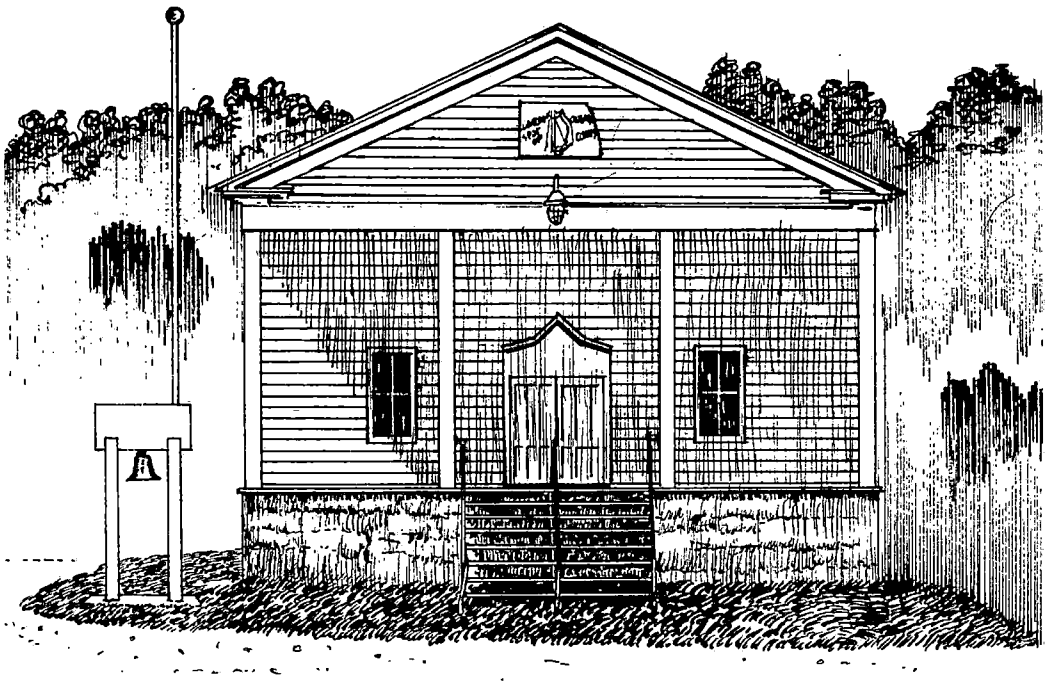
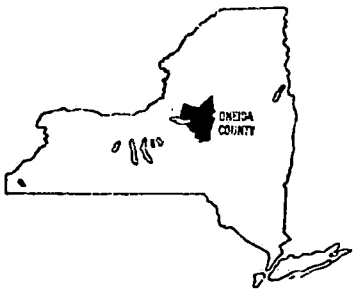
Delivering Technical Assistance



To Towns and Villages

--A Circuit Rider Approach--





Oneida County
New York

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Cover: Town Hall
Florence, N.Y.

DELIVERING TECHNICAL ASSISTANCE TO TOWNS AND VILLAGES

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The key role of training and technical assistance in successful community development and planning efforts has been demonstrated many times in many places. As the complexity of our society has increased, the need for this kind of assistance for rural local government has become increasingly apparent. Individual communities which are isolated geographically have been having more and more difficulty keeping up with the mainstream.

The need for general technical assistance for local officials was observed early on as the Temporary State Commission on Tug Hill[1] became involved in land use planning and policy development in an area in upper New York State[2]. (Contrary to popular understanding, New York has the third largest rural population in the country.) Commission staff found that local officials often did not have the resources necessary to perform the jobs to which they had been elected or appointed.

In February of 1975, the commission established a technical assistance service. In 1977, an IPA (Intergovernmental Personnel Act) grant, obtained through the New York State Department of State, allowed this service to be expanded to include a circuit rider who regularly visited local officials in a nine-town pilot area. In addition to offering technical assistance, the circuit rider organized training seminars based on common needs of leaders in several towns.

At the same time, the Cooperative Extension Association of Oneida County was running training seminars --one for newly elected officials on powers and duties and the other on community planning.

In 1979, through a second IPA grant, the two organizations agreed to establish an Office of Town and Village Assistance in Oneida County. Cooperative Extension provided an office and staff supervision; the Tug Hill Commission supervised the grant finances and monitored and evaluated the program.

The project has been successful, and its success is especially pertinent today because of the national resurgence of interest in problems of rural America. The idea of providing technical assistance to local government through "circuit riders" was spotlighted in the recently issued White House paper, "Small Community and Rural Development Policy." In his speech of March 31, 1980 in Auburn, New York, Presidental Assistant Jack Watson announced a goal to create 30 to 40 new "circuits" in 1980 and from five to seven times that number in 1981-82. In fact, federal funding in the Tug Hill area has provided four such circuits.

In addition to Tug Hill, circuit rider programs have been tried successfully in New England and in the Midwest. Although circuit riding takes many forms, it always involves bringing to an area skills that would otherwise not be affordable or available.

1. The Temporary State Commission was established by the New York State Legislature in 1972 to study a 39-town area, covering parts of four counties, and to make recommendations on its future.

2. In New York State, local government is organized as follows: Except for New York City, the State is divided into counties; counties, in turn, are divided into towns or cities; towns may contain incorporated villages.

II. Introduction To The Office Of Town And Village Assistance

In September, 1979 the Office of Town and Village Assistance was established in Oneida County, New York to serve elected and appointed officials of the 26 towns and 19 villages (map, inside front cover). The office is a "call for action service"--a local official calls for help with a problem, and the circuit rider always provides a response.

The part-time government officials who seek the circuit rider need all the help that's available. Whether from very small villages of a few hundred people or towns of 20,000, these local officials are usually trying to do two jobs at once. Just dealing with state and federal requirements is not easy--even for those employed at it full-time. It's not hard to imagine the frustration when complex problems arise.

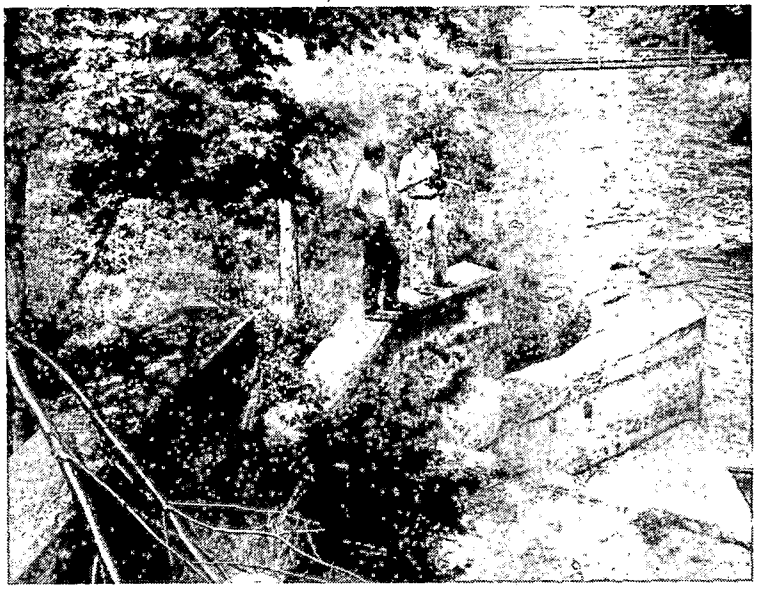
The Office of Town and Village Assistance has been able to make seemingly tough problems simple often with a single phone call to the right place. Other problems, however, have required research, surveys, and extensive correspondence. The circuit rider aims for three results: 1) saving a part-time official precious time by providing information and advice, 2) building the capacity of local officials to do their job, 3) opening up opportunities to rural communities that tend to be otherwise shut out.

After months of operation, the program has met and is exceeding its goals. Two hundred and sixty requests have been received and an evaluation of the program has produced very positive comments from those who have been served.



One-on-One

Meetings with part-time local officials are often held in unusual places. Here Coordinator Bella Reich meets with Town of Trenton Supervisor, David Frank during his lunch hour.



Connecting with Other Agencies

Town of Clayville Trustee, Donald Moore discusses dam safety with Robin Warrender of the Department of Environmental Conservation. Because of this meeting and others arranged by the Office of Town and Village Assistance, the town was able to apply for necessary funding to repair the dam.

A. Organization

As with any new venture, there are undoubtedly a variety of organizational approaches which could be used to set up a technical assistance and training office for rural communities. Therefore, the guidelines offered here are quite general. Ideally, the office is best established in connection with an existing agency or institution, e.g., county cooperative extension, the county manager's office, a community college. In all cases, the following principles apply:

- the office must be non-partisan in its operation;

- all residents should be served on a first come, first served basis--the number of requests can be controlled by the extent of field contact;

- the office must have a staff person whose sole responsibility is this one program, i.e., circuit riding and technical assistance delivery;

- the governing board of the sponsoring agency or organization should be committed to the integrity of the program;

- an advisory committee composed of future clients, local legislators, and potential fund raisers should be formed.

By having an Advisory Committee and involving it fully from the beginning, the office will be better able to introduce itself to its potential clientele. They will also be in a position to make requests for funding and to conduct evaluations that will be viewed as objective rather than self-serving.

The key person in the organization is, obviously, the program's coordinator who makes the actual field contact and connects the request with the sources of assistance. The office should also have at least a part-time secretary/assistant. If additional staff is needed and can be justified, an additional circuit rider or part-time researcher could be an appropriate addition.

The Oneida County office is currently working at full capacity. The program coordinator, assisted by a half-time secretary and guided by the director of the County Extension Association, is just able to keep up with the 25 requests being received per month.

The coordinator's work is open-ended and requires real motivation. The person must be an aggressive self-starter who is unsatisfied with half-way answers. In addition, contact work is often done at night when town and village meetings are held. Oftentimes, part-time officials can only be reached in the evening. For these reasons, the person who is hired should be treated as a professional who is expected to give extra time when needed (as it surely will be). The individual should be left on his own to keep track of working hours. There's a good chance of "burn-out" if the coordinator cannot escape from the job from time to time after a string of late night meetings. Every effort should be made to keep working hours flexible. Take a look at the typical schedule which follows:

COORDINATOR BELLA REICH'S LOG

July 15 - Attended Village of Bridgewater board meeting, 7:30 p.m.

July 16 - Met with Town of Trenton clerk, 3:00 p.m.

July 17 - Met with Jack Marsch, NYS Dep. of Health, 3:00 p.m., in reference to TA request.

July 18 - Met with Eric Kresse, 8:30 p.m. Met with Town of Floyd clerk and highway superintendent, 10:00 a.m.

July 21 - Met with Eric Kresse, 8:30 a.m.

July 22 - No meetings

July 23 - Met with Program Advisory Committee, 8:00 a.m. for strategy breakfast, Trailway Inn. Program Advisory Committee, Eric Kresse, Ben Coe, and I met with County Executive, Sherwood Boehlert, 10:00 a.m. to solicit county contribution of funds towards program.

July 24 - Met with Jack Marsch, NYS Department of Health, in reference to TA request, 3:00 p.m.

July 25 - Met with Town of Forestport clerk, 10:00 a.m.

July 28 - Met with Eric Kresse, 8:30 p.m.

July 29 - No meetings

July 30 - Took photos of Oriskany Municipal Building, 8:30 a.m. Met with Oneida County Sheriff, 9:00 a.m. for photos.

July 31 - Met with Town Clerk of Boonville, 9:30 a.m.
Met with Town Supervisor of Boonville, 10:30 a.m.
Met with Town Supervisor of Trenton, 11:30 a.m.

August 1 - Met with Eric Kresse, 8:30 a.m. Met with Village of Waterville clerk, 9:30 a.m. in reference to TA request.

August 4 - Met with Eric Kresse, 8:30 a.m. Met with Town Clerk of Western, 10:30 a.m.

August 5 - Attended Town of Florence board meeting, 10:00 a.m. Attended Village of Vernon meeting, 8:00 p.m.

August 6 - Met with Judy Foster of Tug Hill, 11:00 a.m.

August 7 - Attended Village of Holland Patent board meeting, 7:00 p.m.

August 8 - Met with Village of Sylvan Beach clerk for photos, 11:00 a.m.

August 11 - Met with Eric Kresse, 8:30 a.m. Attended Town of Kirkland board meeting, 7:30 p.m.

August 12 - Met with Jack Marsch, NYS Department of Health, 3:30 p.m. in reference to TA request.

B. Budget

The program budget developed for the Oneida County Office of Town and Village Assistance recognized the initial cost of setting up the office, e.g., necessary furniture, equipment, and supplies. Money for salaries was intended to insure that competent personnel could be attracted to the position. Other operating costs included were based both on past experience in putting a staff person into the Extension educational system and past experience of the commission in operating technical assistance and circuit riding programs. The budgeting process recognized the need for good telephone and paper communications, a satisfactory filing system and ongoing accessibility to the town and village officials.

The basic budget shown (figure 1) is somewhat different from the actual budget of the Oneida County office in order to reflect actual experience and to make it more generally applicable. Not shown in this budget is the time of the County Extension administrator, who provided about 25% of full-time for administrative matters such as recruiting and orienting staff and handling finances. Postage costs were lower for the Oneida County program because the federal franking privilege could be used on mailings.

In putting together a budget for a grant application where you need to show in-kind contributions to the program, you can include both the administrative time and the time that will be provided "free" by county and state officials on whom the agency calls for help. This can add up to several thousands of dollars.

Basic Budget--First Year

Technical Assistance Coordinator		$15,000	
Assistant (2/3 time)		6,000	
Total			$21,000
Fringe benefits @ 30%			6,300
Travel			
Mileage: 8,000 mi. @ 20¢/mi.		1,600	
Meals and lodging		100	1,700
Equipment			
Typewriter, calculator, desks, tables, chairs, bookshelves, file cabinet			1,200
Other			
Telephone	$1,900		
Postage	300		
Rent	850		
Office Supplies	600		
Copy charges	300		
Printing	500		
Total Other Expenses			4,450
TOTAL			34,650

C. The Governing or Advisory Committee

Cooperative Extension historically has relied on lay advisory committees to oversee and to recommend program emphasis and direction. For this particular project, local government officials were identified who had participated in some of the local government educational efforts of Cooperative Extension in the past and/or who had served on the Board of Directors or the program committees of the Association. The Advisory Committee evolved out of the recruitment committee which was set up as soon as funding was assured.

The committee of seven (originally eight) has turned out to be invaluable to this project, especially in deciding on funding policy and evaluation methods and in establishing relations with county and local officials. The committee has represented the organization well.

Examples:

- participating in and approving design of an evaluation form sent out under their signatures,
- signing a request to towns to fund the county program,
- meeting with the county executives to request funding.

The Advisory Committee job description, developed for the funding proposal, has held up well with a year's testing (appendix A-1).

It is important to utilize the committee for important things. These are busy people who won't participate unless they perceive they're really needed.

D. Recruiting the Staff

Job descriptions (appendix A2-5) were drawn up for staff positions when the project was first designed.

The key position to be filled was that of the Coordinator. A group of five was asked to serve as an interview committee to select a person to fill that position. The committee included a county legislator, a town supervisor, a town councilman, and a village trustee. After the position was filled, these same people were asked to continue as part of the Advisory Committee. All indicated they would and an additional three people were then selected to round out the mix of town and village experience.

Coordinator candidates were sought through a variety of methods. A mailing list of people who had expressed interest in Extension positions in Community Resource Development work was received from the recruitment office at Cornell; from that list persons were selected to receive the announcement.

Advertisements were placed in daily newspapers in the area. In addition, the announcement was circulated in Oneida County to New York State employment offices and private employment agencies. Position announcements went to minority organizations as part of Cooperative Extension's commitment to Equal Employment Opportunity.

Applications were received from many people, both in and out of the county. These people were screened by the county extension coordinator and the commission staff member in charge of this project to narrow the number of candidates to four--3 women and 1 man. The committee interview process provided the candidates an opportunity to be questioned and to expand on their qualifications. The committee then formally made their decision and selected as coordinator Miss Bella Zizzi (now Bella Reich).

Within a month after the program was launched, a part-time clerical person to assist and handle the office details had been recruited by Miss Zizzi and Mr. Kresse.

IV. Operating Procedures

A. Day-to-Day Operations

The first element in getting ready for office operations is to set up a system for keeping track of requests. Much of the commission's office system was modeled after that employed by Volunteers in Technical Assistance (VITA), which is described in their publication "A Guide to Mobilizing Technical Assistance Volunteers."[1] The basic ingredients are the numerical index, request form, file, and subject index. The system used was developed with two primary objectives in mind: To organize the data so that the coordinator can properly monitor the request, and to be able to retrieve such data for use in future requests.

As each request was received, it was indexed numerically. A short title was given to the request and the name of the municipality was noted as well. There also should be a place for a deadline date and a method of indicating whether the file is closed or open. Two sample indeces are shown in Appendix B1-2. One was developed by the commission; the other by Coordinator Reich.

Once a request is entered in the numerical index, the next step is completion of the request form. A sample is contained in Appendix B-3. Of course, the form should be modified to suit the needs of a particular office--desired changes will be apparent with use.

An individual file folder is always set up for each request; the request form is stapled to the inside where it's easily accessible, yet never becomes lost. The front of each file is labeled with the necessary



Personal Attention

Bella works on complex budget forms with Town of Boonville Supervisor Mark White.

[1] "A Guide to Mobilizing Technical Assistance Volunteers," Volunteers in Technical Assistance, Mt. Rainier, Maryland.

information. Copies of all pertinent material are placed in the file folder. This would include letters, publications and contact reports. Contact reports (Appendix B-5) are a simple, but important detail. A discussion over the phone or during a visit can easily become unclear at a later date if there is not a written record. Also, whenever material is ordered for a requestor, an extra copy should be obtained for your files. Sometimes, in the case of a large report or repeat requests, a simple reference directing one to another file for the material may make more sense. Eventually, an index of past requests by subject and a library with separate subject files for common topics will take shape and require bookshelves and pamphlet boxes.

The request numbering system can be done several ways. The commission office numbers all requests in the order received. Bella Reich preferred a system of keeping requests from each municipality together. Thus, she chose to use a file section that would number requests by town, e.g., Boonville #1, 2, 3, etc.

B. Building a Pool of Expertise

Gaining access to people with expertise is, in good part, why officials turn to the program coordinator. Initially, groups need to be made aware of the program's existence. The circuit rider should ask to be put on mailing lists of organizations and agencies which produce information of interest to local government. Sometimes this can be difficult, as there seems to be a reluctance on the part of some organizations to expand mailings beyond local government officials themselves. Keep on trying. In order for the coordinator to be on top of what's going on, it is essential that he receive as many of the mailings that go to local officials as possible. These mailings are oftentimes a lead to people with expertise in a particular field.

A library of basic publications dealing with local government is very useful. Although it usually is not the job of the coordinator to make himself an expert in a particular field, it still is necessary to have at least a basic knowledge of a wide variety of subject areas. A good reference collection provides enough information to understand the language the local official or potential respondent is speaking. Also, as familiarity with an area increases, the reference books provide on-the-spot answers to less complex questions. A list of some references we have found helpful and suggestions about where to find complete publications lists is contained in Appendix B-6.



Making the Rounds

Steuben Town Board meeting. The Program Coordinator spends many evenings attending meetings such as this.

Trying to find answers can often be difficult. After being transferred from party to party trying to get a response, it is easy to realize why local officials find this service useful. Once the appropriate person is found, it will probably also be necessary to explain the program to that person. People have trouble understanding the fact that you are working on behalf of a local official.

Once you have been able to establish who has expertise in a particular area, future requests pertaining to that area will take much less time. You will know on whom you can count. In some frequently asked subject areas, the office coordinator will develop a good working knowledge and be able to deliver the assistance directly. Once the program is working smoothly, the coordinator should attend some conferences dealing with issues of concern to local governments. This can be a good way to collect information and to expand a list of people who have a particular skill and who can be counted on as reliable.

Generating Requests

The program Coordinator must be available and remain flexible. Since most town and village officials work only part-time, the coordinator must adapt his working hours to theirs. Contact is maintained through attendance at board meetings, visits with individuals, and participation in social/business gatherings. It is a good idea to have a brochure to hand out at these meetings (Appendix B-7).

At the beginning of the project, research was done to develop a "master meeting schedule;" the dates and times of town/village boards, planning boards and zoning boards were listed. The coordinator could then develop weekly schedules at a glance.

In addition to attending meetings, the coordinator contacted village officials on a one-to-one basis. Meetings were often conducted amid jumping dogs or crawling babies,but the contact was established. If an individual was especially difficult to contact, a letter was sent, but only as a last resort. The letter was then followed by a telephone call a week later.

Finally, requests are sometimes generated by attending various social/business gatherings. For example, Mrs. Reich was the guest speaker at a Town Highway Superintendants' luncheon.

As each of these methods is used successfully and regularly, requests arrive. Town Board and Village Board meetings and one-to-one visits usually generate the greatest number of initial requests.

After three months of operation, the majority of requests were received from telephone calls. Obviously, word had gotten around that reliable help was available.

Here is a breakdown of requests received by the Oneida County Office of Town and Village Assistance for the period 9/5/79-8/14/80:

	Number	% Of Total
Funding	105	40
Public Officials' Duties	26	10
Bookkeeping	34	13
Health and Safety	22	8
Assessment/Taxes	18	7
Zoning/Planning	8	4
Miscellaneous	47	18
TOTAL	260	
Source:		
Phone	111	43
Mail	1	1
In-Person Visits	148	56
TOTAL	260	

D. Delivering Answers

The method of delivering answers will vary from request to request. Research methods may involve several days, weeks, or months of time. The volume of requests is never constant and often is a complicating factor--seven requests one day, none for the next five! Then there are "rush" requests and everything else is set aside. Two case histories from Bella Reich's log are good examples of such "rush" situations:

1. A new town supervisor was quite upset one day because he started wondering who would handle the town's money and sign checks if something happened to him when he went out of town. Two quick calls to the State Comptroller's Office answered the question. The supervisor had his answer within a few hours.

2. A rock concert was scheduled in a small town. Two days before the event, an agitated supervisor called to find out about what types of clearance, insurance and law enforcement were necessary. The answers were provided the next day and, happily, the concert proceeded without incident."

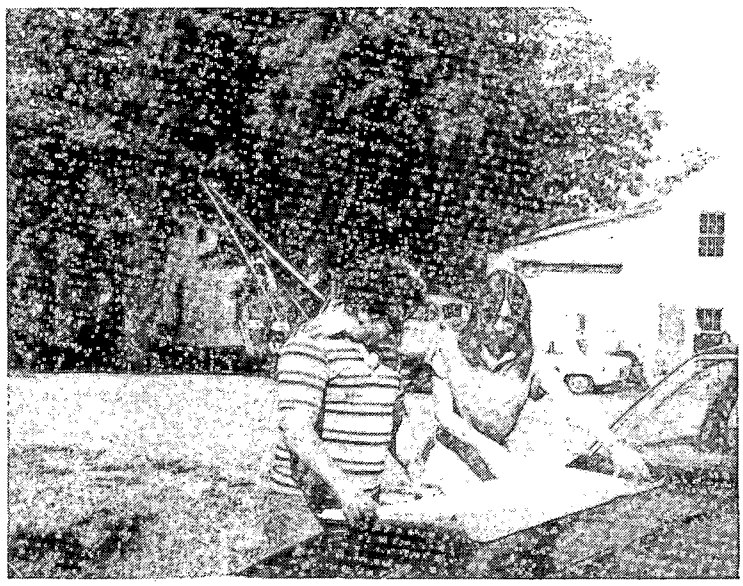
As time goes on, volume increases, but so does the coordinator's research skill and the file of information.

E. Training Programs

Training programs can be an efficient way to deliver technical assistance. With careful planning, training sessions are a way to introduce better decision making, provide answers to specific problems, and get valuable interaction between people facing the same kind of problems.

Topics for training sessions are often identified through the coordinator's own perceptions. In most cases, there is a need to survey local officials on the subject and content of proposed sessions. The survey will:

- measure interest
- narrow the topic
- indentify additional interested persons



Volunteer Assistance

The village board in Prospect wanted to improve the village grounds, but the cost of hiring a professional landscape architect was prohibitive. The Office Coordinator contacted Cornell University and then found a student who was willing to take on the project without pay. Mayor Alan Sokes shows the finished plan to Bella.

By involving people in the planning process, they will be more likely to attend. Through close contact those requesting the program are involved in its design. The result is a high percentage attendance and a discussion-oriented format which enables future relationships between participants. For example, the Tug Hill Commission recently conducted a seminar for town clerks which drew seven of eight clerks. The high attendance was due to extensive pre-contact and involvement in program design.

Contact can be established by mail, phone and in-person surveys, depending on the situation. A good "how to" booklet on community surveys is Pointers for Conducting a Public Opinion Survey by Thomas J. Harig, available from the Institute on Man and Science, Rennselae ville, New York.

Once you have determined there is a recognized need for the topic, there are a number of factors to keep in mind while planning the session. Areas you should take a look at include:

Size of group - How large a group you address dictates alot of what you can do. It has been our experience that sometimes there is a tendency to push for groups that are too large in an effort to document numbers. Small groups enable you to do hands-on workshops and hold roundtable discussions. The size of the group, of course, may dictate who and how many people you involve.

Type of group - The diversity of the group you plan to address can be a key factor. If you're speaking to just village mayors rather than village boards, you can be much more specific. A session on budgeting will be quite different for a group of first-time town officials as opposed to a group of experienced ones. Another aspect to keep in mind is the size of the community the local official represents. The work of a full-time town supervisor in a community of 40,000 is very different from a part-time supervisor in a town of 500 people.

Where - The audience you're trying to reach has alot to do with when you hold a meeting. For instance, town clerks are usually available during the day as are full-time town supervisors. Part-time employees may also be available during the day, if they are retired, or if their work permits such absences, but many people can attend only night or weekend meetings. Know your people and what best suits them. If in doubt, make sure that the survey gives them some choices of the dates and times.

Resources - The availability of people you plan to use in conducting your training sessions may also dictate when it's held. In choosing presenters, one of the first things you will want to consider is the availability of local resource people. Local resource people are preferred as long as they have the knowledge to address the subject adequately. The use of local officials themselves can be highly effective. For example, in a training session dealing with purchasing procedures, a town highway superintendant who had made extensive use of state contracts relayed his experiences. When arranging for resource people, make sure they clearly understand whom they will be addressing.

Conducting the Session - The technical assistance coordinator is usually the best person to moderate the training session. He or she knows the local officials and their needs and can make them comfortable and see to it that the resource people fully answer their questions.

Follow-up - Always make sure you obtain evaluations from the participants. The best time to do this is at the close of the training session. If you use a mail-back form you will get a much lower rate of return. Evaluation questions need to be as pointed as possible. Since the officials are your friends, it can be quite difficult to gather nagative responses. You may want the evaluations to be unsigned.

All in all, training sessions can be an effective part of your technical assistance delivery program. You will probably find that the biggest constraint in conducting such sessions is time. The organizing and conducting of such sessions can take many hours of hard work, but they can be well worth the time spent.

You must realize that even after putting in many hours of planning, including surveys the personnel turn-out may still be less than you hoped. Keep in mind that local government officials are extremely busy people, but even if only a small number benefit, it can be worth the effort when you see how it has improved their capacity for doing their job.

An overview of the process involved in planning small, targeted sessions is available in a manual called, "Training Local Officials: The Involvement Approach" by Thomas Bodden. The manual is published by the Temporary State Commission on Tug Hill. Other materials on training are available through Cooperative Extension offices.



Interaction Through Training

Small, targeted training sessions, such as this one for town clerks, address common problems and open up possible areas of cooperation.

V. Sustaining The Operation

A. Evaluation

Regular evaluation serves two main purposes (1) learning where the operation is doing well and where it needs improvement; and (2) demonstrating success objectively in order to justify funding. Results of a recent evaluation of the Oneida County Office of Town and Village Assistance are given in Appendix C. One can see how both these objectives were achieved through this mail-back evaluation. Another good way of conducting such an evaluation is to use the telephone. Telephone surveys are usually more costly and time consuming but are more flexible, open ended, and personal--and often result in additional technical assistance requests. On the other hand, the mail-back questionnaire is liable to be more objective and, by being less personal, is sometimes more frank--in fact, it can be done anonymously.

B. Communication

In order for a program which relies on public funding to continue, it must be kept before the public. Communication efforts should be directed to potential users as well as potential funders.

The following methods provide excellent followup to both individual and town or village group meetings.

1. Descriptive Brochures

   - describe program and services
   - give office locations and phone numbers

2. Technical Assistance Newsletters

   - provide information about trends and changes in local government
   - describe programs available
   - highlight government research
   - establish a "question and answer" format

3. News Releases

   - give highlights of upcoming meetings, training programs and workshops
   - inform the public of successful services

4. Interviews on TV and Radio

   - provide "living contact" with audiences

5. Public Presentations

As part of an ongoing communications program, the coordinator should maintain a list of the names and addresses of all people who are involved, both directly and indirectly, with the program. Remember, nothing really takes the place of one-on-one contact by phone or in person.



Interaction Between Communities

Although town and village officials in Oneida County share many of the same problems, they have not had an opportunity to meet each other or to discuss their mutual concerns. Here clerks and clerk-treasurers attend the first in a series of meetings which were initiated by the Office of Town and Village Assistance.

C. Funding

From the evaluation survey, it appears that th Office of the Town and Village Assistance in Oneida County will recieve at least token contributions, say $200 per year per town or village, toward its operating expenses. The willingness of clients to recommend to their town or village governing boards funding for the operation is a direct function of how many times they've used the service and how useful it was to them. Thus, this kind of funding can only be secured after something on the order of a year's experience. This means that initial funding must come from a state planning board and that outside sources of partial funding will probably be necessary for the second and, perhaps, third years. It seems likely that continued success of the Oneida County Office of Town and Village Assistance will result in a continuing combination of funding with 10-20% coming from the communities served and with the rest from the county and, perhaps, from a continuing Tug Hill Commission. All this, of course, in time of fiscal austerity--the 1980 inflation recession.

A P P E N D I X A

Job Descriptions

page	
1	Town and Village Assistance Committee
2	Town/Village Assistance Agent (Coordinator)
4	Assistant to Town/Village Agent
5	Responsibilities of the Coordinator or Oneida County Cooperative Extension as they Relate to the Pilot Program to Provide Technical Assistance and Planning to Local Officials (IPA Project)

Draft 6/4/79

TOWN AND VILLAGE ASSISTANCE COMMITTEE

This committee is being formed to provide advice and policy guidance to a one year demonstration program aimed at providing technical assistance and training services to town and village officials. The project is funded through an agreement with the Temporary State Commission on Tug Hill who, in turn, has received a grant from the Division of Community Affairs, Department of State. The funds are available because of a Federal Civil Service grant to New York State authorized by the Intergovernmental Personnel Act (IPA). The Tug Hill Commission grant is one of many made by the Department of State for the purpose of training and assisting local officials doing their jobs more effectively.

The committee is to be composed of seven to eleven town and village officials and county legislators selected by the president, Cooperative Extension, Oneida County. The coordinator, Oneida County Cooperative Extension, and director, community participation, Tug Hill Commission, will serve as ad hoc members. Duties of committee:

1. Become familiar with the purpose of the program and the constraints defined by the grant contract. Advise on how to have a fast, effective start-up for the program.

2. Assist in establishing relationships with local elected officials.

3. Recommend priorities for which groups of officials should be contacted first to define training needs.

4. Resolve other program priority questions.

5. Approve an evaluation program designed by commission and Cooperative Extension staff.

6. Resolve other policy matters as they develop.

7. Develop and help carry out a plan for continuance or discontinuance of the pilot program after its first year.

JOB DESCRIPTION

POSITION: Town/Village Assistance Agent (also known as Coordinator)

REPORTS TO: Coordinator of Oneida County Cooperative Extension

SUMMARY: Set up, establish, and administer office of Town/Village Assistance in Oneida County (26 towns and 18 villages) with advice and assistance from Coordinator of Oneida County Cooperative Extension and the Town/Village Local Assistance Committee.

RESPONSIBILITIES:

1. Start up office operations, with assistance from Tug Hill Commission and Coordinator Oneida County Cooperative Extension. Manage office and submit monthly progress reports, through the Coordinator to appropriate county officials and Tug Hill Commission.

2. Make regular contact with local officials to:

   - determine training and technical assistance needs,

   - advise them about reponse to opportunities or requirements coming from other levels of government,

   - give on the spot assistance in dealing with complex problems as they arise.

3. Develop relationships with county, state, and federal agencies, as well as volunteers from the private sector, to secure necessary information and expertise to solve problems and provide training.

4. Plan and organize at least three distinct training sessions, each conducted at least once, in order to readily reach all towns and villages desiring to participate. Subjects to be covered in training sessions will be determined through in-person surveys made by the agent.

5. Specially prepare and/or collect and update training materials to best meet the needs identified.

6. Prepare reports on training sessions (designed to be self-contained for use in other rural areas).

7. Provide input to Tug Hill Commission for inclusion in a manual about how to set up an Office of Town and Village Assistance.

8. Recruit and train part-time assistant.

9. Operate within an approved budget.

RELATIONSHIPS:

1. Tug Hill Commission will provde operating guidelines and procedures for technical assistance program based on past experience. Commission staff will work with agent in order to achieve a rapid, effective start up.

2. County department heads should be kept informed of the program progress and be utilized to meet the technical and training needs.

CHARACTERISTICS/ QUALIFICATIONS:

1. Bachelors degree (useful majors include: education, natural sciences, and political science). Three or more years field experience desired.

2. Experience desirable in working with volunteers, local governments, or teaching.

3. Serious interest in working with local government and general public.

4. Initiative and motication to go out and seek contacts and relationships in community.

5. Ability to express thoughts effectively both verbally and in writing.

JOB DESCRIPTION

POSITION: Assistant to Town/Village Agent.

REPORT TO: Town/Village Assistance Agent.

SUMMARY: Assists the agent as directed in all aspects of the pilot technical assistance and training program for local officials. Is responsible for office files and records, including the system to make sure all clientele are being served, as needed on time.

RESPONSIBILITIES:

1. Office Administration - Works through County Extension Office, New Hartford, to assure that necessary office supplies are on hand. Provides telephone reception function, and makes calls for the agent to set up meeting, etc. Sets up and administers file system for technical assistance requests.

2. Technical Assistance Service Support - Keeps in touch with clients by phone to make sure that they are getting what they want, when needed. Writes contact reports and maintains technical assistance forms so that a complete record is available on all requests, both for monitoring and evaluation purposes. Makes phone contact with people who can help fulfill requests for information from local officials.

3. Secretarial Support - Provides typing and filing services.

4. Other - As assigned, make contact visits in the field, make arrangements for training sessions, and otherwise do tasks to give this pilot program the best chance possible of being effective.

CHARACTERISTICS: Experience desirable in working with volunteers, local government or teaching. Interested in enabling others to learn and accomplish goals. Demonstrated secretarial skills including typing, phone manner, filing, ability to collect and record detailed information, and ability to organize meetings and contacts.

NOTE: This is a part-time position, five to six hours per day, as negotiated.

RESPONSIBILITIES OF THE COORDINATOR OF ONEIDA COUNTY COOPERATIVE EXTENSION AS THEY RELATE TO THE PILOT PROGRAM TO PROVIDE TECHNICAL ASSISTANCE AND PLANNING TO LOCAL OFFICIALS (IPA PROJECT)

1. Work with one person designated from the Tug Hill Commission to establish and carry out the recruiting and hiring function for the town/village assistance agent. Selection will be by consensus of these two people. They may include others in the process as mutually agreed upon.

2. Serve as direct supervisor of the Town/Village Assistance Agent.

3. Approve monthly progress reports sent to the Tug Hill Commission representative and develop mailing list for those and other reports.

4. Guide and orient the agent and assistant-to-the-agent on the people in the county with whom they should be working - both clients and those who might be called on to provide services to clients.

5. Be directly responsible for organizing and calling meetings of the Town and Village Assistance Committee. Recommend names for appointment to the committee by the President, Oneida County Extension (list of names to be developed jointly with Tug Hill Commission representative).

6. With the representative from the Tug Hill Commission, provide assistance in developing the format that the agent will use in surveying training needs. Draw on experience to develop curriculum and materials for training session. Aid in conducting training courses as needed.

7. Be responsible for developing and carrying out on-going evaluation of client response to training sessions and technical assistance delivery (with Tug Hill Commission).

3/27/79

A P P E N D I X B

Organizational Aids

page	
1	Sample Request Directory
3	Description of Technical Assistance Request Form
4	Technical Assistance Request Form
5	Contact Report
6	List of Publications
7	Introductory Brochure

TECHNICAL ASSISTANCE PROGRAM

REQUEST DIRECTORY

T.A. NUMBER 1974-75	MUNICIPALITY	TITLE	CASE CLOSED
1.	WORTH	FLOOD INFO.	✓
2.	OSCEOLA	FLOOD INFO.	✓
3.	MARTINSBURG	FLOOD INFO.	✓
4.	PINCKNEY	LANDOWNER LIABILITY	✓
5.	FLORENCE	IMPOUNDMENT	✓
6.	PINCKNEY	SNOWMOBILE INFO.	✓
7.	WEST TURIN	CEMETARIES	✓
8.	WEST TURIN	FLOOD INFO.	✓
9.	OSCEOLA	McCARTHY'S LAKE	✓
11.	WEST TURIN	FLOOD INFO. PACKETS	✓
12.	P.A.S.N.Y.	FLOOD INFO.	✓
13.	OSCEOLA	ROAD SPEC'S	✓
14.	MARTINSBURG	ROAD SPEC'S	✓
15.	WEST TURIN	ROAD SPEC'S	✓
16.	REDFIELD	ROAD SPEC'S	✓
17.	WEST TURIN	LEWIS PLAN	✓
18.	MARTINSBURG	LIGHTING	✓
19.	MARTINSBURG	HYDRO	✓
20.	HARRISBURG	BUDGET	✓
21.	BOONVILLE	SUBDIVISION REG'S	✓
22.	FLORENCE	FLOOD INFO.	✓
23.	REDFIELD	FLOOD INFO.	✓
24.	LEWIS	MAPPING	✓
25.	LORRAINE	HIGHWAY PERMITS	✓

		DATE	DATE
Town of Florence #16	Youth grant monies	4/15/80	4/15/80
Town of New Hartford #1	Fireproof storage vaults	4/16/80	4/29/80
Village of Onieda Castle #3	Veterans exemption criteria	4/18/80	4/30/80
Town of Verona #3	Meeting minutes	4/18/80	4/30/80
Village of Barneveld #3	Water system supply inventory	4/23/80	
Village of Sylvan Beach #4	Seawall and recreation funds	4/25/80	5/19/80
Town of Paris #3	Dog control contracts	4/29/80	5/2/80
Town of Trenton #10	Teamsters union contract	4/29/80	5/1/80
Town of Florence #17	Assessors training school schedule	4/29/80	4/29/80
Town of Trenton #11	Sample resolution format	5/1/80	5/8/80
Village of Bridgewater #8	State per capita aid	5/1/80	5/2/80
Village of Bridgewater #9	Revenue Sharing	5/1/80	5/2/80
Village of Camden #5	Village/Town clerk lists	5/5/80	5/12/80
Town of Vienna #1	Handicapped parking stickers	5/9/80	5/29/80
Town of Vienna #2	OTB paperwork	5/9/80	5/23/80
Town of Vienna #3	Water meter rates	5/9/80	6/16/80
Town of Florence #18	Special energy funds	5/12/80	5/13/80
Village of Oriskany Falls #7	Business development funds	5/12/80	5/27/80
Town of Western #2	Budgeting assistance	5/13/80	6/19/80
Town of Steuben #6	Logging trucks and road damage	5/16/80	9/10/80
Town of Steuben #7	Town financial contributions	5/16/80	9/10/80
Town of Annsville #5	Handicapped recreation funding	5/16/80	9/15/80
Town of Florence #19	Rock concert clearence	5/27/80	5/28/80

Description of Technical Assistance Request Form

Most of the request form is straight forward, but some sections deserve further explanation. "Contact Person" is the individual who took the request. This has proved helpful to us in instances where there are other outreach people besides the coordinator. The "Contacted By" section is useful in compiling statistical data on how requests were received. However, a modification can determine whether the request was taken as a result of either ours or their initiative, by phone, visit, etc. The sections "Request Description," "Respondent Contacted," and "Significant Action or Assistance Given" are oftentimes no more than dates with summary statements. They enable the user, with a quick glnace, to get a handle on what has taken place.

TECHNICAL ASSISTANCE REQUEST

CASE TITLE _____ CASE NO. _____

Requestor's Name _____ Date Received _____

Organization _____ Contact Person _____

Position _____ Contacted By ____phone ____visit ____ma

Address _____ Telephone _____

_____ Needed By _____
(Date)

REQUEST DESCRIPTION

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____ (continue on back)

RESPOND BY ____ Mail ____ Phone ____ Visit ____ Through Contact Person

RESPONDENT CONTACTED

Date	Name	Organization	Address	Telephone

DATE SIGNIFICANT ACTION OR ASSISTANCE GIVEN

_____

_____

_____

_____

_____

_____

DATE CASE CLOSED _____

CONTACT REPORT

Means of Contact: Phone Call ☐ Visit ☐ Mail ☐

Date Contact Made: _____

Date of This Contact Report: _____

Location of Meeting: _____

Person Visiting: _____

Person Contacted: _____

_____

_____

Telephone: _____

Report Written by: _____

Report:

Directory of Where to Go for Assistance

I. New York Department of State
Division of Community Affairs
162 Washington Avenue
Albany, NY 12231

Phone: (518) 474-8478

The Division of Community Affairs of the Department of State is the primary financial resource for non-financial information pertaining to local governments.

1. "Department of State Publications List"

The first place to start when looking for information on local government put out by the Department of State. You should be aware that this one-page sheet is not always current. Also, frequently publications listed go out of stock, so pick up a few extra copies when making a request.

"Director of State Services to Local Governments"

This guide provides a topical index to state agencies. It won't eliminate the transferring of a call from one individual to another, but it should help you get to the right agency to handle the request and hopefully the right department. Unfortunately, as soon as publication of this sort comes out, half of the phone numbers already are obsolete. Also, the listing is just to departments, no names are given.

2. "Newsvane"

This is a monthly publication you definately do need to receive. It will help fill you in on what's going on in the state regarding local governments and can give you the names and phone numbers of people to contact on particular subject areas of current interest.

3. "Index of Local Laws of the Counties, Cities, Towns and Villages"

A two-volumn index by subject and municipality to local laws filed with the Department of State by local governments. The most recent edition covers the years 1974, 1975 and 1976. This can be a highly useful book. For example, if a community wanted to enact a law restricting noisy vehicles, you could obtain the names of other municipalities that had already done so. Then you could request and obtain from the Department of State copies of what these communities had adopted.

II. New York State Department of
Audit and Control
Division of Municipal Affairs
Alfred E. Smith State Office Building
Albany, NY 12236

Phone: (518) 474-8456

As overseer of the local government financial matters, this is the place to go for answers to any fiscally related questions.

"Current Publication of Division of Municipal Affairs"

As with the Department of State's publication list, this is the place to start getting a handle on what they have to offer. At the same time, you should get a copy of their directory to names and phone numbers of key people in their own different departments.

"Municipal Affairs Review"

This is a monthly digest of State Comptroller's opinions of interest to local governments. Also included are reminders as to deadline dates and bond sale information. This publication will also help you stay abreast of upcoming fiscal training sessions for local officials. It is a must.

III. New York State Association of Towns
90 State Street
Albany, NY 12230

Phone: (518) 465-7933

This is a private group which represents and provides services to member towns. Most towns in the state are members. They publish monthly newsletters and books on the jobs of certain town officials. A number of the requests you receive from towns will probably be the result of something an official has read in one of their periodical publications. Not being a member of the association, it can be quite difficult to stay up to date on the periodicals and services they provide. Since most, if not all, of the towns you work for will be members, maybe you can work out some sort of arrangement with the association. One thing to be sure and do if you're new at all this is to attend their annual meeting and workshops held each February in New York City.

IV. New York State Conference of Mayors
and Municipal Officials
6 Elk Street
Albany, NY 12207

Phone: (518) 463-1185

This private organization for cities and villages is similar to the Association of Towns. They have proven to be very pleasant to work with and put out a number of good publications.

"New York State Municipal Bulletin"

Published periodically throughout the year, it is geared to keeping municipal officials up to date on a wide variety of subject matters. If you want to know what villages are or will be concerned about, this is the place to look.

"Legal Bulletin

This periodical is geared to municipal attorneys. It is composed primarily of copies of the most recent state comptrollers' opinions of interest to cities and villages.

V. New York State Association of Counties
150 State Street
Albany, NY 12207

Phone: (518) 465-1473

A private organization which represents the counties. The usefulness of their publications and services will be to a great part dependant on how closely your office is tied in with the county.

"NYSAC News"

As it sounds, this is their general periodical publication. Even if your connection with the county is weak, this publication can help you stay up to date on what's occurring in Albany and elsewhere.

VI. Cornell University
Local Government Program
Ithaca, NY 14853

Phone: (607) 256-3015

The Local Government Program at Cornell provides a number of services useful to a technical assistance coordinator. Among these are expertise in the conducting of surveys and training sessions.

"Town, Village and County Legislative Guides"

These three volumns are a valuable tool in understanding the various structures, procedures, and functions of these political subdivisions. Each volumn is indexed for easy reference. Also, each entry contains notes as to what New York State statute applies. These are publications you will continue to use year after year.

VII. Office of General Services
Empire State Plaza
Tower Building
Albany, NY 12242

Phone: (518) 474-3899

"Albany State Telephone Directory"

This is the most comprehensive listing of agencys and legislative personnel and phone numbers. It won't tell you everything, but when it is up to date, it can be a very useful tool.

FOR FURTHER INFORMATION

AND

ASSISTANCE, CONTACT:

Mrs. Bella Reich, Program Coordinator
Cooperative Extension Center
303 West Liberty Street
Rome, New York 13440

PHONE: (315) 337-7964

OFFICE HOURS: Monday-Friday, 8:30-4:30
Evenings by appointment

-PROGRAM ADVISORY COMMITTEE-

Charles Bosak
- County Legislator

Art Harris
- Town Supervisor - Verona

Mrs. M. O'Dowd
- Village Board - Waterville

Arthur LaPaugh
- Town Board - Kirkland

Ernest Freeman
- Village Mayor - Boonville

John Boardman
- Town Board - Annsville

Mrs. John Stetson
- Town Planning Board - Trenton

COOPERATIVE EXTENSION ASSOCIATION

OF

ONEIDA COUNTY

PRESENTING...



THE OFFICE OF TOWN

AND

VILLAGE ASSISTANCE

DEMONSTRATION PROGRAM

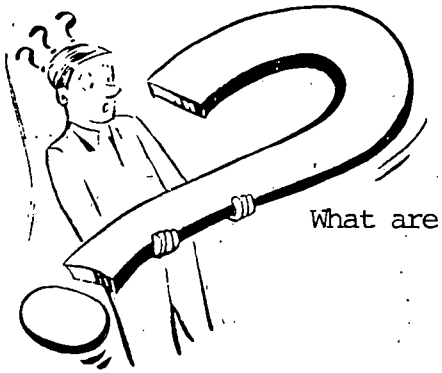
PROGRAM PURPOSE

Technical assistance is provided on an individual and group basis to local elected and appointed officials of Oneida County towns and villages.



BACKGROUND INFORMATION

The Office of Town and Village Assistance Demonstration Program is jointly administered by the Temporary State Commission on Tug Hill and Cooperative Extension Association of Oneida County. Funding is provided through a one year demonstration grant (September 6, 1979 - September 6, 1980) under the Intergovernmental Personnel Act Program administered by the New York State Department of State.



What are the program's BENEFITS?

The Program Coordinator will:

1) give concentrated help as required;

2) aid in the collection and analysis of information;

3) help officials and the public understand and better cope with complex, controversial decisions;

4) aid officials in providing for effective public participation;

5) determine training and technical assistance needs, develop resource materials appropriate to recognized needs and conduct training sessions; and

6) assist in the preparation of a manual describing how to establish and maintain a rural training and technical assistance office in a county.

COOPERATIVE EXTENSION IN NEW YORK STATE PROVIDES EQUAL PROGRAM AND EMPLOYMENT OPPORTUNITIES.

A P P E N D I X C

Evaluation

NOTE: The questionnaire which follows was designed by the Tug Hill Commission staff according to their evaluation responsibility under the IPA grant. The questionnaire was reviewed by the Advisory Committee, revised and mailed to approximately 100 people who had used the technical assistance service or attended bookkeeping or grants training programs. As the cover letter shows, the questionnaire was sent under the auspices of the committee.

The questionnaire was mailed on June 12th and by the 9th of July, 45 responses had been received. A second mailing was sent July 2nd; as of the 11th of August, 25 more had been received for a total of 70.

Evaluation Survey
Oneida County Office of Town/Village Assistance

1. Concerning technical assistance response:

   I have had technical assistance help from Bella Reich's office:
   zero times /__/, once /__/, twice /__/, more /__/

   The response was:
   on time /__/, too slow /__/. Comment _____

   _____

   The information was:
   very useful /__/, somewhat useful /__/, not useful /__/. Comments on adequacy and usefulness of information received: _____

   _____

2. Concerning training programs:

I attended training sessions on the following subjects:	Rating: very useful	somewhat useful	not useful
a. _____	/__/	/__/	/__/
Comments: _____			
b. _____	/__/	/__/	/__/
Comments: _____			

3. Overall use and value of programs (check appropriate items)

   Provided sources I could contact for information /__/

   Gave me information to solve a specific problem /__/

   Gave me general information I need /__/

   Improved my capacity to do my job in local government /__/

   Other _____ /__/

4. Ideas to improve these services? _____

   _____

5. At this point, would you be willing to recommend to your town/village board the inclusion of a modest amount in next year's budget to keep this program going?

   Yes /__/, No /__/. If yes, how do you feel about amount? (This is in no way a commitment.) $200 /__/, $300 /__/, $400 /__/, Other $_____.

   Comment: _____

6. Do you anticipate having problems and needs within the next 12 months for which you may need training or technical assistance? Yes /__/, No /__/.

   If "yes", in what subject areas are these needs likely to be? _____

   _____

Name: _____

Town or Village: _____

Please return in the enclosed, postage-free envelope.

II. Results

The 70 responses, representing replies from 24 towns and 18 villages, are tabulated below (see appendices B and C for list of responders). As of July 9, 1980 forty-five responses were received.

1.) Concerning technical assistance service:

I have had technical assistance help from Bella Reich's office:

zero times	6
once	14
twice	7
more	39
no answer	4
	70

The response was:

on time	61
too slow	0
no answer	9*
	70

The information was:

very useful	47
somewhat useful	13
not useful	1
no answer	9*
	70

* Note: The nine giving no response to the second and third parts of the question were people who had not used the TA service but had attended a Training session.

Comments:

- Extremely cooperative attitude and service.
- Excellent.
- It was necessary information relative to bonding for our fire truck.
- Bella was able to draw from many sources and had up-to-date information on each. It would have been time consuming and costly for me to obtain the same information.
- Many requests have been made and several have proved to be very useful.
- Those requests that I've followed up on have been very useful.
- Assistance was always prompt and answers thorough.
- She did a very thorough job for us.
- Very adequate.
- Good.
- Excellent response time with complex information.
- Excellent quality, thorough investigation of problem.
- Response has always come sooner than expected.
- My question was referred to County Planning Department concerning Planning boards.

- As a newly elected official was really glad to find someone always ready to help.
- Bella gave me immediate answers and followed up with all the literature that I needed.
- The mayor and I would have been lost if we didn't have the information.
- Very quickly and most inclusive.
- Good to know we could get information when we didn't know how to proceed.
- Excellent.
- I received what I needed when I needed it and in detail enough for my use.
- Response was always clear and concise. (Two responses)
- Our questions were quickly researched and response was very thorough and quickly received by us.
- Helped us make a decision sooner.
- Very thorough.
- Very prompt.
- Some useful - some duplication of things we knew.

- Great.
- Bella Reich's office is very good. She was very thorough in the information she gathered for me in village affairs, etc.
- I plan on calling on her for information.
- Material and information was received in one week.
- Mailed information was useful plus I received a phone call of great help from another source arranged by Ms. Reich's office.
- Excellent both in speed and quantity.
- Ms. Reich's office has been extremely prompt. We used Ms. Reich's suggestion to hire a landscape architect and we were more than pleased.
- Excellent.
- Very helpful with every question.
- Very pleased.
- Bella provides excellent services, she's very interested in helping us.
- Waiting for response.
- Always excellent response time. Bella Reich's office always got answers for me on specific problems.
- Excellent response - village was able to make immediate use of this information.
- Very helpful.

2.) Concerning training programs:

I attended training sessions on the following subjects:

Subject	Very Useful	Somewhat Useful	Not useful
Town Bookkeeping	5	3	
Village Bookkeeping	8	5	1
Grant and Loans	3	4	
New Officers, Powers and Duties	5		
Planning and ZBA*	2		

*Course sponsored and conducted jointly by Cooperative Extension, Herkimer-Oneida Comprehensive Community Planning Program, and the TSC on Tug Hill.

Note: Of the 70 responses, 33 had attended one or more of the training sessions.

Comments:

- Extremely informative.
- Good.
- Informative, also helpful to become acquainted with other officials to work together.
- Most of the session was on getting a consultant of which we already have one.
- Our bookkeeper could not attend.
- Auditor could not answer all my questions in relation to the East Oneida Lake Water Pollution Abatement Project. - (5 municipalities)
- Would like to see an evening session held.
- New Treasurer attended. Found it very enlightening.
- Bella's section was excellent.
- Have been unable to attend any so far due to other commitments.
- Haven't had time to attend them.
- Very good, I thought.
- Found the session most informative and helpful.
- Did not have training.
- For a beginning as Supervisor, I was happy with the Seminar.
- The trouble shooting sessions are an excellent source of information.
- Since our village was not yet on double entry it was difficult for me to understand. For those with a knowledge of double entry, I'm sure it was very informative.

3.) Overall use and value of programs. This was a multiple response question; people could check one or more of any of the following:

a) Provided sources I could contact for information.
b) Gave me information to solve a specific problem.
c) Gave me general information I need.
d) Improved my capacity to do my job in local government.
e) Other:."Gave me help to apply more information to bookkeeper."
."Bella contacted sources and had the information ready for me."

No. of Times Technical Assistance Service Used

	Total
b only	4
c only	2
d only	1
a+b	2
a+c	6
b+c	3
c+d	3
a+b+c	3
a+b+d	3
a+c+d	4
b+c+d	3
a+b+c+d	17
a+b+c+e	1
a+b+c+d+e	2
No Answer	16

Total Number of Times Each Response Was Checked

a	-	37
b	-	35
c	-	44
d	-	30
e	-	3

4.) Ideas to improve services:

- Seminars to help newly elected officials - trustees, town councilmen.
- Keep the program as it stands.
- We the small towns don't know the right questions to ask.
- When a service is initiated, it is important to continue.
- Newly elected persons should be able to attend seminars on an introduction to local government. Their capacity to serve. Solutions to common problems.
- Private Grants, which I knew nothing of.
- Give Mrs. Reich some help.
- Ask State not to duplicate seminars - Co-op. Ext., does a better job I feel.
- We have had excellent results with this program.
- I think the work load is more than one person can handle, I would like to see additional people added to the staff.

5.) At this point, would you be willing to recommend to your town/ village board the inclusion of a modest amount in next year's budget to keep this program going?

Yes	38
No	19
Noncommittal	6
No Answer	7
	70

If yes, how do you feel about amount.

$100 (write in)	4
200	10
300	5
400	2
600 (write in)	1
200-300 (write in)	2
No Amount Given	14

Comments:

Yes:
- At least $50 monthly.
- I have always promoted this program with all town and village officials and will continue to do so.
- In my opinion there is a duplication of services with the Tug Hill Commission Rural Aide.
- Budget difficulties would preclude much of a commitment.
- On our limited budget this would be logical. ($200)
- Rather not make a commitment at this time.
- This program should continue or we at the local level would be lost trying to get the information and the right people to talk to.
- Smaller villages should not be expected to contribute as much as larger ones.
- Dollar amount would depend on commitment of other towns.

No:
- Village finances in general in a small community are stretched beyond the breaking point.
- Town board refused to include in next years budget.
- Sylvan Beach residents at this time are taxed more than they can afford.
- Only because of inflationary times.
- Budgets are strictly "Board" decisions.
- Due to limited budget.
- We would not get enough involvement for our officers due to other commitments.

All Other:
- The information was useful to the Fire District, but I would have no idea as to a dollar value that the town board would be willing to contribute.
- The program is useful but we are reluctant to speculate monies.
- The program was very useful - however, I do not know whether small villages could adequately support such a program.
- At this time I don't feel qualified to recommend this to the board.
- Possible.
- I can't answer at this time.
- This has not been discussed at a meeting, therefore, no commitment could be made at this point. I will put this on the agenda for the next meeting.

6.) Do you anticipate having problems and needs within the next 12 months for which you may need training or technical assistance?

Yes 35

Comments:
- Ways to handle problems I might have, as I was appointed Treasurer effective June 1, 1980 - I have no idea what they would be.
- Day to day problems.
- It's hard to imagine an area in which this office would not be of help.
- Unforeseen problem areas at this point.

No 21

Comments:
- Hope not.
- If any problem arises I would feel confident to call her.
- We never really expect to - do we?

Other: 14

Comments:
- Probably - being new to the job, I am unable to anticipate what problems may arise when I need help - but I'm sure there will be some.
- ? (Two responses)
- Nothing at this time.
- ? - who knows what might come up.
- ? - I hope not but would feel confident that Ms. Reich's help would be of great use.

If "yes", in what subject areas are these needs likely to be?

- Sewer Billing.
- The year end closing of books and opening of the books.
- Double entry bookkeeping (written in twice)
- Water project/park and recreation/renewal project/fire dept.
- Finance management.
- Budget, funding sources
- Grants and other village matters of which my knowledge is limited.
- General resource persons.
- Accounting.
- Village elections.
- Government
- Enforcement and problems relative to new dwelling ordinance.
- State/Federal Grants.
- Grants, bookkeeping, energy conservation.
- Raising private money for town park development.
- Water Grants.
- Taxing village property.
- Grants, planning, general info.
- Sewers zoning, etc.
- Water system.
- Municipal accounting and year-end closing of books.
- Bookkeeping.
- Grant information; administrative procedural assistance.
- Financial management.
- Sources of funding grants for water and storm sewer needs of village.
- Budgets.

III. Conclusions

Of those who said they had used the technical assistance service, 46 of 60 had used it more than once. Repeated use is a good indicator of satisfaction. All who answered the question on response time marked the service as being on time.

Table I shows the interrelationship between question #1 (on use and value of the technical assistance service) with question #5 (on whether or not the respondent would recommend local funding). 80% of the people who had used the assistance more than twice said they would recommend funding the project. 67% of those who used it twice and 44% of those who used it once also would recommend funding the project. Finally, of those who had never used the technical assistance service, 25% said they would recommend funding the project. (These were people who had participated in one or more training sessions.)

As summarized below, Table I also shows that the majority of people who found the technical service program useful would also recommend funding it. Those few that said it was very useful but voted "no" on recommending funding said that they did so because they did not want to add to the tax burden.

	Funding		
	Yes	No	Other
Very Useful	31	9	7
Somewhat Useful	5	5	3
Not Useful	-	1	-
No Answer	2	4	3
Total	38	18	13

For question #3, involving the overall use and value of the programs, the following observations are noted:

1) 16 no responses indicates that this was a difficult question to answer.

2) Most people saw a combination of values from their experience with the services.

3) The first three items one could check under this question are information type services. These are the ones most frequently checked as being of value. But a significant number of people (30) also felt that their capacity to function in their local governmental jobs had been improved - perhaps an indicator of broader effects of the services.

Question #2 results showed there were 33 people who attended training programs (3 people attended two sessions). All but one of the respondents gave a positive response to the value of these training sessions. 23 respondents thought they were very useful and 12 thought they were somewhat useful.

Question #6 results showed 35 respondents expecting to use the services in the future, but a surprising 21 indicated that they did not expect to. Perhaps the comment that applies here is, "We never really expect to - do we?"

Towns and villages in most rural places are having difficulty coping with the expanding demands of a society that is growing in complexity.