0	2	6	10	2	5	3	4	0	3	5	9	58	8	1	1	1	0	2	13	71
Mixed opinion (note a)	3	2	1	1	15	2	10	4	2	3	0	2	3	48	14	1	1	1	0	1	18	66
No opinion stated	7	6	1	4	15	4	6	4	4	1	1	5	6	64	18	4	4	6	4	4	40	104
Total	45	21	11	45	65	28	38	27	24	12	10	21	37	384	103	12	21	26	20	10	192	576

a/Respondent states both favorable and negative opinions of the same program; for example, "Initial assistance was good but subsequent requests were unanswered."

(01740)