

MEMO

TO: Local Officials
FROM: U.S. Environmental
Protection Agency

Is your
noise control program:
Understaffed ✓
Undertrained ✓

If so,
please read and route
this handbook

Staff Resources for Noise Control

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March 1978

Prepared for:

U.S. Environmental Protection Agency
Office of Noise Abatement and Control
Washington, D.C. 20460

By:

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Under Contract 68-01-3845

VERVE RESEARCH CORPORATION



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON D C 20460

Dear State and Local Officials:

Does your Noise Control Program need more staff? If you answer this question with a "no", then this booklet is not for you. You represent one of those rare noise control programs which are well-funded. For the rest of you who answer "YES!", this handbook is designed to help you overcome your staffing problems and to ensure that all persons working in the noise control program are well-trained.

Noise control programs at all levels of government--federal, state, and local--are notoriously underfunded and understaffed. As a consequence, our ambitions far outrun our resources. The best solution, of course, is to get a bigger appropriation from the legislature or your city council. But if your prospects for this type of direct relief in the immediate future are dim, there may still be some hope.

Several human resource programs are currently available through federal agencies, and it is quite possible that one or more of these can be of benefit to you. Through this handbook, we intend to give you more than a description of current programs and the agencies which run them. We hope we can help you form a lasting partnership with these agencies in your own jurisdiction.

Let me assure you that we take our own advice seriously. Here in EPA's Noise Control Program, we have entered into interagency agreements under the auspices of these programs and thereby greatly expanded our staff. Participation in the Older Americans Program has allowed us to hire an additional person in each of our 10 regional offices. Since we have an average of 1-1/2 federal employees per region, this is a 67% increase in our regional staff! In addition, under the same program, we initiated a Quiet Communities Program in Allentown, Pennsylvania, in September, 1977. Joint efforts between the City of Allentown and EPA allowed us to hire 40 older Americans to undertake a noise survey, evaluation, and testing project. A means rather than an end, the Allentown project will serve as a pilot for future endeavors.

This handbook was written for us by a manpower expert. His expertise combined with your knowledge about what you want to do in you community to control noise can result in a larger staff with which you can carry out your program. I hope you find this helpful in making your program more productive. If you have any questions, please do not hesitate to contact the noise control staff in our Regional Office serving our community. Their addresses are given in appendix B.

Sincerely yours,

A handwritten signature in cursive script, reading "Charles Elkins". The signature is fluid and elegant, with a large initial "C" and a long, sweeping underline.

Charles Elkins
Deputy Assistant Administrator
for Noise Control Programs

TABLE OF CONTENTS

Chapter		Page
1	IDENTIFICATION OF HUMAN RESOURCE PROGRAMS	1
	Program Highlights	1
	Program Listing	3
2	MARKET STRATEGY FOR PROGRAM LINKAGES	23
	Determine Your Needs	23
	Approvals	24
	Locating Resources	24
	Preparing Your Presentation	26
	Documentation	27
	Barriers	28
	Who To Meet	29
	Negotiating	29
	Frequent Errors	31
	Formalization/Closure	32
3	ILLUSTRATIONS AND COMMENTARY	35
	Commentary	37
4	SUMMARY	39
Appendix A	Sample Letters of Inquiry and Proposal	A-1
Appendix B	Federal, Regional, and State Human Resource Agencies	B-1

IDENTIFICATION OF HUMAN RESOURCE PROGRAMS

This chapter deals with the identification of specific federal human resource development programs which are available to state and local governments, institutions of higher learning, and public and private nonprofit organizations and agencies. The programs listed herein represent the bulk of available federal human resource dollars which have the highest potential for being externally managed to assist state and local noise pollution programs and projects.

At the very outset, it should be stressed that none of these programs was designed with noise pollution management in mind and that considerable homework, attention to detail, and imagination will be required to make them work for the noise program. Each of the administering agencies has its own mission, priorities, methodology, and language. Initially, only a cursory knowledge of these programs is required. It would be useful at this time to review the major programs which have the highest potential for providing immediate assistance to state and local noise abatement and control agencies.

PROGRAM HIGHLIGHTS

Comprehensive Employment and Training Programs (CETA)

These programs administered by the U.S. Department of Labor, its state and local counterpart agencies and Prime Sponsors are the most prominent programs and ought to be examined before any other human resource program. CETA programs are almost totally controlled at the local level, which should make it easier to initiate contact and interaction. A Prime Sponsor is an entity established under the Act and usually is the highest elected official from a unit of state or local government. Prime Sponsor areas are normally municipalities with populations over one hundred thousand; counties with similar populations; groups (called consortia) of municipalities or counties; and for areas not served by a Prime Sponsor, the governor as the "Balance of State" Prime Sponsor. In addition, the governors have a five percent discretionary account for special purposes, unique or novel innovative projects. A noise project would appear to fit that category. The five-percent discretionary account should be thoroughly explored. It is usually under the control of the State Manpower Planner or similar official on the Governor's staff.

Programs for the Aging

These programs represent the second best source of assistance for the noise agency. These programs represent the mobilization of millions of older Americans and retired persons who have the time and talent to contribute materially to community and state noise programs and projects. Older Americans have a wealth of expertise and are eager to remain productive and to live active lives. Older American Programs are administered by four separate federal agencies listed in the preceding section:

1. Department of Health, Education and Welfare, Administration on Aging
2. Department of Labor (Note: The Department of Labor has contracted with six "national organizations" for this program. See Appendix B for listing.)
3. Community Services Administration
4. ACTION

In addition, the Administration on Aging and the Environmental Protection Agency have formed a cooperative alliance under which several national organizations, in conjunction with several states, are operating Older American programs in the environmental field. These organizations are:

- Green Thumb, Inc., operating in Kansas and South Dakota
- The American Association of Retired Persons (AARP) and the National Retired Teachers Association (NRTA), operating in Arkansas and Kentucky
- The National Council on Aging (NCOA), operating in Pennsylvania and Connecticut.

Several state agencies have also undertaken Older American environmental programs, most notably, in California, Illinois, and New Jersey.

Cooperative Education/Work Study

These programs are an excellent source of talented individuals who alternate periods of academic pursuit with periods of public or private agency employment. The key to accessing cooperative education programs is through local education institutions including colleges and universities, community and junior colleges, and, in some locales, high schools. A local noise agency, as well as a state noise agency, could greatly enhance its program outputs by utilizing cooperative education as a device to increase staff.

Vocational Education

This area represents a federal investment of over \$600 million annually, which is matched several times over by state and local vocational education agencies. It is an alternative to pure academics and strives to prepare individuals with marketable skills for entry into the world of work. Vocational education can be especially helpful to the noise program in many respects, including subprofessional training for those occupations which might be in demand, police officer training for enforcement purposes, and specialized short courses for presently employed persons within a noise agency. The essential ingredient is to develop a working relationship and to make your needs known to them in such a way as to demonstrate the positive demand for a continuous source of trained personnel by noise agencies.

PROGRAM LISTING

Each program is listed as it appears in the Catalog of Federal Domestic Assistance (CFDA), which you might consult if you would like more information. However, once you have identified a program which may suit your needs, personal contact with appropriate individuals in the proper agencies is infinitely more useful and instructive.

The "application to the noise program" portion represents SUGGESTED applications and are by no means to be considered prescriptive. The applications shown are only those which are obvious and should not be viewed as either primary recommendations or the only possible applications for your program. They do not represent any in-depth knowledge of the personnel and training needs of state and local noise agencies but are intended to stimulate ideas and other applications. Flexibility and creativity are the key words in this particular effort.

To reiterate, the programs listed are only those which originate at the federal level. It is reasonable to assume that there are human resource programs initiated at the state or local levels which are equally suited to serve as a resource for noise program managers. It is, therefore, incumbent on those officials representing noise programs to seek out local human resource officials and solicit their cooperation. The principles contained in this handbook are applicable to those unidentified state and local human resource programs as well as to the federal programs listed.

CFDA 10.500

Cooperative Extension Service, U.S. Department of Agriculture.

Objectives:

To provide educational programs based on local needs in the broad fields of: 1) agricultural production and marketing, 2) rural development, 3) home economics, and 4) youth development.

<i>Use:</i>	Education and training.
<i>Type of assistance:</i>	Formula grants are awarded to land-grant institutions which, through state and county extension service personnel, provide educational and technical assistance to: 1) farmers, producers, and marketing firms on how to apply new technical developments emanating from agricultural research; 2) community organizations to develop natural, economic and human resources; 3) N/A; 4) 4-H youth in the areas of leadership development and career guidance through work projects, demonstration projects, camping and achievement projects.
<i>Applicant eligibility:</i>	Limited to land-grant institutions in the states.
<i>Application to noise program:</i>	Aid in the conduct of noise surveys, hearing conservation programs, 4-H demonstration projects, public education programs and workshops.
<i>Contact:</i>	State or county director of the cooperative extension service.
CFDA 13.263	Occupational Safety and Health Training Center for Disease Control, Public Health Service, U.S. Department of Health, Education and Welfare.
<i>Objectives:</i>	To develop specialized professional personnel in occupational safety and health problems with training in occupational medicine, nursing, industrial hygiene and safety.
<i>Use:</i>	Education and training.
<i>Type of assistance:</i>	Project grants are available for direct costs of the program, plus certain indirect costs of the institution or agency, determined by the Public Health Service policy on training programs.

<i>Applicant eligibility:</i>	Any public or private nonprofit institution or agency involved in training at technical, professional or graduate levels.
<i>Application to noise program:</i>	Professional staff training in specific areas of need, e.g., industrial noise exposure and control.
<i>Contact:</i>	HEW/PHS Regional Office.
CFDA 13.400	Adult Education, Office of Education, U.S. Department of Health, Education and Welfare.
<i>Objectives:</i>	To expand educational opportunity and encourage the establishment of programs of adult education to the level of completion of secondary school and make available the means to secure training that will enable adults to become more productive and responsible citizens.
<i>Use:</i>	Education and training.
<i>Type of assistance:</i>	Formula grants to states.
<i>Applicant eligibility:</i>	Limited to designated state educational agencies.
<i>Application to noise program:</i>	Public education programs, entry-level and update adult training for those employed by noise program in semi-professional status.
<i>Contact:</i>	HEW Regional Office, state director of adult education, local director of adult education.
CFDA 13.453	Higher Education — Land-Grant Colleges and Universities, Office of Education, U.S. Department of Health, Education and Welfare.
<i>Objectives:</i>	To support instruction in agriculture, mechanic arts, English, mathematics, science, economics, and specialized teacher training in agriculture, mechanic arts, and home economics.
<i>Use:</i>	Education and training.
<i>Type of assistance:</i>	Formula grants to states.

<i>Applicant eligibility:</i>	Limited to states/land-grant institutions.
<i>Application to noise program:</i>	Endowment for permanent noise pollution course offerings, e.g., noise-control engineering, industrial enforcement technicians.
<i>Contact:</i>	HEW Regional Office.
CFDA 13.491	University Community Service, Office of Education, U.S. Department of Health, Education and Welfare.
<i>Objectives:</i>	To encourage colleges and universities to assist in the solution of community problems by strengthening community service programs. To strengthen existing mechanisms or create new ones. To expand continuing education opportunities. To plan for resource materials sharing that will expand learning opportunities for adults.
<i>Use:</i>	Education and training.
<i>Type of assistance:</i>	Formula grants to states.
<i>Applicant eligibility:</i>	Accredited institutions of higher education apply to state educational agencies for program funds.
<i>Application to noise program:</i>	In conjunction with institution of higher education, and state or local agency, assistance in developing noise programs and projects, e.g., public education programs.
<i>Contact:</i>	Office of Education, Bureau of Higher and Continuing Education, CSCD Branch, Washington, D.C. 20202
CFDA 13.493	Vocational Education, Office of Education, U.S. Department of Health, Education and Welfare.
<i>Objectives:</i>	To assist states in improving planning and in conducting vocational programs for persons of all ages in all communities who desire and need education and training for employment.
<i>Uses:</i>	Education and training.

Type of assistance:

Formula grants to states for vocational education programs, cooperative education (vocational) programs, energy education programs, construction of area vocational education school facilities, vocational education for displaced homemakers and other special groups.

Applicant eligibility:

Limited to state boards for vocational education.

Application to noise program:

Suitable for development of sub-professional course offerings and delivery through local schools. Cooperative education programs. Police officer training in noise enforcement.

Contact:

State director for vocational education, local director for vocational education.

CFDA 13.510

Higher Education – Cooperative Education, Office of Education, U.S. Department of Health, Education and Welfare.

Objectives:

To provide federal support for cooperative education programs including the planning, establishment, expansion or carrying out of such programs in institutions of higher learning for the training of persons in the planning, establishment, administration, or coordination of programs of cooperative education. Cooperative education programs are those which alternate periods of academic study with periods of public or private employment.

Use:

Education and training; manpower supply.

Type of assistance:

Project grants.

Applicant eligibility:

Institutions of higher learning, including junior and community colleges, four-year undergraduate colleges and universities and other public or private nonprofit agencies and organizations.

<i>Application to noise program:</i>	Part-time student employees enrolled in higher education institutions. Student eligibility is determined by local institution. Recruitment and selection of students is according to local program. Noise agency may request certain types of disciplines. Arrangements ought to be made with participating institutions within local area for joint submission of project proposal.
<i>Contact:</i>	Cooperative Education Branch, Bureau of Higher and Continuing Education, Office of Education, Washington, D.C. 20202.
CFDA 13.552	Environmental Education, Office of Education, U.S. Department of Health, Education and Welfare.
<i>Objectives:</i>	To educate citizens about the problems of environmental quality and ecological balance.
<i>Uses:</i>	Education and training.
<i>Type of assistance:</i>	Project grants.
<i>Applicant eligibility:</i>	Institutions of higher learning, state or local education agencies, and other public and private nonprofit agencies, organizations and institutions.
<i>Application to noise program:</i>	Projects in noise research and demonstration, demonstration with schools and school-age youth, public education programs and projects.
<i>Contact:</i>	Office of Environmental Education, Office of Education, Washington, D.C. 20202
CFDA 13.554	Career Education, Office of Education, U.S. Department of Health, Education and Welfare.
<i>Objectives:</i>	To demonstrate the most effective methods and techniques in career education and to develop exemplary career education models.
<i>Use:</i>	Occupational development for noise control occupations.

<i>Type of assistance:</i>	Project grants (contracts).
<i>Applicant eligibility:</i>	State and local education agencies, institutions of higher learning and other nonprofit agencies and organizations.
<i>Application to noise program:</i>	Develop and demonstrate career education models for occupational cluster surrounding noise pollution management, e.g., airport/land-use noise planning.
<i>Contact:</i>	Office of Career Education, Office of Education, Washington, D.C. 20202. State departments of education, career education coordinators.
CFDA 13.555	Public Service Education – Institutional Grants and Fellowships, Office of Education, U.S. Department of Health, Education and Welfare.
<i>Objectives:</i>	Part C provides up to 500 fellowships annually for graduate or professional study for college graduates intending to pursue a career in public service. Part A provides grants to institutions of higher education to establish, strengthen, and develop programs of public service education.
<i>Use:</i>	Professional staff development, education and training.
<i>Type of assistance:</i>	Project grants.
<i>Applicant eligibility:</i>	Part A, any accredited institution of higher education with a graduate or professional program of public service education leading to an advanced degree other than medicine. Part C, for fellowship applicants, any individual accepted by an approved institution as a candidate for an advance degree.
<i>Application to noise program:</i>	Education and training for professional staff; development of noise curriculum for public service education.

Contact: Bureau of Higher and Continuing Education, Office of Education, Washington, D.C. 20202. Contact local school prior to contacting OE to determine present capability and eligibility of the institution.

CFDA 13.557 University Community Service – Special Projects, Office of Education, U.S. Department of Health, Education and Welfare.

Objectives: To assist institutions of higher education in carrying out special programs and projects which are designed to seek solutions to national and regional problems relating to technological and social change and environmental pollution.

Use: Special programs, education and training; statewide and regional problem solving, e.g., studies on human migration away from noise.

Type of assistance: Project grants.

Applicant eligibility: Accredited institutions of higher education and combinations of such institutions.

Application to noise program: In concert with colleges and universities, seek solutions to special noise problems that are national or regional in scope or consequence.

Contact: Local institution of higher education. Bureau of Higher and Continuing Education, Office of Education, Washington, D.C. 20202.

CFDA 13.634 Special Programs for the Aging. Title III, Section 308 Model Projects on Aging, Administration on Aging, U.S. Department of Health, Education and Welfare.

Objectives: To demonstrate new approaches, techniques and methods which hold promise of contributing toward wholesome and meaningful living for older persons; improve the coordination and quality of social and other services for older persons.

<i>Use:</i>	Education and training; special project manpower supply purposes.
<i>Type of assistance:</i>	Project grants.
<i>Applicant eligibility:</i>	Any public or nonprofit agency engaged in activities related to serving the needs of older people or in the field of aging. Contracts for selected purposes may be made with any public or private agency.
<i>Application for noise program:</i>	Model projects which utilize the talents of older persons to contribute materially to the quality of life in the community, noise monitoring, complaint management, public continuing education.
<i>Contact:</i>	AOA/HEW Regional Office of Human Development. Research Applications Demonstrations, Administration on Aging, Washington, D.C. 20201.
CFDA 13.636	Special Programs for the Aging, Research and Development. Title IV, Section 411, Administration on Aging, U.S. Department of Health, Education and Welfare.
<i>Objectives:</i>	To develop knowledge of the needs and conditions of older persons, of aging processes, and of programs and services for improving their lives.
<i>Use:</i>	Demonstration programs, manpower supply, education and training.
<i>Type of assistance:</i>	Project grants/research contracts.
<i>Applicant eligibility:</i>	Grants may be made to any public or nonprofit agency; contracts may be awarded to any agency, organization or individual.
<i>Application to noise program:</i>	Research project to determine effect of noise on older persons, by older persons; conduct noise survey by using older Americans.
CFDA 13.637	Special Programs for the Aging, Title IV, Section 401, Administration on Aging Department of Health, Education and Welfare.

Objectives: To support activities that attract qualified persons to the field of aging, and train persons employed or preparing for employment in aging or related fields.

Use: Career training programs for those entering field of aging.

Type of assistance: Project grants (contracts).

Applicant eligibility: Grants may be made to state agencies on aging, state or local educational agencies, institutions of higher learning, or other public or non-profit private agencies.

Application to noise program: Train individuals entering the field of aging on noise impact on older persons.

Contact: AOA/HEW Regional Office of Human Development. Administration on Aging, Washington, D.C. 20201.

CFDA 16.513 Law Enforcement Assistance-Training, Law Enforcement Assistance Administration, U.S. Department of Justice.

Objectives: To upgrade the professionalism of criminal justice practitioners through seminars, workshops, and conferences.

Use: Education and training.

Type of assistance: Project grants (contracts).

Applicant eligibility: Educational institutions, private contractors, organizations capable of providing professional development assistance.

Application to noise program: Education and training on noise enforcement for police, judges and other members of the enforcement chain.

Contact: Law Enforcement Assistance Administration, Washington, D.C. 20531.

CFDA 17.226

Work Incentives Program, Employment and Training Administration, U.S. Department of Labor.

Objectives:

To move men, women, and out-of-school youth from dependency on Aid to Families with Dependent Children (AFDC) grants to economic independence through meaningful, permanent, productive employment.

Use:

Manpower supply, education and training.

Type of assistance:

Project grants for state employment service agencies with supportive services usually provided through the welfare agency.

Applicant eligibility:

State employment service agencies.

Application to noise program:

In concert with state and local employment services, develop program for the noise agency to host AFDC recipients to hire, train and retain as regular employees, e.g., clerical, subprofessional technical personnel.

Contact:

State or local employment service.

CFDA 17.228

National On-The-Job Training, Employment and Training Administration, U.S. Department of Labor.

Objectives:

To provide occupational training for unemployed and underemployed persons who cannot reasonably be expected to otherwise obtain full-time employment.

Use:

Education and training, manpower supply, project staff.

Type of assistance:

Project grants (contracts).

Applicant eligibility:

National organizations having the capacity to carry out the program's objectives.

<i>Application to noise program:</i>	National scope training of subprofessionals in noise abatement and control.
<i>Contact:</i>	Director, Office of National Programs, Employment and Training Administration, Department of Labor, Washington, D.C. 20213.
CFDA 17,232	Comprehensive Employment and Training Programs, Employment and Training Administration, U.S. Department of Labor.
<i>Objectives:</i>	To provide job training and employment opportunities for economically disadvantaged, unemployed and underemployed persons.
<i>Use:</i>	Manpower supply, education and training.
<i>Type of assistance:</i>	Formula grants/project grants. This program is directed to providing training and employment opportunities to the underemployed, unemployed and disadvantaged. Program activities are: Classroom training, on-the-job-training, public service employment, work experience, services to participants and other allowable activities. Public service employment is subject to the restrictions under Title II. In addition to prime sponsor allocations, specific funds are allotted to governors for: 1) state vocational agencies to provide their services to prime sponsor areas, 2) costs incurred in staffing state manpower services councils, and 3) provision of statewide manpower services. The Title II program provides transitional employment in public services to unemployed or underemployed persons residing in areas of high unemployment. The Title VI program is directed to providing temporary public service employment for underemployed and unemployed persons.

<i>Applicant eligibility:</i>	Primarily, prime sponsors (designated by the Secretary under Title I) which are units of general local governments and states.
<i>Application to noise program:</i>	Particularly suited for the Public Service Employment Program. Noise agency acts as host agency for transitional and temporary personnel usually selected through the employment service to meet the needs of the host organization. Source of professional and subprofessional staff for noise programs and projects.
<i>Contact:</i>	Prime sponsors. Employment and Training Administration, Department of Labor Regional Offices, ETA, Department of Labor, Washington, D.C. 20213.
CFDA 17.235	Senior Community Service Employment Program, Employment and Training Administration, U.S. Department of Labor.
<i>Objectives:</i>	To provide, promote and foster useful and part-time work opportunities in community service activities for low-income persons who are 55 years old or older and who have poor employment prospects.
<i>Use:</i>	Manpower supply.
<i>Type of assistance:</i>	Project grants (contracts).
<i>Applicant eligibility:</i>	States and agencies of the states; units of local government and their agencies; public and private nonprofit agencies and organizations; Federal establishments and agencies.
<i>Application to noise program:</i>	Particularly suited for noise projects such as public education programs, noise surveys, etc.
<i>Contact:</i>	Office of National Programs, Employment and Training Administration, Department of Labor, Washington, D.C. 20213. (See Appendix B for list of national contractors.)

CFDA 17.500 Occupational Safety and Health, Occupational Safety and Health Administration, U.S. Department of Labor.

Objectives: To assure safe and healthful working conditions.

Use: Training, statistical projects.

Type of assistance: Project grants, training.

Applicant eligibility: Employers, state agencies which have federally approved occupational safety and health programs, anyone concerned about the OS&H Program.

Application to noise program: OS&H training and technical services for noise programs; projects in OS&H having to do with industrial noise problems.

Contact: OSHA local and regional offices, Occupational Safety and Health Administration, Department of Labor, Washington, D.C. 20210.

The following programs are sponsored by eight Regional Economic Development Commissions. Their purposes are basically similar. Therefore, only the first program to appear in the CFDA will be illustrated, that of the Appalachian Regional Commission. Following that illustration will be a listing of the remaining regional commissions with their respective CFDA code numbers.

CFDA 23.011 Appalachian Regional Commission – Appalachian State Research, Technical Assistance and Demonstration Projects.

Objectives: To expand the knowledge of the regional to the fullest extent possible by means of state-sponsored research (including investigations, studies, and demonstration projects) in order to assist the Commission in accomplishing the objectives of the Appalachian Regional Development Act of 1965.

Use: Demonstration projects, training.

<i>Type of assistance:</i>	Project grants to research or demonstrate the feasibility of plans and programs for concerted economic development.
<i>Applicant eligibility:</i>	Appalachian states alone or in combination with other Appalachian states, and local public bodies.
<i>Contact:</i>	Appalachian Regional Commission, Washington, D.C. 20235.
CFDA 28.002	Coastal Plains Technical and Planning Assistance, Coastal Plains Regional Commission, Charleston, South Carolina 29401.
CFDA 38.002	Four Corners Technical and Planning Assistance, Four Corners Regional Commission, Farmington, New Mexico 87401.
CFDA 48.002	New England Technical and Planning Assistance, New England Regional Commission, Boston, Massachusetts 02109.
CFDA 52.002	Ozarks Technical and Planning Assistance, Ozarks Regional Commission, Little Rock, Arkansas 72207.
CFDA 63.002	Upper Great Lakes Technical and Planning Assistance, Upper Great Lakes Regional Commission, Duluth, Minnesota 55802.
CFDA 75.002	Old West Technical and Planning Assistance, Old West Regional Commission, Billings, Montana 59101.
CFDA 76.002	Pacific Northwest Technical and Planning Assistance, Pacific Northwest Regional Commission, Vancouver, Washington 98660.
<i>Application to noise program:</i>	Economic development represents a visible threat to the continuation of quiet communities in some cases. In other cases, economic development opens the way for noise agencies to express their concerns before the fact. For example, regional commission program assistance could be sought to

ensure that economic development affords compatible land use to reduce noise pollution. The noise program manager, if nothing else, ought to be cognizant of these programs and make every effort to ensure that noise considerations are examined when planning for economic development. Training and technical assistance to the noise agency.

CFDA 27.011

Intergovernmental Mobility of Federal, State and Local Employees, U.S. Civil Service Commission.

Objectives:

To facilitate federal-state-local cooperation and to aid in solving problems and delivering improved services at all governmental levels through the sharing of professional, administrative and technical expertise.

Use:

Manpower supply through temporary assignment of staff from another level of government.

Type of assistance:

Personnel assignments.

Applicant eligibility:

Units of state or local government.

Application to noise program:

Staff resources from another level of government. Staff development by assignment to another level of government.

Contact:

Regional CSC offices, Civil Service Commission, Washington, D.C. 20415.

CFDA 27.012

Intergovernmental Personnel Grants, U.S. Civil Service Commission.

Objectives:

To assist state and local governments in strengthening their central management capabilities through programs to improve personnel systems; to train professional, administrative and technical personnel.

Use:

Personnel (staff) training, manpower supply by project.

<i>Type of assistance:</i>	Formula grants.
<i>Applicant eligibility:</i>	States or a group of states and local governments servicing 50,000 or more persons.
<i>Application to noise program:</i>	Ideal for developing a human resource program using grant funds. Allows for project staff to develop overall human resource development plan. Central office personnel training.
<i>Contact:</i>	Regional CSC offices, Civil Service Commission, Washington, D.C. 20415.
CFDA 49.002	Community Action, Community Services Administration.
<i>Objectives:</i>	The Community Action Agency (CAA) is the prime mechanism for implementing Community Action Programs. The objectives of the CAA are to mobilize and channel the resources of private and public organizations into antipoverty action.
<i>Use:</i>	Education and training, manpower supply by project.
<i>Type of assistance:</i>	Project grants.
<i>Applicant eligibility:</i>	Limited to CAAs designated by state or local government. A state or local government may designate itself, a CAA or another agency which may be a separate public agency or a private nonprofit agency.
<i>Application to noise program:</i>	Work projects for the impoverished such as noise surveys; clerical and office support staff.
<i>Contact:</i>	Regional CSA offices, Community Services Administration, Washington, D.C. 20506.

CFDA 49.010

Older Persons Opportunities and Services, Community Services Administration.

Objectives:

This program is designed to meet the needs of persons above the age of 60 in projects which serve or employ older persons as the predominant or exclusive beneficiary or employee group.

Use:

Manpower supply, education and training.

Type of assistance:

Project grants (contracts).

Applicant eligibility:

State and local governments and other public or private nonprofit agencies.

Application to noise program:

Senior citizen projects relating to noise such as volunteer programs, public education programs, noise surveys.

Contact:

Regional CSA offices, Community Services Administration, Washington, D.C. 20506.

CFDA 72.002

Retired Senior Volunteer Program (RSVP), ACTION.

Objectives:

To establish a recognized role in the community and a meaningful life in retirement by developing a wide variety of community volunteer service opportunities for persons 60 years of age or older through the development of community oriented, cost-shared projects.

Use:

Manpower supply, education and training.

Type of assistance:

Project grants.

Applicant eligibility:

State and local governments, public and private nonprofit organizations.

Application to noise program:

Depending on the qualifications of available senior citizens, volunteer projects according to noise agency needs — noise survey, etc.

<i>Contact:</i>	Regional ACTION offices. (See Appendix B.) ACTION, Washington, D.C. 20525.
CFDA 72.003	Volunteers In Service to America (VISTA), ACTION.
<i>Objectives:</i>	To supplement efforts of community organizations to eliminate poverty and poverty-related human, social, and environmental problems.
<i>Use:</i>	Manpower supply, education and training.
<i>Type of assistance:</i>	Specialized services, project grants, advisory services and counseling.
<i>Applicant eligibility:</i>	State and local governments, public and private nonprofit organizations.
<i>Application to noise program:</i>	Poverty-related volunteer projects such as urban slum environmental problem-solving (noise).
<i>Contact:</i>	Regional ACTION offices. (See Appendix B.) ACTION, Washington, D.C. 20525.
CFDA 72.005	National Student Volunteer Program, ACTION.
<i>Objectives:</i>	To assist secondary and post-secondary educators to begin new and improve existing local student service-learning programs which provide services to the poverty community.
<i>Use:</i>	Manpower supply, education and training.
<i>Type of assistance:</i>	Training, advisory services, counseling.
<i>Applicant eligibility:</i>	Any college or high school. Any local agency which uses student volunteers. Any state or national organization desiring to assist.

Application to noise program: Poverty-related projects in response to local needs, training, noise surveys.

Contact: ACTION regional offices. (See Appendix B.)
ACTION, Washington, D.C. 20525.

Remember, the applications to the noise program of the preceding list of human resource programs are only meant as examples. Nothing should preclude an agency from exploring the variety of ways to interact with human resource agencies. It is in the best interest of each noise program to seek out new and more effective ways to match programs with human resource agencies. EPA not only furnishes this information, but will assist in applying it and in offering suggestions. The listings in the catalog of Federal Domestic Assistance are constantly being updated, so periodical updating of information provided in this handbook is recommended.

MARKET STRATEGY FOR PROGRAM LINKAGES

This chapter deals with the establishment of the program linkage between the noise program and the human resource program. For want of a better term, it can be considered a market strategy that offers some basic principles which have been successful in recent years. Before going into the process, it should be noted that, traditionally, there has been a bias on the part of regulatory, enforcement, and technical agencies against human resource programs. This bias is manifested by the notion that they are for poor indigents incapable of contributing to the accomplishment of the goals of the technical agency. This is simply not true and has been disproved so often that it should be put to rest. However, there are places where this bias is still the rule, so it is worth mentioning. On the other hand, human resource agencies tend to be biased against technical agencies, believing them to be insensitive to the needs of people. Both biases are counterproductive.

For the most part, you will be dealing with public agencies at your own level of government. For this reason you should remember that your agency and the human resource agency will have a point of common supervision. It is beneficial to know where that point is and how to access that office, if need be. It may be that the common supervisor's office is the only office capable of providing the program link you are seeking.

It is impossible to predict the success factor in any endeavor to secure program support from human resource agencies but if the attempt is well researched, well planned and well presented, chances are good that you will gain favorable response. Naturally, all the normal bureaucratic pitfalls and roadblocks are possible and should not be overlooked. There are peculiarities to every agency that will have to be reckoned with, the most formidable of which will be linking your program with the human resource agency's eligible applicants or constituent organizations. At this point in time, noise pollution is not one of their priorities but the health and well-being of the people in your area is a persuasive argument for establishing your program's credibility.

DETERMINE YOUR NEEDS

When going shopping, one should know what needs to be purchased. In this regard, consider the following tenet:

HAVE A GOOD IDEA OF WHAT YOU NEED!

In most instances, only a relatively simple process of needs assessment is necessary. Simply put, take your annual work plan and match your current resources to that plan for each program element to determine if you have sufficient staff and resources to accomplish the job. Assuming that you do not, plot out what you can reasonably expect to accomplish given your present allocations and circumstances. Examine the shortfall in terms of personhours/weeks/months/years (whichever is applicable) and dollar amounts. Some elementary arithmetic should bring you to a fair estimate of what you need in terms of staff and resources to complete your work plan.

If you have all the resources you need, examine your work plan. It may not be ambitious enough. If this is so, you ought to consider adding items to the plan that would benefit your agency's mission. You can detail your needs in a variety of ways. For example, you may choose to do a certain amount of each element listed on your work plan, knowing that you cannot complete any or all within the year. In this case, you would seek out human resource assistance to fill the gaps. Or, working from top to bottom, you may elect to do as many items on the list as you can in order of priority. Anything else will have to be accomplished by new or outside resources. Either method is good, although the first is recommended since it allows you to assign each task to a resident expert capable of supervising outside resources and staff in an effort to complete each item of work.

APPROVALS

SECURE INTERNAL APPROVAL FOR YOUR OUTSIDE SEARCH FOR ASSISTANCE!

Once you decide to look for external resources, be sure that you have all the internal approvals you need. In short, secure a basic commitment from your agency that it is, in fact, desirable for you to seek outside assistance. Without that assurance, you may subsequently find yourself in an embarrassing situation. Before committing your agency make sure that you have the authority to do so.

LOCATING RESOURCES

KNOW WHERE TO GET WHAT YOU NEED!

It will not do you much good if you appear on the doorstep of the Area Agency on Aging if you need to see the CETA Prime Sponsor for some temporary help under the Public Service Employment Program. For that reason, make certain you know who to contact before you begin soliciting. Of course, there is nothing wrong with exploring, but at least

have an idea what the agency you are calling on can reasonably provide. What you are attempting to do is make the resources assigned to an agency meet both yours and its needs. In that regard, always remember that your needs are secondary to the objectives of the program you are attempting to link with. Even in the administration of a joint project, this will remain true and should not be forgotten.

If you are unsure about locating the resources you need, even after consulting the preceding chapter, other services you might wish to investigate are provided by the following:

- *Federal Information Centers*, listed in Appendix B, exist primarily to assist persons by providing direct answers to questions submitted in visits, letters, and telephone calls.
- *Federal Regional Councils* are made up of senior officials of the major federal domestic agencies in each of the ten federal regions. One of their purposes is to coordinate some of the larger assistance programs. Each has an office and permanent staff, also listed in Appendix B.
- *Federal Executive Boards*, listed in Appendix B, consist of the heads of federal field offices in 26 metropolitan areas. They are primarily concerned with improving federal management practices, but they also coordinate federal resources to help meet local needs.
- *State/Area Planning Offices*. Most states have a central planning office and several area offices which assist the legislatures and/or governors in determining and allocating resources among state and local agencies. It would be prudent to ensure that these area planning offices are aware of efforts of the respective noise agencies to link with human resource agencies and programs. Their assistance should be sought in identifying additional state and local programs which could benefit the noise program. For identification of the area planning officer, consult the municipal or county planning offices in your respective locales.

The type(s) of programs best-suited to your needs will vary. It is probable, however, that you are primarily in need of staff and financial resources. If so, your first stops should be the CETA Prime Sponsor's office and the Area or State Agency on Aging. These two have the greatest potential for assistance when seeking staff resources. This does not mean that you should ignore the others, but only that your efforts should begin with these programs. Certainly, your time will not allow you to undertake an exhaustive effort with every program.

PREPARING YOUR PRESENTATION

Having determined which agency has the resources you need, prepare your case for presentation to the appropriate official. Here you need to pay particular attention to the goals and objectives of the other agency. In fact, it is often useful to take a sheet of paper and jot down your program needs on one side and, on the other, identify as best you can the needs, goals and objectives of the agency you plan to approach. This exercise will give you a good idea of how to approach the other agency by telling the official what is in the partnership for the human resource program. For example, if you can identify six priority objectives of a particular program such as the Public Service Employment Program under Title VI of CETA, address each one of them in terms of how a joint program between your agencies will assist in their accomplishment. For example:

<i>HUMAN RESOURCE AGENCY CETA TITLE VI GOALS</i>	<i>NOISE AGENCY RESPONSE</i>
Temporary employment not to exceed one year	You should propose a project that takes one year or less to complete, e.g., a survey.
Concentration of work to be performed in one area of the jurisdiction	You should limit your survey to that city or that area of the city, while you suggest that another area could be surveyed next year.
Employment of minorities, e.g., 50% of those hired	You should either accept that goal and proceed or propose and justify a modification to that goal because it is just not attainable.
Employment of women, e.g., 50% of those hired	You should agree to hire as many qualified women as possible.
Provide on-the-job-training	You should agree to train those individuals hired while on the job, as well as provide for release time classroom training.
Help solve a community problem	You should emphasize that you are helping to solve a community problem — noise pollution.

Although rather simplistic, the overriding consideration to remember from this example is that you will be engaging in a program that comes under another jurisdiction. You will have to condition yourself to that fact very early in the process. Therefore:

*KEEP THE OTHER AGENCIES' PRIORITIES AND OBJECTIVES
FOREMOST IN YOUR MIND WHEN LOOKING FOR THEIR HELP!*

DOCUMENTATION

Effective documentation is one of the truly important keys to opening the door to cooperation with other agencies. It is also one of the most frequently overlooked. Providing well-researched, easily readable relevant documentation is helpful to your agency as well as theirs. It makes it easier for them to determine if they can meet your needs (and if you can meet theirs). Also, it gives you a definite idea of how strong your position is. More importantly, it indicates to the other agency that you are thoroughly serious, and capable of carrying out your mutual objectives. If you arrived at your needs assessment on the basis of your work plan and your current resource allocation, those should be made a part of your documentation. If you had to conduct a needs assessment survey, include the survey results in your presentation. In short, package as much relevant documentation as you think tells the entire story for submission to the human resource officials. In all probability, you will find that the package you leave with the human resource official will heavily influence the decision regarding your proposal.

At the outset in your search for resources: *PREPARE AN ISSUE PAPER!* Issue papers or talk pieces give you the advantage of being able to frame the relevant concepts into a short document with which you can begin the process of securing external support. You can either mail the issue paper in advance of your meeting with the human resource program manager — making it the center of the discussion — or bring it with you and leave it behind with your other documentation as back-up material. In either case, your paper should be limited to ten pages and should include:

1. An opening statement that frames the entire issue of the quality of life and the health and well-being of the residents in the area you serve, and the need to reduce the potential dangers of excessive noise levels to maintain or improve that quality of life. (You might wish to use data made available by the Bureau of the Census, Department of Commerce. Part B of the 1975 Annual Housing Survey, Series H-150, 75B, provides statistics on the quality of housing and neighborhoods with regard to noise. It can be purchased for \$2.50 per copy from the Superintendent of Documents, GPO, Washington, D.C. 20402.)

2. An identification of the problem that brings you to the human resource program manager; lack of an adequate workforce with sufficient skills to cope with the noise problem.
3. Suggestions on how that problem or issue can be resolved by a program link between the respective agencies.
4. An outline of the anticipated results of such a joint venture both in terms of the noise program and the human resource program.
5. A proposal to come to a working agreement with the human resource agency that suggests reasonable resource requests and a reasonable time frame for the project.

At this point, you should have a good idea how much assistance the other agency can provide. Consequently, it will do you no good to ask for assistance that is beyond the reach of the human resource program manager. Your issue paper should not mention specific dollar amounts or specific requests other than a basic commitment on the part of the human resource agency for assistance that can be provided comfortably. Again, it should be stressed that if your documentation is accurate and readable, the human resource program manager will have a good idea of what you need.

BARRIERS

It would be quite useful for you to go over the other agency's program prior to meeting with the program officials in order to determine if there are any significant barriers which may hinder or delay the joint venture you are about to propose. It is not infrequent that barriers arise which have to be addressed and overcome. This is sometimes a long process, so to save yourself some time, try to identify any roadblocks that may exist and prepare suggested solutions to them. One such barrier could be the imposition of hard quotas for recruitment of certain types of individuals for the project when, in fact, they may not be available in the labor pool. You should be aware of such items but ought not let them deter you. In most cases, the human resource program manager will have the option to waive such quotas and requirements. Regardless, attempt to comply as best you can.

Other barriers could involve the difference in accounting, bookkeeping, or administration systems between your agencies. In these instances, always try to defer to the human resource program's systems. It will make things easier for you provided that you are in a position to make that concession. Therefore:

SEARCH OUT ANY BARRIERS AND HAVE A SOLUTION IN MIND!

WHO TO MEET

Having finished all your homework, including your documentation and issue paper, you must find out which individuals you need to see. If you are the head of your agency and can accomplish your objectives over lunch with the head of the other agency, so much the better. You have done your part and are now able to delegate the work. However, if you are not the head of your agency, you will want to arrange a meeting with the highest official possible from the other agency without breaching any protocol that may exist. The higher you go, the easier it is for you to gain acceptance and commitment. As a word of caution, you could seriously impair your efforts if you bypass an individual with whom you will have to work directly for the life of the project. It makes good sense to identify that person or persons before you meet and make sure they are in attendance. Simply stated, it raises their comfort levels and enhances their potential for cooperation. In any event, be certain that all those who have a vested interest in the program you are approaching are in attendance at the first meeting. All else aside:

MEET WITH THE RIGHT PEOPLE!

If you already have a working relationship with the human resource program manager you are ahead of the game. If you do not, try to cultivate one. It will help you immensely as you begin to develop your proposal and your project. You should try to identify a counterpart in the human resource agency and get to know him or her. It ought to be the official who is nearest you in terms of grade, responsibility, and program interest. As best you can:

CULTIVATE YOUR RELATIONSHIPS!

NEGOTIATING

Negotiating is the fine art of compromise. It is the method of receiving without having to give too much. It is a combination of skill and appearances. It is having all your homework finished and being better informed than the other side. It is having your facts ready, knowing what you want, where to get it, who to deal with, how much you will settle for and how little you will give. Depending on how you approach it, it can be painless or painful. In any case, if you are well prepared, you will have a good chance for success. There is no easy way to tell how you will emerge from a negotiating session until you start and then it will be too late to withdraw.

For openers, try using the issue paper. If you decide that an exploratory meeting is best-suited to the occasion, leave the issue paper with the human resource program manager. This affords him or her something to read and react to. Ask for an early reaction, as

convenient as possible. Do not ask for any commitment other than a reaction and further discussion. Arrange a second meeting, if possible, before you leave.

Some have argued that during program negotiations, meeting times and places are critical. While they may not be all that important, they are significant in the sense that an ill-timed meeting can do your program irreparable harm. Try meeting before lunch and then going to lunch together. In this way you have set an ending time for the meeting and you can leave lunch open for cultivating your relationship or for informally continuing your discussion. Always volunteer to meet at the human resource program manager's office and to go to lunch at the place of his or her choosing. Again, it raises the comfort level a great deal.

Another option is to reverse the process. Try meeting for lunch and then returning to the other agency for the meeting. This gives you the opportunity to meet informally first and allows you to ease into the formal meeting. You can gain an ally over lunch who can help you considerably if others will be attending the meeting. The person you went to lunch with is more apt to see your side clearly and, therefore, likely to head off any direct confrontations. Either method works.

Do not arrange any late afternoon or early morning meetings. People want to go home in the late afternoon and you run the risk of getting stuck in traffic in the morning. Decisions during those times could be adverse, especially if the human resource program manager simply wants to get the meeting over with and go home.

If you feel that you are making progress and that you have a sympathetic ear, try testing to see if you are, in fact, communicating. Do some summarizing as to where you are in the conversation and how much more you have left to do. Look for reactions that indicate that you are getting through with your points and suggestions. Some bureaucrats are the best listeners and the most sympathetic people in the world. But, when all is said and done, they give you little more than a good hearing. If you feel that you are not communicating, try to find out why — ask questions. You could be assuming too much prior knowledge of your program on the other person's part, and the reason that you are not getting through is that you have lost him or her at some point. Or, you may have been emphasizing the wrong aspects of the program. One of the best things to do at a time like that is to get the other person talking. Start asking questions about the human resource program. Try to find out where they are placing their priorities, on which programs and with what kind of funding. All this can lead you to the question you came to have answered which is how you and the human resource program manager can develop a joint program of mutual benefit. Do not assume the posture of a beggar. Admittedly, you are looking for help, but you are also a potential partner with a program that can be of significant value to their operations as well as to your state or community. In cultivating your relationship, find out specific ways in which you can assist the human resource agency. Too often, individuals and organizations develop no sympathy for those agencies from which they are trying to obtain funding or other resources. Your agency can be a valuable

ally and if you approach it tactfully, you can convince the human resource program manager of this in such a way as to assure him or her of your cooperation and friendship.

FREQUENT ERRORS

In an effort to help you avoid making some of the most frequent errors, the following common mistakes are identified:

- Do not read the human resource program manager's rules back to him or her. This individual knows them simply because he or she has to administer the program by them. This is an item that should never be considered. It will only irritate the individual and it serves no useful purpose. You should, however, know the other program's regulations and be able to discuss them if the program manager brings them up. Under no circumstances should you try to interpret the regulations. You would be doing the other person's job and intruding in an area where you are likely to make mistakes that can cost you the success of your campaign.
- Do not seek consensus or ask for a vote. Frequently, that appears to be the way to resolve an issue under discussion. However, you run the risk of alienating the human resource program manager by undermining the decision-making authority vested in that office. If you are in the right office, the decision-making capacity will also be there. You will just have to be patient until the program manager makes up his or her mind.
- Do not accept the first offer made to you by the human resource program manager unless you are certain that there can be no better offer. Normally, you know that if offered a small portion of what you asked for right away, you ought to push for more. Try restating your needs and demonstrating how what has just been offered is woefully lacking. Do this in such a way as to keep the conversation pleasant, but get your point across that you need more. Be realistic. It could be that the initial offer is legitimate and all the human resource program manager can afford at that time. In that case, accept the offer and suggest that you will be back for a reevaluation when new funding becomes available.
- Do not talk too much. People have been known to talk their way in and out of a program in less than an hour. You have to understand that once you have gained a commitment for assistance from the human resource agency, you ought to go back to your office and fulfill your part of the bargain. Do not wear out your welcome.

It ought to be stressed here that you will have to be creative. Do not assume that quality resides anywhere else other than with you. It will be up to you to demonstrate how your programs can mesh and what the mutual benefits are of a linkage with the noise program. It will be up to you to show how you can assist the human resource program manager in meeting his or her program's goals and objectives while concurrently helping to solve an environmental problem.

Be persistent in your search for human resource agency help. It is possible to do this without being pushy or obnoxious. Maintain your channels of communication and be on the lookout for later opportunities such as additional appropriations of which you can avail yourself. Watch for new legislation in human resource development and be ready to link with those new programs as their potential use to your noise program becomes apparent. Strive for long-term commitments and partnerships with human resource agencies.

FORMALIZATION/CLOSURE

When you reach verbal agreements, put them in writing as soon as possible. The most efficient method of formalizing mutual commitment with another agency at your own level of government is by Interagency Agreement which is signed by officials with the authority to commit each agency. In the case of two agencies within a larger department, the agreement would be an Intra-Agency Agreement. Some agencies have established formats for Interagency Agreements. Usually, they frame the scope of the issue to be addressed as background in the introduction. Next is a statement of need that establishes and acknowledges the agency's needs or both agencies' needs and justifications followed by a plan of operation, including all the items agreed to, that spells out how those needs will be met. Then there are budgetary details or any other financial transactions, transfers of funds from one agency to another, reporting requirements and schedules, listings of project officials and any other pertinent data. The agreements may be written in contract form or other format. As a general rule, it would be wise to have your agency's attorney review the Agreement. It can save you needless rewriting and trouble later on.

In any event, confirm your agreements in writing without delay. While you are drawing up the Interagency Agreement, you should confirm the points you and the other agency agreed to by letter. This keeps your project in view. In your letter, volunteer to prepare the first draft of the Interagency Agreement and deliver it on a certain date. This places you on the offensive and gives you time to do a good job while making sure that you get what was agreed to.

It is at this point in the process that you should, if you haven't already, start thinking about continuation of your project. It may be that, as part of the negotiations, you had to commit your agency to keep some of the individuals hired under the Public Service

Employment Program. If so, then you have made a good faith effort. This should not keep you from making it clear that you plan to expand the program at a later date. In this instance, the "pilot" program concept is especially appealing. Having marketed your project as a pilot program, try for more than one-year funding. If that is not possible, be certain that the pilot stage, when completed, will allow you to request additional assistance for expansion of the program. You should take the time to explain to the human resource program manager that solutions to environmental problems are neither easily found nor quickly produced and that you expect that your program will need continuing assistance in varying degrees. In fact, the optimum is for you to seek, and gain, commitment for a long-term partnership between your respective agencies. You will not find out until you ask. Depending on the reaction you get, you will know how to approach the task of ensuring the continuation of your programs and projects with human resource agencies.

However you label your initial project, and however you gain commitments and assistance, you need to document your progress carefully. Usually, the Interagency Agreement will include a specific reporting requirement. Be certain that you adhere to it as well as provide any additional information that you may have. It is normally on the basis of your paperwork performance that a good deal of the decision is made on the future of your joint programs. If you can deliver timely, efficient and useful information in a successful program or programs, you are well on the way to obtaining a continuation. It may be that you will be playing the numbers game, counting heads, training hours and the like; but it is worth it, and it is imperative if you need to demonstrate how your program helped meet the objectives of the human resource program.

Evaluation is another worthwhile tool in the management of interagency projects. Evaluation may take the form of site visits, monitoring reports, accounting checks, employee or trainee interviews, and general management reviews. It is desirable to have the project evaluated by the human resource agency as it is a form of technical assistance that you ought to avail yourself of. If treated in that light, outside evaluation will be helpful in pointing out where your program is strong, weak or improving. It also keeps the lines of communication open between you and the human resource program manager.

As the dialogue between your agencies continues, you might find that you are in a position to secure additional funds at year's end or at times when the human resource agency is looking for additional programs to fund. As a matter of course, you should periodically check with the human resource program manager to see if spare funds are available. Opportunities such as these should be formalized in writing at the earliest possible moment.

For a considerable number of interagency programs, formal proposals will have to be prepared. While the issue paper was acceptable for opening the door, the formal proposal completes the action. In that regard, the following format is offered:

1. *The Introduction* should begin with the mission of your agency, its statutory or other authorities, and how it relates to the quality of life within the area you serve.

2. *The Statement of Need* should demonstrate how the lack of an adequate supply of skilled personnel places the noise program in serious jeopardy. (Do not be bashful in stating your case regarding the quality of life that will suffer if your agency does not have an adequate supply of qualified personnel.) The Statement of Need should clearly identify the type of needs you have and in what proportions as well as the specific type of support you are seeking from the human resource agency under a particular program. If you are proposing to a CETA Prime Sponsor, you should be able to detail exactly how many persons you need, with what skills and other relevant items. You should identify any justification you may have for those figures and attach any supportive documentation as necessary.
3. *The Plan of Performance* should set out in full detail exactly what you will do with the resources provided by the human resource agency. This should include: staffing lists, wage rates, training outline, places of employment if other than your agency, job categories, and any other pertinent data.
4. *The Budget* should be broken down according to costs allowable under the program you are attempting to join. In every case, the budget should reflect how you arrived at the figures you have proposed.
5. *Attachments.* Any documentation you have which will serve to strengthen your proposal should be appended. Such items include: a copy of your agency's statute or mission statement, any manpower data you have on the need for staff within the particular occupations within your agency, curricula for training, tables, charts, etc.

Every proposal you write should be replete with mention of how your joint program will benefit the program of the human resource agency. This cannot be stressed enough. The human resource program manager ought to be able to identify the anticipated benefits to both programs, especially in terms of serving to meet the needs of not only the noise program but the main client(s) of the human resource program as well.

The benefits should be explained in the Statement of Need section in terms of how the combination of programs lends itself to meeting both agencies' needs at the same time. The budget narrative should show the cost benefits of a joint arrangement inasmuch as your agency can assume some of the administrative costs normally incurred by the human resource agency in developing and administering a program with the typical grantee. In summary, the human resource program manager must be convinced that a mutual arrangement with the noise program is in the best interest of the human resource program, its clients, and the community as a whole.

ILLUSTRATIONS AND COMMENTARY

Several examples of noise program linkages with human resource agencies were found through telephone interviews. Since the emphasis on these linkages is relatively recent, we were fortunate to have identified instances where noise programs specifically were assisted by human resource programs. Time did not permit visits to these sites nor did it permit us to gain a clear understanding of the means and methods used to consummate the arrangements at the local level. Among those examples we found were:

- Brookline, Massachusetts. The Brookline Conservation Commission is conducting a noise survey with the aid of four students whose positions are funded under the CETA. The students are using EPA sound-level meter kits in the conduct of the survey. The results of the survey will assist in the preparation of a local noise ordinance which will be proposed at the 1978 Town Meeting. For additional information, contact the Brookline Conservation Commission or

Mr. Alan J. Hicks
EPA Region I
Room 2113 JFK Federal Building
Boston, Massachusetts 02203
Telephone: 617-223-5708

- Lawton, Oklahoma. Through telephone interviews, it was found that the community of Lawton utilized approximately 20 CETA personnel in June 1975. As a result of potential adverse impact of Fort Sill artillery firing noise over portions of Lawton, the city Community Development Agency used CETA summer hires to work with city employees at 11 sites using EPA-furnished sound-level meters to determine if there was, in fact, adverse impact. For further information, contact the community of Lawton, CETA Prime Sponsor, or

Mr. Mike Mendias
EPA Region VI
1600 Patterson Street
Dallas, Texas 75201
Telephone: 214-749-3838

or

Ms. Frances P. Pondrom
Community Development
Lawton, Oklahoma 73501
Telephone: 405-357-6100

- Florida. The State of Florida utilized one older American in a part-time clerical capacity. At the time of the survey we were unable to obtain further information. For current details contact:

Mr. Kent Williams
EPA Region IV
1421 Peachtree Street, N.W.
Atlanta, Georgia 30309
Telephone: 404-257-4861

- Allentown, Pennsylvania. Under Title IX of the Older Americans Act, the National Council on the Aging is operating a program for older Americans in Allentown in which older Americans are conducting an attitudinal and physical noise survey. This program coincides with EPA's Quiet Cities Program (QCP) also in Allentown. For further information contact:

State and Local Programs Division
Office of Noise Abatement and Control
U.S. Environmental Protection Agency
Washington, D.C. 20460

- EPA's Office of Noise Abatement and Control (ONAC) and the National Retired Teachers Association/American Association of Retired Persons (NRTA/AARP). These groups entered into an agreement designed to provide personnel support to EPA Regional Noise Offices to carry out state and local assistance programs and projects. Under Title III of the Older Americans Act, each EPA region will be allocated support for one person-year of effort per year for three years. Older Americans will be recruited to assist the Regional Noise Offices with their regular programs. For more information, contact:

Office of Noise Abatement and Control
State and Local Programs Division
U.S. Environmental Protection Agency
Washington, D.C. 20460

COMMENTARY

The lack of state noise control programs leaves a wide void in the federal, state, and local cooperative approach to effecting programmatic ties with counterpart human resource agencies. In addition, this situation weakens the position of the local noise agency in securing assistance from state-level human resource agencies. Typically, the foremost need of state noise agencies is staff and financial resources. If staffing barriers could be eliminated, the state noise agency would be able to deliver the added dimension of technical assistance to the locales, which completes the chain in the federal, state, and local partnership. It becomes apparent that the optimum situation, under present circumstances, is the development of state capability in noise abatement and control.

One of the reasons for the lack of strong state programs on a uniform basis is the absence of a clearly identified noise program. By and large, noise has been considered a health problem rather than an environmental issue. As a result, there is even keener competition for staff and resources for the noise program when viewed in the context of the several health programs which, by their nature, demand higher and more immediate priorities. Ultimately, this may be an organizational issue, where little opportunity exists for outside intervention.

As a matter of recommendation, for those noise agencies located within the organizational confines of the state environmental agency, it would be well to solicit an across-the-board submission of a comprehensive environmental proposal to the human resource agencies. This could be of significant benefit to the noise program inasmuch as it would allow for a certain degree of shelter among the higher priority environmental programs without being buried by health programs. The umbrella approach to environmental education, training, and employment based on an environmental agency-wide plan and proposal to human resource agencies would assist the noise program by producing strength through multiplicity and by allowing for a separate and distinct noise program element within that overall program. Therefore, where possible, noise agencies should consider developing an environmental agency-wide initiative from which the noise program would benefit.

Another very important discussion point is the appropriate roles and responsibilities of the EPA Regional Office staff in the development of state and local noise/human resource initiatives. Primarily, there are two offices within the regional structure which should be playing integral roles with varying responsibilities in this process:

1. *The Regional Noise Representative*, as the chief spokesperson for noise programs within the region, is a primary contributor to any attempt to link state and local noise programs with state and local human resource programs. Traditionally viewed as a technician and provider of direct noise-related assistance to states and locales, the role of the Regional Noise Representative, by necessity, is evolving into one of facilitating as well as assisting. In this regard, the Noise Representative

works with state and local noise agencies in the development of plans and programs in conjunction with state and local human resource agencies.

2. *The Regional Workforce Coordinator*, as the chief spokesperson for human resource programs within the region, is in a position to provide valuable services to the noise program. The role of the Regional Workforce Coordinator is one of technical assistance to the noise office from the human resources perspective. In that regard, the assistance rendered by the Regional Workforce Coordinator is just as technical as the assistance provided by the Regional Noise Representative. In tandem, the Regional Noise Representative and the Regional Environmental Workforce Coordinator provide the bulk of expertise and capabilities to ensure worthwhile ventures into resource development for noise pollution management.

The interface between the two offices within the Regional Office is dependent on the relative priorities of the Regional Office as a whole. Suffice to say, there is a need for the Regional Noise Representative and the Regional Environmental Workforce Coordinator to give serious consideration to providing an emphasis on the development of human resources for noise agencies at the state and local levels. While the Regional Environmental Coordinator possesses the necessary expertise in human resource programs, especially those of other federal agencies, the Regional Noise Representative has the expertise in the noise field. Together, these two offices are ideally situated to facilitate the linking process.

SUMMARY

It has been said that the proper federal role in domestic affairs is catalytic in nature — that it causes things to happen and to be done. While this may be a hasty generalization, the point with respect to human resources for noise pollution management is quite true. The federal perspective sees a lack of qualified personnel short-circuiting efforts to control and reduce noise. On the other hand, the federal perspective recognizes that too many of the nation's human resources are being wasted for want of conditions conducive to full utilization. Of necessity, each effort views the other as a possible means of alleviating those conditions which hinder its progress. The missing ingredient is a coordinated attempt to bring the two perspectives into focus.

This handbook has attempted to contribute to that focus. Recognizing the general needs of state and local noise agencies, we have suggested that a close working relationship with education, training, and employment program officials would be of value to the noise program manager in furthering the ends of the noise program. We have identified those federal programs which, in our opinion, best lend themselves to cooperative programming with noise pollution management programs. We attempted to provide a basic strategy for implementing those necessary relationships. There were some limited examples of how this could be accomplished, and we provided some suggestions on the proper role of the federal EPA Regional Offices with respect to the problem at hand. Appendix A contains some sample letters which you might find helpful, and Appendix B lists those offices responsible for the programs identified in Chapter 2. Of course, there is an infinite number of variables at play, and consequently this process cannot be viewed as being static. Conditions will change as will programs and priorities. We have attempted to provide you with information as timeless as possible — we hope you find it useful.

The information contained in this handbook is, by no means, an exhaustive treatment of the subject. The guidance offered here is only intended to provide a minimum sketch of the potential assistance that human resource agencies and programs can provide to the noise program. Our intention was to introduce you to the resource potential and hope that you, the noise program administrator, would take the initiative to pursue the matter further. Only people can benefit, and they will only benefit if you take the necessary action.

At this point, it would be useful to review the principles on which this work was undertaken.

1. The potential hazards of noise pollution make it imperative that the response to that danger involves a number of agencies and organizations, including human resource agencies.
2. Human resource programs are provided as a public service by public agencies. They exist to serve the public good – just as the noise program does.
3. Coupling noise programs and human resource programs is an example of good management and good government. It allows one tax dollar to serve two needs.
4. Before you look for human resource agency assistance, know what you need and where to find it.
5. Before you take your case to another agency, secure all internal approvals.
6. Keep the human resource agencies' priorities and objectives in mind.
7. Use issue papers whenever possible.
8. Search out any barriers and have solutions in mind.
9. Cultivate your relationships with human resource officials.
10. Never read the human resource program managers' rules to them.
11. Do not look for consensus or ask for a vote.
12. Do not take the first offer made.
13. Recognize when you have succeeded and then leave.
14. Remember, the human resource program manager will be as unfamiliar with your program as you are with the human resource program; try to know more.
15. Use your imagination; be creative.
16. Make sure you document.
17. Involve as many people and organizations as possible.

18. Be patient.

19. Remember that you are in a new arena. There are few precedents.

20. "It's amazing to see how much can be accomplished if no one cares who gets the credit."

APPENDIX A

Sample Letters of Inquiry and Proposal

SAMPLE LETTER
AREA AGENCY ON AGING

Ms. Denise F. Devereut, Director
Morgan County Area Agency on Aging
Morgan County Building
2232 Swift Street
Grimes, Indiana 65454

Dear Ms. Devereut:

The Department of Environmental Conservation of Morgan County is responsible for carrying out the provisions of the local noise ordinance and the applicable provisions of the State Noise Act of 1976. These enactments are designed to protect the health and well being of the people of Morgan County from the potentially dangerous effects of excessive noise. Noise is a pollutant that can seriously impair one's hearing as well as cause temporary and, sometimes, permanent loss.

It is our understanding that your program under the Older Americans Act and the State Aging Law is directed to finding suitable situations for older Americans in helping them to find useful, productive employment. It is also our understanding that your program emphasizes projects that contribute to the betterment of the community.

In this regard, we would like to suggest a partnership between our agencies in conducting a noise survey for Morgan County utilizing the talents of older Americans. The results of the survey will be submitted at the next County Council meeting next spring in order to promote more stringent noise standards for Morgan County. We feel that this is a community service project in which our County's older Americans can play a critical role. The taking of the survey itself will last approximately four months and will require ten part-time persons to conduct. It is not a physically taxing project and requires a minimum of in-service training and orientation.

I would be happy to visit with you and your staff in order to discuss the matter more fully at your earliest convenience. Should you desire additional information in writing, we would be happy to provide it.

Thank you for your time and consideration, and we look forward to hearing from you in the near future.

Sincerely,

Robert H. Flannigan, Chief
Noise Control Section

SAMPLE LETTER
COOPERATIVE EDUCATION

Dr. Lionel G. Parsons, Dean of Students
Maryville Community College
4405 East Grand Boulevard
Maryville, Texas 76777

Dear Dr. Parsons:

The Department of Environmental Protection (DEP) of the City of Maryville, is responsible for carrying out the provisions of the local noise ordinance as well as the applicable provision of the State Noise Control Act of 1975. These enactments are designed to protect the health and well being of the people of Maryville from the adverse effects of excessive noise. Noise is a pollutant that can seriously impair one's hearing permanently and cause temporary loss of audio ability.

Presently, this office is preparing to conduct a noise survey, the results of which will be submitted to the city fathers at the next meeting of the city council. The purpose of our submission will be to request more stringent noise standards for the city of Maryville. In this regard, we are in need of qualified personnel to carry out the survey. We understand that Maryville Community College is operating a cooperative education program in which students alternate periods of academic study with periods of public and private agency employment. Is it possible for DEP to develop a cooperative education program with your College? We are seeking ways to expand our small staff and enhance our program while, at the same time, providing valuable work experiences for interested individuals.

We also understand that Federal and State funds might be made available to local cooperative education programs; and in that regard, we would like to suggest a partnership between Maryville Community College and DEP for opportunities for approximately ten students per semester with a high likelihood of retaining some of those individuals once they have completed their academic work.

I would be happy to visit with you or your staff in the event you feel we could develop a program of cooperative education which could benefit all concerned.

Sincerely,

Harry M. Larson, Director
Noise Control Unit

SAMPLE LETTER
STATE VOCATIONAL EDUCATION AGENCY

Dr. John J. Mackin, Director
Bureau of Occupational & Adult Education
State Department of Education
State Capitol, State 66666

Dear Dr. Mackin:

The Noise Control Division of the State Department of Environmental Quality (DEQ) is responsible for carrying out the provisions of the State Noise Act of 1975 which is designed to protect the health and well being of the people of the State from the potential dangers of excessive noise. Noise has a very serious impact on the quality of life in the State and its municipalities. In our attempts to carry out the law and to ensure enforcement of the statute, we have determined that there are serious shortfalls in the number of skilled individuals available to local agencies for noise abatement and control programs.

It is our understanding that the Bureau of Occupational and Adult Education is concerned that those persons educated and trained within the vocational schools in the State are given marketable skills for jobs that presently exist and that are commensurate with the training levels of the vocational graduates.

With this in mind, we would like to suggest that there exists an opportunity for our agencies to assist each other in the achievement of our respective goals and objectives. More specifically, we have determined that a critical shortage exists in the number of subprofessional technicians with the qualifications necessary to effectively carry out the State law and comply with local ordinances. Further, we feel that local police forces are in need of short-course training in the procedures relating to the enforcement of the statute and ordinances. Given these deficiencies, we feel that it is incumbent on us to seek the assistance of the Bureau of Occupational and Adult Education.

Therefore, we would like any information you have on: 1) the possibility of establishing a sub-professional training program for noise pollution control, 2) the potential for developing a short course on enforcement for police officers, and 3) ways we can ensure that there is a steady supply of qualified individuals for employment in noise pollution control. In this regard, I would be happy to visit you at your earliest convenience in order to provide you with additional information in greater detail. I feel certain that, after reviewing our data and findings, you will agree that there needs to be some response to present conditions which hinder proper implementation and enforcement of the noise laws.

Thank you for your time and consideration. We are looking forward to hearing from you in the near future.

Sincerely,

Michael G. Thompson, Director
Noise Control Division, DEQ

SAMPLE LETTER
CETA PRIME SPONSOR

Ms. Charlene Jacobs, Director
Department of Human Services
City of Hawkins
City Hall
Hawkins, Mississippi 54455

Dear Ms. Jacobs:

The Department of Environmental Protection (DEP) of the City of Hawkins is responsible for carrying out the applicable provisions of the State Noise Control Act of 1976. The law has been designed to protect the health and well being of the people of the city of Hawkins from the potential dangers and hazards of excessive noise. Noise is a pollutant that can seriously impair one's hearing as well as cause temporary and permanent hearing loss.

We have been requested by the city council to undertake a noise survey of the city of Hawkins by April 1978. The results of the survey will be used to develop a local noise ordinance for submission to the city council for consideration. While undertaking this project, we feel that we do not possess the supply of qualified personnel to effectively and expeditiously carry out the survey.

It is our understanding that your office administers the municipal Training and Employment Program authorized by the Comprehensive Employment and Training Act of 1973 and that you are the Prime Sponsor for the city of Hawkins designated by the Secretary of Labor. It is also our understanding that Titles II and VI are Public Employment Programs which could be a source of personnel with which we can carry out the request of the city council.

While we are experiencing a labor shortage, we anticipate that our FY 1979 budget will contain funds for four additional positions in this office. With that in mind, we would like to suggest that a mutually beneficial program be developed between our agencies that will provide us with the temporary assistance we need in conducting the noise survey and will, hopefully, allow us to retain as many of the referrals we can as our new budget comes into effect.

I would be happy to meet with you and your staff to pursue the matter should you feel that you can be of assistance to us at this time. If you need any additional information, I would be happy to provide it.

Thank you for your time and consideration, and we look forward to hearing from you in the near future.

Sincerely,

Thomas Y. Allen, Director
Department of Environmental Protection

NATIONAL HUMAN RESOURCE REPRESENTATIVES

NATIONAL ASSOCIATION OF STATE UNITS ON AGING
1828 L STREET, N.W.
WASHINGTON, D.C. 20036
(202) 466-8529

NATIONAL ASSOCIATION OF AREA AGENCIES ON AGING
1828 L STREET, N.W.
WASHINGTON, D.C. 20036
(202) 466-8529

The following organizations are "National Contractors" to the U.S. Department of Labor for Title IX of the Older Americans Act -- Senior Community Service Employment Program. Each of these national organizations operates programs in various states. It is recommended that each be contacted in order to determine which is able to assist noise agencies in the respective locales.

Green Thumb, Inc.
1012 14th Street, N.W.
Washington, D.C. 20005
(202) 628-9774
Contact: Mr. John Baker

National Council to Senior Citizens
1511 K Street, N.W.
Washington, D.C. 20005
(202) 783-6850
Contact: Mr. Lou Ravin

National Council on The Aging
1828 L Street, N.W.
Washington, D.C. 20036
(202) 223-6250
Contact: Mr. Don Davis

U.S. Forest Service
MNYCP -- Group
South Agriculture Building
14th & Independence Avenue, S.W.
Washington, D.C. 20250
Contact: Mr. George Creiger

National Retired Teachers Association/
American Association of Retired Persons
1909 K Street, N.W.
Washington, D.C. 20049
(202) 872-4700
Contact: Mr. Glen Northup

APPENDIX B

Federal, Regional, and State Human Resource Agencies

Listed for Each EPA Region by

- **National Resources Available**
- **Regional Resources**
- **Individual State Resources**

REGION I

Connecticut
Massachusetts
Maine
New Hampshire
Rhode Island
Vermont

REGION I HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Mr. Al Hicks
JFK Federal Building, Room 2113
Boston, MA 02203
(617) 223-5708
(8) 223-5708 (FTS)

EPA Workforce Coordinator:

Mr. Edgar L. Bernard
Regional Workforce Coordinator
Air & Hazardous Materials Division
JFK Federal Building
Boston, MA 02203
(8) 223-5765 (617)

Ms. Elaine Pickle
Regional Workforce Coordinator
O&M Division
EPA, Region I
JFK Federal Building
Boston, MA 02203

Action Office:

John W. McCormack Federal Building
Room 1420
Boston, MA 02109
Exchange: 223
Telecopier: 223-5810

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
147 Milk Street, Suite 800
Boston, MA 02109
(617) 223-4671

Employment and Training Administration: (U.S. Department of Labor)

Susan Muise
Employment and Training Administration
Room 1707, JFK Federal Building
Boston, MA 02203
(617) 223-6439

Occupational Safety and Health Administration: (U.S. Department of Labor)

Gilbert Saulter
Department of Labor, OSHA
JFK Federal Building
Government Center, Room 1804
Boston, MA 02203
(617) 223-6712

Federal Regional Council:

Federal Regional Council of New England
E-431 JFK Federal Building
Boston, MA 02203
(617) 223-5421

U.S. Civil Service Commission:

U.S. Civil Service Commission
J.W. McCormack Post Office and Courthouse
Boston, MA 02109

Community Services Administration:

William R. Cox
Community Services Administration
E-432, JFK Federal Building
Boston, MA 02203
(617) 223-4022

Public Health Service: (U.S. Department of Health, Education, & Welfare)

Dr. Gertrude T. Hunter
JFK Federal Building
Government Center, Room 1400
Boston, MA 02203
(617) 223-7205

REGION I HUMAN RESOURCE REPRESENTATIVES (Continued)

Office of Education:

(U.S. Department of Health, Education,
& Welfare)

William T. Logan, Jr.
JFK Federal Building
Government Center, Room 2303
Boston, MA 02203
(617) 223-7205

Office of Human Development Services:

Rheable M. Edwards
JFK Federal Building
Government Center
Boston, MA 02203
(617) 223-3236

CONNECTICUT

State Action Office:

Mr. Romero Cherry
State Program Director
Suite 602
Hartford, CT 06106
244-2302

Cooperative Extension Service:

Milton G. Savos, Coordinator
Pesticide Chemicals
Plant Science Department
College of Agriculture
University of Connecticut
Storrs, CT 06268
(203) 486-2928

MASSACHUSETTS

State Action Office:

Mr. Donald Wright
State Program Director
Waltham Federal Center Building
424 Trapelo Road
Waltham, MA 02154
839-7692

Cooperative Extension Service:

Roy Van Driesche, Coordinator
Pesticide Chemicals
Department of Entomology
Fernald Hall
University of Massachusetts
Amherst, MA 01002
(413) 545-0932

Jeff Carlson, Assistant Coordinator
Pesticide Chemicals
(413) 545-0932

MAINE

State Action Office:

Mr. Kirby McCollum
State Program Director
Federal Building, Room 523
55 Pleasant Street
Concord, NH 03301
834-4773

Cooperative Extension Service:

Arthur Gall, Coordinator
Pesticide Chemicals
Deering Hall
University of Maine
Orono, ME 04773
(207) 581-7703

REGION I HUMAN RESOURCE REPRESENTATIVES (Continued)

NEW HAMPSHIRE

State Action Office:

Mr. Kirby McCollum
State Program Director
Federal Building, Room 523
55 Pleasant Street
Concord, NH 03301
() 834-4773

Cooperative Extension Service:

Jim Bowman, Coordinator
Pesticide Chemicals and Entomology
University of New Hampshire
Durham, NH 03824
(603) 862-1159

Jon P. Turmel
Assistant Entomologist
(603) 862-1159

RHODE ISLAND

State Action Office:

Mr. George S. Lima
State Program Director
Federal Building, U.S.P.O.
Exchange Terrace
Providence, RI 02903
838-4326

Cooperative Extension Service:

J. Lincoln Pearson, Coordinator
Pesticide Chemicals
Plant and Soil Science Greenhouse
University of Rhode Island
Kingston, RI 02881
(401) 792-2357

VERMONT

State Action Office:

Mr. Kirby McCollum
State Program Director
Federal Building, Room 523
55 Pleasant Street
Concord, NH 03301
() 834-4773

Cooperative Extension Service:

Gordon R. Nielsen, Coordinator
Pesticide Chemicals
Entomology-Hills Building
University of Vermont
Burlington, VT 05401
(802) 656-2626

REGION II

New Jersey

New York

Puerto Rico

Virgin Islands

REGION II HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Mr. Tom O'Hare
26 Federal Plaza
New York, NY 10007
(212) 264-2109
(8) 264-2110 (FTS)

Occupational Safety and Health Administration:

Alfred Barden
Department of Labor, OSHA
1515 Broadway/1 Astor Plaza, No. 3445
New York, NY 10036
(212) 399-5941

EPA Workforce Coordinator:

Mr. Robert Knox
Regional Workforce Coordinator
Management Division
EPA, Region II
26 Federal Plaza
New York, NY 10007
(8) 264-1316 (212)

Federal Regional Council:

Region II Federal Regional Council
Federal Plaza, Room 3543-A
New York, NY 10007
(212) 264-0723

Action Office:

26 Federal Plaza
16th Floor, Suite 1611
New York, NY 10007
Exchange: 264
Telecopier: 264-5720

U.S. Civil Service Commission:

U.S. Civil Service Commission
New Federal Building
26 Federal Plaza
New York, NY 10007
(212) 264-0440

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
26 Federal Plaza, Room 1351
New York, NY 10007
(212) 264-9196

Community Services Administration:

Milton Palakos
Community Services Administration
26 Federal Plaza, 32nd Floor
New York, NY 10007
(212) 264-2995

Employment and Training Administration: (U.S. Department of Labor)

Regional Administrator
Employment and Training Administration
1515 Broadway, Room 3713
New York, NY 10036
(212) 399-5445

Public Health Service:

(U.S. Department of Health, Education,
& Welfare)

Nicholas J. Galluzzi, M.D.
Federal Building
26 Federal Plaza, Room 3300
New York, NY 10007
(212) 264-2560

REGION II HUMAN RESOURCE REPRESENTATIVES (Continued)

Office Of Education:

(U.S. Department of Health, Education
& Welfare)

Robert Seitzer
Federal Building
26 Federal Plaza, Room 3944
New York, NY 10007
(212) 264-4370

Office of Human Development Services:

John Devine
Federal Building, Room 3838
26 Federal Plaza
New York, NY 10007
(212) 264-1487

NEW JERSEY

State Action Office:

Mr. Ellsworth Morgan
State Program Director
143 East State Street
Broad Street Bank Building
Trenton, NJ 08609
483-2243

Cooperative Extension Service:

Ray R. Kriner, Coordinator
Pesticide Chemicals
Rutgers University
Georges Road Laboratory, Box 231
New Brunswick, NJ 08903
(201) 932-9801

Terry Schulze, Assistant
Pesticide Applicator Training
(201) 932-9801

NEW YORK

State Action Offices:

New York – Upstate (District I)

Ms. Carolyn Whitlock
State Program Director
Federal Building, Room 1313
111 West Huron Street
Buffalo, NY 14202
432-3330

New York City Area (District II)

Mr. Bernard Conte
State Program Director
201 Varick Street
New York, NY 10014
660-3315

Cooperative Extension Service:

James Dewey, Coordinator
Pesticide Chemicals
Department of Entomology
Cornell University
Ithaca, NY 14850
(607) 256-3283

R. F. Penleton, Assistant
Pesticide Chemicals
(607) 256-3283

W.G. Smith, Assistant
Pesticide Chemicals
(607) 256-3283

REGION II HUMAN RESOURCE REPRESENTATIVES (Continued)

PUERTO RICO

Action Office:

Mr. Andres Irizarry-Lamela
State Program Director
U.S. Court House and Federal Office Bldg.
Suite 662, Carlos Chardon Avenue
Hato Rey, PR 00936
(809) 753-4314

Cooperative Extension Service:

Miguel A. Colon Ferrer, Coordinator
Pesticide Chemicals
Puerto Rico Agricultural Extension Service
50 Nenadich Street
Mayaguez, PR 00708

VIRGIN ISLANDS

Action Office:

Mr. Carlos Cardona
State Program Officer
U.S. Court House and Federal Office Bldg.
Suite 662, Carlos Chardon Avenue
Hato Rey, PR 00936
(809) 753-4314

Cooperative Extension Service:

David Farrar, Coordinator
Pesticide Chemicals
Virgin Islands Extension Service
P.O. Box 'L' Kingshill
St. Croix, U.S. Virgin Islands
(809) 832-4142

REGION III

Delaware
District of Columbia
Maryland
Pennsylvania
Virginia
West Virginia

REGION III HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Mr. Patrick Anderson
Curtis Building
6th and Walnut Streets
Philadelphia, PA 19106
(215) 597-9118
(8) 597-9118 (FTS)

Occupational Safety & Health Administration: (U.S. Department of Labor)

David H. Rhone
Department of Labor, OSHA
Gateway Building, Suite 15220
3535 Market Street
Philadelphia, PA 19104
(215) 596-1201

EPA Workforce Coordinator:

Mr. George Dukes, Director
Office of Civil Rights & Urban Affairs
EPA, Region III
6th and Walnut Streets
Philadelphia, PA 19106
(8) 597-9834 (215)

Harry Blount (8) 597-9297
Helen Nowak (8) 597-9297

Federal Regional Council:

Mid-Atlantic Federal Regional Council
4450 Federal Building, 600 Arch Street
Philadelphia, PA 19106
(214) 597-3653

Action Office:

320 Walnut Street, Suite 600
Philadelphia, PA 19106
Exchange: 597
Telecopier: 597-4933

U.S. Civil Service Commission:

U.S. Civil Service Commission
William J. Green, Jr., Federal Building
600 Arch Street
Philadelphia, PA 19106
(214) 597-4543

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
325 Chestnut Street, Suite 800
Philadelphia, PA 19106
(215) 597-0807

Community Services Administration:

Gary E. Grunder
Community Services Administration
Gateway Building
3535 Market Street
Philadelphia, PA 19106
(215) 596-6044

Employment and Training Administration: (U.S. Department of Labor)

George Kaso
Employment and Training Administration
P.O. Box 8796
Philadelphia, PA 19101
(215) 596-6346

Public Health Service

(U.S. Department of Health, Education
& Welfare)

George Gardiner, M.D.
3534 Market Street
Philadelphia, PA 19101
(215) 596-6637

REGION III HUMAN RESOURCE REPRESENTATIVES (Continued)

Office of Education:

(U.S. Department of Health, Education
& Welfare)

Walker F. Agnew
3535 Market Street
Philadelphia, PA 19101
(215) 596-1001

Office of Human Development Services:

William A. Crunk
3535 Market Street
Philadelphia, PA 19101
(215) 596-6818

DELAWARE

State Action Office:

Ms. Lillian McGill
State Program Director
2000 Mondowmin Concourse
Metro Plaza
Baltimore, MD 21215
(301) 922-4442

Cooperative Extension Service:

John S. McDaniel, Coordinator
Pesticide Chemicals
Entomology & Applied Ecology
University of Delaware
Newark, DE 19711
(302) 738-2526

DISTRICT OF COLUMBIA

State Action Office:

Lindsay Scott
State Program Director
400 North 8th Street
Richmond, VA 23240
925-2197

Cooperative Extension Service:

M. Kahn, Coordinator
Pesticide Chemicals
Washington Technological Institute
1351 Nicholson Street, N.W.
Washington, D.C. 20011
(202) 282-7403

MARYLAND

State Action Office:

Ms. Lillian McGill
State Program Director
2000 Mondowmin Concourse
Metro Plaza
Baltimore, MD 21215
(301) 922-4442

Cooperative Extension Service:

W. C. Harding, Coordinator
Pesticide Chemicals
University of Maryland
College Park, MD 20742
(301) 454-3845

REGION III HUMAN RESOURCE REPRESENTATIVES (Continued)

PENNSYLVANIA

State Action Offices:

Pennsylvania (Western)

Mr. Joseph Corradino
State Program Director
1000 Liberty Avenue, Room 2401
Pittsburgh, PA 15222
(412) 722-6745

Pennsylvania (Eastern)

Mr. Eugene Pasymowski
State Program Director
1421 Cherry Street
Philadelphia, PA 19102
(215) 597-3543

Cooperative Extension Service:

Winand K. Hock, Coordinator
Pesticide Chemicals
415 Agricultural Administration Building
Pennsylvania State University
University Park, PA 16802
(814) 863-0263

VIRGINIA

State Action Office:

Lindsay Scott
State Program Director
400 North 8th Street
Richmond, VA 23240
(703) 925-2197

Cooperative Extension Services:

M. F. Ellmore, Director
Agr. Natural Resources and Coordinator,
Pesticide Applicator Training
Virginia Polytechnic Institute
Blacksburg, VA 24061
(703) 951-6529

Norman E. Lau, Coordinator
Chemical, Drug, and Pesticide Unit
202 Price Hall
Virginia Polytechnic Institute
and State University
Blacksburg, VA 24061
(703) 951-6543

R. H. Gruenhagen
Extension Specialist
Chemical, Drug, and Pesticide Unit
(703) 951-6543

T. Paul Siburt
Extension Specialist
Chemical, Drug, and Pesticide Unit
(703) 951-6543

REGION III HUMAN RESOURCE REPRESENTATIVES (Continued)

WEST VIRGINIA

Action Office:

Mr. Joseph Corradino
State Program Director
Room 2401
1000 Liberty Avenue
Pittsburgh, PA 15222
() 722-6745

Cooperative Extension Service:

David O. Quinn, Coordinator
Pesticide Chemicals
408 Brooks Hall
West Virginia University
Morgantown, WV 26506
(304) 293-2293

Michael Weaver, Assistant
Pesticide Chemicals
(304) 293-2293 or 293-3912

REGION IV

Alabama

Florida

Georgia

Kentucky

Mississippi

North Carolina

South Carolina

Tennessee

REGION IV HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Dr. Kent Williams
345 Courtland Street, N.E.
Atlanta, GA 30308
(404) 881-4861
(8) 257-4861 (FTS)

EPA Workforce Coordinator:

Mr. Robert Loughran
Regional Workforce Coordinator
Water Division
EPA, Region IV
345 Courtland Street, N.E.
Atlanta, GA 30308
(8) 257-4975 (404)

Mr. Larry Hyde
Regional Workforce Coordinator
Air and Hazardous Materials Division
EPA, Region IV
345 Courtland Street, N.E.
Atlanta, GA 30308
(8) 257-4101 (404)

Action Office:

730 Peachtree Street, N.E.
Room 895
Atlanta, GA 30308
Exchange: 257
Telecopier: 257-3337

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
Peachtree Street, N.E.
Room 985
Atlanta, GA 30308
(404) 526-5868

Employment and Training Administration: (U.S. Department of Labor)

James Payne
Employment and Training Administration
1371 Peachtree Street, N.E.
Room 405
Atlanta, GA 30309
(404) 881-4411

Occupational Safety and Health Administration: (U.S. Department of Labor)

Donald E. Mackenzie
Department of Labor, OSHA
Suite 587, 1375 Peachtree Street, N.E.
Atlanta, GA 30309
(404) 526-3573

Federal Regional Council:

Southeastern Federal Regional Council
1371 Peachtree Street, N.E.
Room 515
Atlanta, GA 30309
(404) 257-4727

U.S. Civil Service Commission:

U.S. Civil Service Commission
1340 Spring Street, N.W.
Atlanta, GA 30309
(404) 526-2436

Community Services Administration:

Tom Rafferty
Community Services Administration
730 Peachtree Street, N.E.
Atlanta, GA 30308
(404) 526-3172

REGION IV HUMAN RESOURCE REPRESENTATIVES (Continued)

Public Health Service:

(U.S. Department of Health, Education
& Welfare)

George A. Reich
50 Seventh Street, N.E.
Atlanta, GA 30323
(404) 526-5007

Office of Education:

(U.S. Department of Health, Education
& Welfare)

Cecil L. Yarbrough
50 Seventh Street, N.E.
Room 562
Atlanta, GA 30323
(404) 526-5087

Office of Human Development Services:

L. Bryand Tudor
50 Seventh Street, N.E.
Atlanta, GA 30323
(404) 526-5478

ALABAMA

State Action Office:

State Program Director
U.S. Court House Building
1800 5th Avenue, North
Room 21
Birmingham, AL 35203
(205) 229-1907

Cooperative Extension Services:

Talmadge Balch, Coordinator
Pesticide Education and Training
220 Duncan Hall, Auburn University
Auburn, AL 36830
(205) 826-4940

John Elliot, Specialist
Pesticide Education
(205) 826-4940

FLORIDA

State Action Office:

Mr. Henry Jibaja
State Program Director
80 North Hughey Avenue, Suite 206
Orlando, FL 32801
(904) 820-6117

Cooperative Extension Service:

Richard L. Lipsey, Coordinator
Pesticide Chemicals
204 Newell Hall, University of Florida
Gainesville, FL 32611
(904) 392-4721

REGION IV HUMAN RESOURCE REPRESENTATIVES (Continued)

GEORGIA

State Action Office:

Mr. David A. Dammann
State Program Director
75 Piedmont Avenue, Suite 960
Atlanta, GA 30303
(404) 242-4646

Cooperative Extension Services:

Emmett D. Harris, Coordinator
Pesticide Chemicals and Entomology
Extension Entomology Department
Athens, GA 30602
(404) 542-1765

Burton R. Evans, Coordinator
Pesticide Applicator Training
Cooperative Extension Service
University of Georgia
Athens, GA 30602
(404) 542-1765

KENTUCKY

State Action Office:

B. I. Cheney
State Program Director
Federal Building
600 Federal Place, Room 372-D
Louisville, KY 40202
(606) 352-6384

Cooperative Extension Services:

James Herron, Coordinator
Pesticide Chemicals and Weed Specialist
Department of Agronomy
University of Kentucky
Lexington, KY 40506
(606) 258-4898

Wesley Gregory, Coordinator
Pesticide Applicator Training
Agricultural Science Center, N.
University of Kentucky
Lexington, KY 40506
(606) 258-5955

MISSISSIPPI

State Action Office:

Mr. Alfred Johnson
State Program Director
Milner Building
210 South Lamar Street, Room 960
Jackson, MS 39201
(601) 490-4462

Cooperative Extension Service:

David Young, Coordinator
Pesticide Chemicals and Entomology
Mississippi State University
Box 5426
Mississippi State, MS 39762
(601) 325-4524

REGION IV HUMAN RESOURCE REPRESENTATIVES (Continued)

NORTH CAROLINA

State Action Office:

Mr. Arthur Brown
State Program Director
BSR Building, Room 402
316 East Morehead Street
Charlotte, NC 28202
(919) 672-7577

Cooperative Extension Service:

John Wilson, Coordinator
Pesticide Applicator Training
51 Kilgore Hall
North Carolina State University
Raleigh, NC 27607
(919) 737-3113

Gerald Weekman, Coordinator
Pesticide Chemicals
2309 Gardner Hall
North Carolina State University
Raleigh, NC 27607
(919) 737-2697

SOUTH CAROLINA

State Action Office:

Mr. Daniel Carney
State Program Director
Federal Building, Room 601
901 Sumter Street
Columbia, SC 29201
(803) 677-5771

Cooperative Extension Service:

J. B. Kissam, Coordinator
Pesticide Chemicals
Entomology Department
Clemson University
Clemson, SC 29631
(803) 656-3113

TENNESSEE

State Action Office:

Mr. Levi Terrill
State Program Director
U.S. Building — Federal Courthouse
801 Broadway, Room 246
Nashville, TN 37203
(615) 852-5561

Cooperative Extension Service:

Carrol Southards, Head
Agricultural Biology and Coordinator,
Pesticide Chemicals
University of Tennessee
P.O. Box 1071
Knoxville, TN 37901
(615) 974-7138

Eugene Burgess, Coordinator
Pesticide Chemicals
(615) 974-7138

REGION V

Illinois

Indiana

Michigan

Minnesota

Ohio

Wisconsin

REGION V HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Mr. Horst Witschonke
230 South Dearborn Street
Chicago, IL 60604
(312) 353-2205
(8) 353-2205 (FTS)

EPA Workforce Coordinator:

Mr. Joel Margolis
Acting Regional Workforce Coordinator
Management Division
EPA, Region V
230 South Dearborn Street
Chicago, IL 60604
(8) 353-2038 (312)

Action Office:

1 North Wacker Drive
3rd Floor, Room 322
Chicago, IL 60606
Exchange: 353
Telecopier: 353-7245

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
O'Hare Office Center, Room 121
3166 Des Plaines Avenue
Des Plaines, IL 60018
(312) 353-1203

Employment and Training Administration: (U.S. Department of Justice)

John Clair
Employment and Training Administration
230 South Dearborn Street
Chicago, IL 60604
(312) 353-0313

Occupational Safety and Health Administration: (U.S. Department of Labor)

Edward E. Estkowski
Department of Labor, OSHA
230 South Dearborn Street
32nd Floor, Room 3263
Chicago, IL 60604
(312) 353-4716

Federal Regional Council:

Region V Federal Regional Council
300 South Wacker Drive, 18th Floor
Chicago, IL 60606
(312) 353-8184

U.S. Civil Service Commission:

U.S. Civil Service Commission
Federal Office Building, 29th Floor
230 South Dearborn Street
Chicago, IL 60604
(312) 353-2901

Community Services Administration:

Lucille Even
Community Services Administration
300 South Wacker Drive, 24th Floor
Chicago, IL 60606
(312) 353-4367

Public Health Service: (U.S. Department of Health, Education & Welfare)

Dr. E. Frank Ellis
300 South Wacker Drive
Chicago, IL 60606
(312) 353-1385

REGION V HUMAN RESOURCE REPRESENTATIVES (Continued)

Office of Education:

(U.S. Department of Health, Education
& Welfare)

Mary Jane Calais
300 South Wacker Drive, 32nd Floor
Chicago, IL 60606
(312) 353-5215

Office of Human Development Services:

Philip A. Jarmack
300 South Wacker Drive
Chicago, IL 60606
(312) 353-8322

ILLINOIS

State Action Office:

Mr. Paul Gibson
State Program Director
1 North Wacker Drive, 2nd Floor
Chicago, IL 60606
(312) 353-3622

Cooperative Extension Service:

Stevenson Moore, III, Coordinator
Pesticide Chemicals and Entomology
University of Illinois
169 Natural Resources Building
Urbana, IL 61801

INDIANA

State Action Office:

Mr. Thomas Haskett
State Program Director
46 East Ohio Street, Room 529
Indianapolis, IN 46204
(317) 331-6724

Cooperative Extension Services:

John V. Osmun, Coordinator
Pesticide Applicator Training
Entomology Department
Purdue University
Lafayette, IN 47907
(317) 749-2361

David L. Matthew
Extension Entomologist
(317) 749-2917

James L. Williams, Jr.
Botany and Plant Pathology Department
(317) 749-2946

MICHIGAN

State Action Office:

Mr. Stan Stewart
State Program Director
Federal Building, Room 616
231 West Lafayette Boulevard
Detroit, MI 48226
(313) 226-7848

Cooperative Extension Service:

Robert Ruppel, Coordinator
Pesticide Chemicals
Cooperative Extension Service
Michigan State University
East Lansing, MI 48823
(517) 353-3890

REGION V HUMAN RESOURCE REPRESENTATIVES (Continued)

MINNESOTA

State Action Office:

Ms. Lois G. Wollan
State Program Director
Old Federal Building, Room 111
212 3rd Avenue, South
Minneapolis, MN 55401
(612) 725-2793

Cooperative Extension Services:

John Lofgren, Coordinator
Pesticide Chemicals
226 Hodson Hall
University of Minnesota
St. Paul, MN 55101
(612) 373-1704

Philip K. Herein
Extension Entomologist
(612) 373-1705

OHIO

State Action Office:

Ms. Anne C. Johnson
State Program Director
Federal Building, Room 428
85 Marconi Boulevard
Columbus, OH 43215
(614) 943-4410

Cooperative Extension Services:

David R. Miskell
Associate State Leader
Agr. Ind. & Coord. Pesticide Training
Ohio State University
2120 Fyffe Road
Columbus, OH 43210
(614) 422-4077

A. C. Waldron, Coordinator
Pesticide Chemicals
Ohio State University
1735 Neil Avenue
Columbus, OH 43210
(614) 422-7541

WISCONSIN

State Action Office:

Mr. James R. W. Medina
State Program Director
Veterans Administration Bldg., Room 630
342 N. Water Street
Milwaukee, WI 53205
(414) 362-1118

Cooperative Extension Service:

Ellsworth Fisher, Coordinator
Pest Control Education
237 Russel Laboratories
University of Wisconsin
Madison, WI 53706
(608) 262-3226

REGION VI

Arkansas

Louisiana

New Mexico

Oklahoma

Texas

REGION VI HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Mr. Mike Mendias
First International Building
1201 Elm Street
Dallas, TX 75270
(214) 749-3837
(8) 749-3837 (FTS)

EPA Workforce Coordinator:

Ms. Mildred Smith, Coordinator
Office of Research, Technology Transfer
and Manpower
Surveillance and Analysis Division
EPA, Region VI
First International Building
1201 Elm Street
Dallas, TX 75270
(8) 749-3971 (214)
Patricia Allbright – same number

Action Office:

Corrigan Tower Building
Suite 1600
212 North St. Paul Street
Dallas, TX 75201
Exchange: 749
Telecopier: 749-7321

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
500 S. Ervay Street, Room 313-C
Dallas, TX 75201
(214) 749-7211

Employment and Training Administration: (U.S. Department of Labor)

Loren Bolen
Employment and Training Administration
555 Griffin Square Building, Room 317
Griffin and Young Streets
Dallas, TX 75202
(214) 749-2841

Occupational Safety and Health Administration: (U.S. Department of Labor)

Robert Tice
Department of Labor, OSHA
555 Griffin Square Building, Room 602
Dallas, TX 75202
(214) 749-2477

Federal Regional Council:

Southwest Federal Regional Council
1100 Commerce Street, Room 9C-28
Dallas, TX 75202
(214) 749-1851

U.S. Civil Service Commission:

U.S. Civil Service Commission
1100 Commerce Street
Dallas, TX 75242
(214) 749-3352

Community Services Administration

Leticia Acosta
Community Services Administration
1200 Main Tower, Room M-100
Dallas, TX 75202
(214) 749-1301

REGION VI HUMAN RESOURCE REPRESENTATIVES (Continued)

Public Health Service:

(U.S. Department of Health, Education
& Welfare)

Floyd Norman, M.D.
1200 Main Tower
Dallas, TX 75202
(214) 655-3879

Office of Education:

(U.S. Department of Health, Education
& Welfare)

Ed Baca
1200 Main Tower, Room 1460
Dallas, TX 75202
(214) 655-3626

Office of Human Development Services:

Tommy Sullivan
1200 Main Tower, Room 500
Dallas, TX 75202
(214) 655-2491

ARKANSAS

State Action Office:

Mr. Waldemar E. Gursch
State Program Director
New Federal Building, Room 3012
700 West Capitol Street
Little Rock, AR 72201
(501) 740-6178

Cooperative Extension Service:

Curtis L. Mason, Coordinator
Pesticide Chemicals
University of Arkansas
P.O. Box 391
Little Rock, AR 72203
(501) 376-6301

LOUISIANA

State Action Office:

Mr. Willard L. Labrie
State Program Director
1 American Place, Suite 1911
Baton Rouge, LA 70825
(504) 687-4471

Cooperative Extension Service:

John W. Impson, Coordinator
Pesticide Chemicals
Cooperative Extension Service
Louisiana State University
Baton Rouge, LA 70803
(504) 388-2180

NEW MEXICO

State Action Office:

Mr. L. George Ellis
State Program Director
Federal Building, Room 126
Cathedral Place
Sante Fe, NM 87501
(505) 476-1577

REGION VI HUMAN RESOURCE REPRESENTATIVES (Continued)

OKLAHOMA

State Action Office:

Mr. Charles Peak
State Program Director
Old Post Office Building, Room 420
201 N.W. 3rd Street
Oklahoma City, OK 73102
() 736-5201

TEXAS

State Action Office:

Mr. Robert C. Hernandez
State Program Director
Austin National Bank Tower
515 Congress Avenue, Suite 1414
Austin, TX 78701
(512) 734-5671

Cooperative Extension Services:

Jack D. Price, Coordinator
Pesticide Chemicals
Texas A&M University
College Station, TX 77843
(713) 845-1353

Richard Statser, Assistant
Pesticide Applicator Training
(713) 845-1353

REGION VII

Iowa

Kansas

Missouri

Nebraska

REGION VII HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Mr. Vincent Smith
1735 Baltimore Street
Kansas City, MO 64108
(816) 374-3307
(8) 758-3307 (FTS)

Occupational Safety and Health Administration: (U.S. Department of Labor)

Vernon A. Strahm
Department of Labor, OSHA
Room 3000, 911 Walnut Street
Kansas City, MO 64106
(816) 374-5861

EPA Workforce Coordinator:

Mr. John L. Coakley, Jr.
Regional Workforce Coordinator
Intermedia Programs
EPA, Region VII
1735 Baltimore Avenue
Kansas City, MO 64108
(8) 758-5971 (816)

Steve Fishman – same number

Federal Regional Council:

Mid-Continent Federal Regional Council
601 East 12th Street
Kansas City, MO 64106
(816) 374-2031

Action Office:

II Gateway Center, Suite 330
4th and State Streets
Kansas City, KS 66101
Exchange: 758
Telecopier: 758-4480

U.S. Civil Service Commission:

U.S. Civil Service Commission
1256 Federal Building
1520 Market Street
St. Louis, MO 63103
(314) 425-4262

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
436 State Avenue
Kansas City, KS 66101
(816) 374-4501

Community Services Administration:

Gentry Brown
Community Services Administration
911 Walnut Street
Kansas City, MO 64106
(816) 374-2121

Employment and Training Administration: (U.S. Department of Labor)

Executive Assistant
Employment and Training Administration
Federal Building, Room 1000
911 Walnut Street
Kansas City, MO 64106
(816) 374-3796

Public Health Service

(U.S. Department of Health, Education
& Welfare)

Holman Wherritt
601 East 12th Street
Kansas City, MO 64106
(816) 374-3291

REGION VII HUMAN RESOURCE REPRESENTATIVES (Continued)

Office of Education:
(U.S. Department of Health, Education
& Welfare)

Phillip Hefley
601 East 12th Street, Room 360
Kansas City, MO 64106
(816) 374-2276

Office of Human Development Services:

A. Kenton Williams
601 East 12th Street
Kansas City, MO 64106
(816) 374-3981

IOWA

State Action Office:

Mr. Joel Weinstein
State Program Director
210 Walnut
Des Moines, IA 50309
(515) 862-4817

Cooperative Extension Services:

Harold Stockdale, Coordinator
Pesticide Chemicals
103 Insectary
Iowa State University
Ames, IA 50010
(515) 294-1101

Jerald DeWitt, Coordinator
Pesticide Chemicals
103 Insectary
Iowa State University
Ames, IA 50010
(515) 294-1101

KANSAS

State Action Office:

Mr. James M. Byrnes
State Program Director
II Gateway Center, Suite 316
4th and State Streets
Kansas City, KS 66101
(913) 374-4465

Cooperative Extension Service:

C. David Emerson, Coordinator
Pesticide Chemicals
Agronomy Department – Waters Hall
Kansas State University
Manhattan, KS 66506
(913) 532-5776

REGION VII HUMAN RESOURCE REPRESENTATIVES (Continued)

MISSOURI

State Action Office:

Ms. Marjorie K. Jackson
State Program Director
911 Walnut Street, Room 2611
Kansas City, MO 64106
(314) 758-6344

Cooperative Extension Services:

George Thomas, Coordinator
Pesticide Chemicals and Entomology
I-87 Agricultural Building
University of Missouri-Columbia
Columbia, MO 65201
(314) 882-3337

Laurel Anderson, Coordinator
Pesticide Applicator Training
and Agronomy
214 Waters Hall
University of Missouri-Columbia
Columbia, MO 65201
(314) 882-2001

NEBRASKA

State Action Office:

Mr. Elmer F. Lange
State Program Director
1000 Centennial Mall North
Room 141
Lincoln, NE 68503
(402) 867-5493

Cooperative Extension Service:

Emery Nelson, Coordinator
Pesticide Chemicals
Veterinary Science Diagnostic Lab, Room 142
East Campus/University of Nebraska
Lincoln, NE 68503
(402) 472-1632

REGION VIII

Colorado

Montana

North Dakota

South Dakota

Utah

Wyoming

REGION VIII HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Mr. Robert Simmons
Lincoln Tower, Suite 900
1860 Lincoln Street
Denver, CO 80295
(303) 837-2221
(8) 327-2221 (FTS)

Occupational Safety & Health Administration: (U.S. Department of Justice)

Curtis Foster
Department of Labor, OSHA
Federal Building, Room 15010
1961 Stout Street
Denver, CO 80202
(303) 837-3883

EPA Workforce Coordinator:

Mr. Elmer Chenault
Regional Workforce Coordinator
Office of the Administrator
EPA, Region VIII
1860 Lincoln Street
Denver, CO 80203
(8) 327-2277 (303)

Federal Regional Council:

Mountain Plains Federal Regional Council
Federal Building
1961 Stout Street
Denver, CO 80202
(303) 837-2741

Action Office:

514 Prudential Plaza
1050 17th Street
Denver, CO 80202
Exchange: 327
Telecopier: 327-2217

U.S. Civil Service Commission:

U.S. Civil Service Commission
Denver Federal Center
Building 20
Denver, CO 80202
(303) 234-2023

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
Federal Building, Room 6519
Denver, CO 80202
(303) 837-2456

Community Services Administration:

Ross Barnes
Community Services Administration
Federal Building, Room 12031
1961 Stout Street
Denver, CO 80202
(303) 837-4488

Employment and Training Administration: (U.S. Department of Labor)

V. E. Schliemann
Employment and Training Administration
1961 Stout Street
Denver, CO 80294
(303) 837-3031

Public Health Service: (U.S. Department of Health, Education & Welfare)

Dr. Hilary H. Conner
1961 Stout Street
Denver, CO 80202
(303) 837-4461

REGION VIII HUMAN RESOURCE REPRESENTATIVES (Continued)

Office of Education:

(U.S. Department of Health, Education
& Welfare)

Dr. Leon P. Minear
1961 Stout Street, 3rd Floor
Denver, CO 80202
(303) 837-3544

Office of Human Development Services:

Edward Y. Okazaki
1961 Stout Street, 7th Floor
Denver, CO 80202
(303) 837-2622

COLORADO

State Action Office:

Ms. Dorothy Wham
State Program Director
512 Prudential Plaza
1050 17th Street
Denver, CO 80202
(303) 327-4004

Cooperative Extension Service:

Bert Bohmont, Coordinator
Pesticide Chemicals
College of Agricultural Science
121 A. Shepardson Building
Colorado State University
Fort Collins, CO 80523
(303) 491-5353 or 491-5237

MONTANA

State Action Office:

Mr. Joe Lovelady
State Program Director
201 East Sixth Street, Suite 11
Helena, MT 59601
() 585-5404

NORTH DAKOTA

State Action Office:

Mr. Vernon Ashley
State Program Director
Federal Building, Room 247
225 S. Pierre Street
Pierre, SD 57501
(701) 782-5232

Cooperative Extension Service:

Dean K. McBride, Coordinator
Pesticide Chemicals and Entomology
Cooperative Extension Service
North Dakota State University
University Station
Fargo, ND 58102
(701) 237-7581

REGION VIII HUMAN RESOURCE REPRESENTATIVES (Continued)

SOUTH DAKOTA

State Action Office:

Mr. Vernon Ashley
State Program Director
Federal Building, Room 247
225 S. Pierre Street
Pierre, SD 57501
(605) 782-5232

Cooperative Extension Service:

Wayne Berndt, Coordinator
Pesticide Chemicals and Entomology
South Dakota State University
Brookings, SD 57007
(605) 688-6176

UTAH

State Action Office:

Mr. Gary O'Neal
State Program Director
1864 South State Street, Room 925
Salt Lake City, UT 84115
(801) 588-5411

Cooperative Extension Service:

Reed S. Roberts, Coordinator
Pesticide Chemicals and Entomology
Utah State University
Logan, UT 84322
(801) 752-4100, ext. 7871

WYOMING

State Action Office:

Ms. Dorothy Wham
State Program Director
512 Prudential Plaza
1050 17th Street
Denver, CO 80202
() 327-4004

Cooperative Extension Service:

Alvin F. Gale, Coordinator
Pesticide Chemicals
University of Wyoming
University Station
P.O. Box 3354
Laramie, WY 82070

REGION IX

Arizona
California
Hawaii
Nevada

REGION IX HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Dr. Richard Procunier
215 Fremont Street
San Francisco, CA 94105
(415) 456-4606
(8) 556-4606 (FTS)

EPA Workforce Coordinator:

Dr. William Bishop
Regional Workforce Coordinator
OR&D (0-10)
EPA, Region IX
215 Fremont Street
San Francisco, CA 94105
(8) 556-6925 (415)

Action Office:

211 Main Street, 5th Floor
San Francisco, CA 94105
Exchange: 556
Telecopier: 556-8971

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
1860 El Camino Real, 4th Floor
Burlingame, CA 94010
(415) 697-4046

Employment and Training Administration: (U.S. Department of Labor)

Regional Administrator
Employment and Training Administration
Federal Building
450 Golden Gate Avenue, Box 36084
San Francisco, CA 94102
(415) 556-7414

Occupational Safety and Health Administration: (U.S. Department of Labor)

Gabriel Gillotti
Department of Labor, OSHA
9470 Federal Building
450 Golden Gate Avenue, Box 36017
San Francisco, CA 94102
(415) 556-0586

Federal Regional Council:

Western Federal Regional Council
405 Golden Gate Avenue, Box 36098
San Francisco, CA 93102
(415) 556-1970

U.S. Civil Service Commission:

U.S. Civil Service Commission
Federal Building, Box 36010
450 Golden Gate Avenue
San Francisco, CA 94102
(415) 556-0581

Community Services Administration:

Marietta Davis
Community Services Administration
45 Golden Gate Avenue, Box 36008
San Francisco, CA 94102
(415) 556-5400

Public Health Service (U.S. Department of Health, Education & Welfare)

Dr. Sheridan Weinstein
Federal Office Building
50 Fulton Street
San Francisco, CA 94102
(415) 556-5810

REGION IX HUMAN RESOURCE REPRESENTATIVES (Continued)

Office of Education:

(U.S. Department of Health, Education
& Welfare)

Dr. Edward Aguirre
Federal Office Building, Room 205
50 Fulton Street
San Francisco, CA 94102
(415) 556-4920

Office of Human Development Services:

Dr. C. Bruce Lee
Federal Office Building
50 Fulton Street
San Francisco, CA 94102
(415) 556-4027

ARIZONA

State Action Office:

Mr. Jess Sixkiller
State Program Director
Arizona State Office
522 North Central, Room 247-D
Phoenix, AZ 85004
(602) 261-4825

Cooperative Extension Service:

Roger E. Gold, Coordinator
Pesticide Chemicals
Council for Environmental Studies
University of Arizona
Tucson, AZ 85721
(602) 884-3197

CALIFORNIA

State Action Office:

California (Los Angeles)

Mr. Charles Tooker
State Program Director
Los Angeles State Office
1333 Westwood Boulevard, Room 102
Los Angeles, CA 90024
() 799-7421

California (San Francisco)

Mr. Willie Hall
State Program Director
San Francisco State Office
760 Market Street, Room 415
San Francisco, CA 94102
() 556-2085

Cooperative Extension Service:

J. E. Swift, Statewide Coordinator
Pesticide Chemicals
329 University Hall
University of California
2200 University Avenue
Berkeley, CA 94720
(415) 642-0179

Michael W. Stimmann, Coordinator
Pesticide Applicator Training
University of California
2200 University Avenue
Berkeley, CA 94720
(415) 642-6390

REGION IX HUMAN RESOURCE REPRESENTATIVES (Continued)

HAWAII

State Action Office:

Mr. Michael Gale
State Program Director
1000 Bishop Street, Room 505
Honolulu, HI 96813
(808) 556-0220

Cooperative Extension Service:

Barry Brennan
Extension Specialist – Pesticide Chemicals
College of Tropical Agriculture
311 Henke Hall
University of Hawaii
Honolulu, HI 96822
(808) 948-8352

NEVADA

State Action Office:

Mr. Lowell Brinson
State Program Director
Nevada State Office
Federal Building, Room 303
705 Plaza Street
Carson City, NV 89701

REGION X

Alaska

Idaho

Oregon

Washington

REGION X HUMAN RESOURCE REPRESENTATIVES

EPA Noise Representative:

Mrs. Deborah Yamamoto
1200 Sixth Avenue
Seattle, WA 98101
(206) 442-1253
(8) 399-1253 (FTS)

EPA Workforce Coordinator:

Ms. Helen Weitz
Acting Regional Workforce Coordinator
EPA, Region X
1200 Sixth Avenue
Seattle, WA 98101
(8) 399-1296 (206)

Action Office:

1601 Second Avenue
Seattle, WA 98101
Exchange: 399
Telecopier: 399-4415

Law Enforcement Assistance Administration: (U.S. Department of Justice)

LEAA – U.S. Department of Justice
130 Andover Building
Seattle, WA 98188
(206) 442-1170

Employment and Training Administration: (U.S. Department of Labor)

Larry Fosmo
Employment and Training Administration
Federal Building, Room 1145
909 First Avenue
Seattle, WA 98174
(206) 442-5570

Occupational Safety and Health Administration: (U.S. Department of Labor)

James W. Lake
Department of Labor, OSHA
Federal Office Building, Room 6048
909 First Avenue
Seattle, WA 98174
(206) 442-5930

Federal Regional Council:

Northwest Federal Regional Council
1321 Second Avenue
Seattle, WA 98101

U.S. Civil Service Commission:

U.S. Civil Service Commission
Federal Building, 26th Floor
915 Second Avenue
Seattle, WA 98174
(206) 442-7536

Community Services Administration:

Don Wright
Community Services Administration
Arcade Plaza Building
1321 2nd Avenue
Seattle, WA 98101
(206) 442-4957

Public Health Service:

(U.S. Department of Health, Education
& Welfare)

David W. Johnson, M.D.
Arcade Plaza
1321 Second Avenue
Seattle, WA 98101
(206) 442-0430

REGION X HUMAN RESOURCE REPRESENTATIVES (Continued)

Office of Education:

(U.S. Department of Health, Education
& Welfare)

W. Phillips Rockefeller
Arcade Plaza, Room 6058
1321 Second Avenue
Seattle, WA 98101
(206) 442-0434

Office of Human Development Services:

William L. Hayden
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(206) 442-2430

ALASKA

State Action Office:

Mr. Dennis Wilt
State Program Officer
P.O. Box 1957
Anchorage, AK 99501
() 265-5324

Cooperative Extension Service:

Peter M. Probasco, Coordinator
Pesticide Chemicals
Box 899
Palmer, AK 99645
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IDAHO

State Action Office:

Mr. Wilford Overgaard
State Program Director
216 N. Eighth Street
Idaho Building, Room 511
Boise, ID 83701
() 554-1707

Cooperative Extension Service:

Hugh Homan, Coordinator
Pesticide Applicator Training
Department of Entomology
University of Idaho
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Gene P. Carpenter, Coordinator
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OREGON

State Action Office:

Mr. Steve Stivers
State Program Director
Federal Office Building
511 N.W. Broadway, Room 609
Portland, OR 97209
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Cooperative Extension Service:

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Department of Entomology
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REGION X HUMAN RESOURCE REPRESENTATIVES (Continued)

WASHINGTON

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Cooperative Extension Service:

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Richard Maxwell, Coordinator
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