

DISTRICT OF COLUMBIA

2000-2004

PLAN OF WORK



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DISTRICIT OF COLUMBIA — PLAN OF WORK

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7/14/99

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District of Columbia 2000 - 2004 Plan of Work

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DISTRICT OF COLUMBIA PLAN OF WORK PROGRAMS / PROJECTS / ACTIVITIES

	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
RESEARCH		<ul style="list-style-type: none"> ◆ Post-harvest Physiology of Fruits 	<ul style="list-style-type: none"> ◆ Nutritional Risk and Antioxidant Status in the Elderly 	<ul style="list-style-type: none"> ◆ Effects of Using Composted Waste as Soil Amendments in Urban Horticultural Practices in the District of Columbia ◆ A Comparative Study of Nodulation in <i>Vigna unguiculata</i> in Symbiosis with <i>Rhizobium</i> or <i>Bradyrhizobium</i> Before and After Treatment with Biosolids ◆ Control of Cowpea Pests Through Natural, Chemical and Best Management Programs Amended with Biosolids Compost ◆ Control of Cowpea Pests Through Natural, Chemical and Best Management Programs. ◆ Evaluation of Turfgrass Cultivars and Blends for Turfgrass Quality and Performance in the District of Columbia ◆ The Fate and Toxicity of Triorganotin Compounds in the District of Columbia Waterways ◆ A Sustainable Low-Input Cropping System for Urban Gardens in the District of Columbia 	

	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
EXTENSION	<ul style="list-style-type: none"> ◆ Food Safety Education ◆ Food Safety Support for the Elderly ◆ DC Coalition for Food Safety Education ◆ Food Handler Education for Small Non-Commercial Service Agencies ◆ Pesticide Applicator Training 	<ul style="list-style-type: none"> ◆ Nutrition, Diet, and Health ◆ Team Nutrition ◆ “ Calling It Quits ” Smoking Cessation ◆ Professional Counseling Education 	<ul style="list-style-type: none"> ◆ Master Gardeners Volunteer Training ◆ Agriculture in the Classroom ◆ Voyage Across Technology ◆ Natural Resources and Environmental Management ◆ Project Learning Tree (PLT) ◆ Leadership & Volunteer Development ◆ Water Resources Research Center ◆ Sustainable Agriculture 	<ul style="list-style-type: none"> ◆ UDC Family Life Center ◆ 4-H and Youth Development ◆ Community Economic Development ◆ LifeSmarts ◆ Family Resources Management ◆ Family and Community Education (FCE) ◆ Parenting Education ◆ Home Repair and Energy Conservation ◆ Healthy Indoor Air Quality ◆ Criminon ◆ Ferebee Hope Vocational Skills Training and Retraining 	

	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
TEACHING					

DISTRICT OF COLUMBIA PLAN OF WORK BASE PROGRAMS

	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
EXTENSION			<p>▼ NUTRITION, DIET & HEALTH</p> <ul style="list-style-type: none"> • Nutrition, Diet & Health • Team Nutrition • “Calling It Quits” Smoking Cessation • Professional Counseling Education • Pesticide Applicator Training 	<p>▼ NATURAL RESOURCES & ENVIRONMENTAL MANAGEMENT</p> <ul style="list-style-type: none"> • Natural Resources & Environmental Management • Water Resources Research Center • Sustainable Agriculture 	<p>▼ COMMUNITY RESOURCE & ECONOMIC DEVELOPMENT</p> <ul style="list-style-type: none"> • Community Economic Development <p>▼ FAMILY DEVELOPMENT & RESOURCE MANAGEMENT</p> <ul style="list-style-type: none"> • Family Resource Management • Parenting Education • Home Repair and Energy Conservation <p>▼ LEADERSHIP & VOLUNTEER DEVELOPMENT</p> <ul style="list-style-type: none"> • Family & Community Education • Master Gardeners Volunteer Training <p>▼ 4-H & YOUTH DEVELOPMENT</p> <ul style="list-style-type: none"> • 4-H and Youth Development • Agriculture in the Classroom • Voyage Across Technology • Project Learning Tree (PTL) • LifeSmarts

DISTRICT OF COLUMBIA PLAN OF WORK NATIONAL INITIATIVES PROGRAMS

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
<p>EXTENSION</p>		<p>▼ FOOD SAFETY AND QUALITY</p> <ul style="list-style-type: none"> • Food Safety Education • Food Safety Support for the Elderly • DC Coalition for Food Safety Education • Food Handler Education for Small Non-Commercial Service Agencies • Pesticide Application Training 	<p>▼ HEALTHY PEOPLE... HEALTHY COMMUNITIES</p> <ul style="list-style-type: none"> • Healthy Indoor Air Quality 		<p>▼ WORKFORCE PREPARATION</p> <ul style="list-style-type: none"> • Ferebee Hope Vocational Skills Training and Retraining <p>▼ CHILDREN, YOUTH, & FAMILIES AT RISK</p> <ul style="list-style-type: none"> • UDC Family Life Center • Criminon

**DISTRICT OF COLUMBIA PLAN OF WORK
MATRIX OF POPULATION AND CLIENTELE PROJECTIONS**

	White not of Hispanic origin	Black not of Hispanic origin	American Indian/ Alaskan Native	Hispanic	Asian or Pacific Islander	Male	Female
Potential Recipients	145,014 27.1%	327,081 61.1%	998 0.2 %	43,332 8.1%	17,503 3.3%	213,571 40.0%	320,357 60.0%

Plan of Work District of Columbia

OVERVIEW

The University of the District of Columbia (UDC) is the only totally urban Land Grant institution in the nation that has the sole responsibility of finding solutions to urban problems. The Agricultural Experiment Station (AES) conducts agricultural research on problems continuously encountered by urban residents in an attempt to develop sustainable urban agricultural systems for improvement of the economic and social welfare of urban families. The Cooperative Extension Service (CES) addresses the educational needs of its totally urban customers. The findings of the research performed by AES are disseminated to the public through CES programs. The Quality of life of the District's residents continues to be plagued with chronic problems related to infant mortality, teenage pregnancy, parenting, crime, drug abuse, youth-at-risk, public housing issues, entrepreneurial development, youth and family issues, food safety, nutrition, health, etc.

UDC/CES and AES have recently undergone a reorganization. The land grant and other outreach functions have been clustered into one unit under the leadership of a dean, who is positioned on the UDC's organizational chart at the same level with deans of academic units. This enhances the visibility of CES and AES within the University structure. The name of the new office is, "Community Outreach and Extension Services" (COES) which includes the following units:

- 1) Cooperative Extension Service
- 2) Agriculture Experiment Station
- 3) Water Resources Research Center
- 4) Family Life Center
- 5) Professional Counseling Education
- 6) Adult Education Services
- 7) Science and Engineering Center
- 8) College Preparatory Programs

Under the capable leadership of the Acting Dean of Community Outreach and Extension Services, Dr. Winson R. Coleman and the Acting Assistant Dean, Dr. Lillie Monroe-Lord, UDC/CES and AES have developed and/or implemented new initiatives which have already

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dramatically enhanced programs and project outcomes. These initiatives include a closer working relationship with the Association of Extension Administrators - 1890 Land Grant Universities, with the overall goal to develop joint education and research programs and to share educational resources. Additionally, CES has developed an agreement with the D.C. Public School System which has greatly enhanced the 4-H and Youth Development programs. These include, Agriculture in the Classroom, 4-H enrichment activities, youth gardening, Team Nutrition, Voyage Across Technology, LifeSmarts, and other extension-related activities. A new youth program soon to be implemented is "Project Learning Tree" (PLT).

CES is also involving high school students in research projects. Our efforts are highly supported by the Chief Executive Officer of the D. C. Public Schools.

During Fiscal Year 1998, UDC experienced an environment of shrinking budgets, massive readjustments and shifting of financial resources. As a result, CES has had to take a critical look at its programs, projects, and staffing in order to determine how to right size and best serve our customers with the limited amount of funds available. On February 11, 1998, CES and AES finalized its "Management Plan" for elimination of functions and positions in the two units. Although, the "Management Plan" was pending for several months, it was not implemented. But, the notion of "downsizing" had a profound impact on staff morale. However, CES and AES had to continue to find ways to provide enhanced needed educational opportunities to the residents of the District of Columbia, and continue to maintain the high quality, relevant, and unduplicated program efforts for our customers.

PLANNED PROGRAMS/PROJECT/ACTIVITIES

National Goals Implementation

The Five Year Plan of Work is based upon the five national goals established in the Cooperative State Research, Education, and Extension Service (CSREES) Agency Strategic Plan. In order for the total staff to understand the National Goals, a five-member Plan of Work Committee was appointed by the former dean and CES Director, Dr. Clinton V. Turner. The five-member committee consisted of Dolores Langford Bridgette, CES; Irvin D. Gordy, Aftercare Program; Juanita Hartsfield Hazel, CES; Lillie Monroe-Lord, Chairperson, CES; and Gloria Wyche-Moore, AES. The Committee met weekly for an eight-week period followed by a one-day training session for all staff. The Committee was charged with the responsibility of totally integrating all program components into the Plan of Work process.

The District of Columbia Five-Year Plan of Work, Research and Extension Priorities for Fiscal Year 2000 through Fiscal Year 2004 are:

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GOAL 1: To Achieve An Agricultural Production System That Is Highly Competitive In The Global Economy.

UDC does not currently have formal CES educational programs or any AES research projects under Goal 1. However, UDC plans to implement programs and projects during the five-year life of this Plan Of Work.

GOAL 2: A Safe, Secure Food And Fiber System

The programs developed to achieve Goal 2 include 1). Food Safety Education, 2). Food Safety Support for the Elderly, 3). D.C. Coalition for Food Safety Education, 4). Food Handler Education for Small Non-Commercial Service Agencies, 5). Pesticide Applicator Training, and 6). AES Research Project, "Post-Harvest Physiology of Fruits".

The Food Safety Education program provides education on safe food handling practices, food preparation and storage, correct temperatures for storage and reheating cold foods, poultry and seafood. Emphasis is placed on microbial activity, methods of bacterial transmission and growth, sanitation and hygiene, and Hazard Analysis, Critical Control Point (HACCP).

The Food Safety Support for the Elderly program is designed to provide the level of education and training in food safety necessary to expand the capacity of the DC Office of Aging, the State delivery agency of the Federal nutrition program for the elderly, to ensure that this at-risk population receives a higher quality of service and that the risk of food-borne illness is significantly reduced. HACCP food safety standards will be introduced to supervisory nutritionists, food handlers, and elderly consumers through a train-the trainers re-certification program. Research will be used to measure the effort of the curriculum on food safety practices of the elderly and their food handlers. A HACCP curriculum model will be provided to 65 food service agencies to ensure quality service beyond the scope of the project. CES will establish a Resource Lending Library and an Electronic Information Site to enhance the capability of the professionals, as well as, citizens in eldercare nutrition and food safety.

The D. C. Coalition for Food Safety Education program is designed to pull together the District's unique conglomerate of public, private, professional, technical, government and service organizations, food establishments and enterprises concerned with food safety. UDC is the most appropriate agency to coalesce this network to ensure the quality of food safety education in the Nation's Capitol. CES will assess the food safety needs of the network, publish a directory of assistance and handy reference on food safety, convene a statewide conference, and organize a state plan team on food safety.

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The Food Handler Education for Small Non-commercial Agencies is designed to provide food handler education for commercial and non-commercial audiences, including, a food handler certification training (train-the-trainer) program. It will involve an emphasis on development and implementation of a food handler certification program for an audience of food service supervisors recruited from a cross-section of small operations, primarily non-commercial, including: churches, caterers, health care facilities, daycare facilities, congregate meal sites, gleaning and food recovery programs, hospitals, food banks, soup kitchens, service clubs, and similar meals programs. Individuals trained, will in turn, provide training and education for a variety of audiences including youth, adults, senior citizens, food service workers and other relevant target audiences within their specific purviews. HACCP techniques will be covered in detail. A certification examination is administered at the conclusion of the class. Persons who pass the examination receive a certified card from the D. C. Consumer and Regulatory Affairs Office, that is valid for three years. Upon the expiration of this card, persons must take the Basic Course and repeat the sequence.

The University of the District of Columbia operates as the State training agency for many of the licensure programs in the District of Columbia. The Division of Continuing Education provides the Certification and Re-Certification Course in Food Sanitation required by District Law (District of Columbia Municipal Regulations, Title 23, Section 2600, Paragraphs 2601.1-2601.5). The content in this course focuses on a self-inspection process and demonstrates techniques to detect and correct potentially hazardous conditions.

The Pesticide Applicator Training (PAT) program provides pre-certification and re-certification training to private and commercial applicators, gardeners, volunteers, and regular customers. Private pesticide users are encouraged to be trained, especially for handling restricted use of pesticides. Also, the general public needs and wants pesticide information. Many District homeowners use pesticides in homes, gardens and on lawns to control pests. They need to be informed of the dangers, safety procedures, and the impact of pesticides on the environment. Also, some adults and youth can enhance their employment potential if they receive training and/or certification.

The AES "Post Harvest Physiology of Fruits" Multi-state Research Project investigates microbiological quality of fresh-cut produce which includes, tomatoes, green peppers, strawberries, cucumbers, and cauliflower.

GOAL 3: A Healthy, Well-Nourished Population

The key CES educational programs and AES research projects developed to achieve Goal 3 include 1). Nutrition, Diet and Health, 2). Call It Quits (Healthy Start Smoking Cessation), 3).

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Team Nutrition, 4). Professional Counseling Education, and 5). AES Research Project, "Nutritional Risk and Antioxidant Status in the Elderly."

The Nutrition, Diet and Health Program is designed to provide families and individuals with the tools, techniques and knowledge necessary to make decisions about nutrition, diet and health to meet the Dietary Guidelines for Americans, to reduce the risk of chronic disease, and to practice preventative health measures.

Calling It Quits (Healthy Start Smoking Cessation) is a program designed to reduce smoking in pregnant and postpartum women and persons living in their homes to educate them about the harmful effects of second hand smoke, and the need for fostering a support system for the individuals to remain smoke free.

Team Nutrition is a school-based nutrition education program. It is designed to empower schools to serve meals that meet the Dietary Guidelines for Americans and to motivate children to make food choices for a healthy diet; to help children and their families to expand the variety of foods in their diet; to add more fruits, vegetables and whole grains to the foods they already eat; to construct a diet lower in fat; and to make all public schools Team Nutrition Schools.

The Professional Counseling Education Program educates individuals to become Certified Addiction Counselors (CACs) and provides educational support to persons in recovery from addiction, to become healthy and productive members of the community.

"Nutritional Risk and Antioxidant Status in the Elderly," formerly the "Assessment of Nutritional Risk in the Elderly," is a Multi-state Research project of AES. The project was extended until Fiscal Year 2004. The project is designed to improve methods of assessing dietary patterns and nutrient intakes of the elderly. The project also focus on antioxidant compounds in the diet and the body.

Partnerships with public and private community-based organizations and agencies within the Metropolitan Area remains a standard practice for the delivery of nutrition information to customers. These relationships allow CES to enhance the nutrition education needs of its customers and to add value to the education provided by other agencies.

GOAL 4: To Achieve Greater Harmony (Balance) Between Agriculture And The Environment

Key CES educational programs addressing Goal 4 include: Agriculture in the Classroom; Voyage across Technology; Project Learning Tree; Master Gardener/Volunteer Training; Natural

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Resources and Environmental Education; Arbor Day observance; and Water Resources Research Center, AES projects include: (1) implementing a strategic plan for professional development training efforts for sustainable agriculture in urban areas; (2) water quality and remote sensing of the Anacostia-Potomac River Watershed; (3) a study of the effects of using organic wastes as soil amendments in urban horticulture practice in the District of Columbia; (4) a study of the control of cowpea pests through natural, chemical and pest management programs and amended with Biosolids Compost; (5) a study of nodulation in *Vigna unguiculata* with rhizobium or bradyrhizobium after treatment with biosolids; (6) testing of sustainable low-input cropping systems for urban gardens in the District of Columbia; (7) a study of the fate and toxicity of triorganotin compounds in the District of Columbia waterways; (8) a turf grass project; (9) partnership with American Forest Foundation; and, (10) operation of a regional grow-out station tree nursery.

The Agriculture in the Classroom Program was designed to provide students with an understanding of the connection between agriculture and natural resources; to provide an interdisciplinary agriculture curriculum that was integrated with mathematics, science, and technology; and to enhance the understanding of agriculture and its role in the conservation of natural resources and the production of food.

The Voyage Across Technology is a Multi-State Extension Program which includes Maryland and Virginia. The program is designed to develop inter-active Internet Learning Modules for students in grades K through 12.

Project Learning Tree (PLT) is a targeted initiative designed to provide urban educators and their students with quality environmental education and involve them in environmental community action projects. This project will use existing national and state networks of the PLT in the City Programs to build partnerships with community leaders and organizations. These partners in turn assist in recruiting community organizers, developing an urban steering committee, and identifying volunteers and educators to provide and take part in training. In addition, the local partners will help the project sustain the initiative beyond the initial funding period. This role has been traditionally filled by urban organizations such as community colleges, universities, African-American/Asian/Hispanic special interest groups, school districts, and local businesses.

The Master Gardener/Volunteer Training program is designed to meet the increasing interest in gardening and other related horticultural activities of DC residents. Volunteers were trained in the effective growing of plants. Trainees completed 60 hours of classroom training. Upon completion of the training, each volunteer completed 60 hours of community service to fulfill requirements to become a certified volunteer gardener.

The Natural Resources and Environmental Education program is designed to educate the public on how to protect and improve the environment for a better quality of life.

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Earth Day/Arbor Day is observed annually, through a comprehensive extension, research and Higher Education expo designed to foster youth interest in arboriculture and trees.

The Water Resources Research Center (WRRC) is designed to develop and/or contribute to systems that protect natural resources and the environment; to promote the awareness and understanding of issues and policy options on urban water supplies, waste water, and the environment in DC and other urban and related regional watersheds; to develop new scientific understanding and new or improved technologies, and to provide resolution of problems, by undertaking innovative projects on urban water supplies, waste water, and the environment in DC and other urban and related regional watersheds and by disseminating their results; and to foster research interest in water resources fields and to provide training experiences for future scientists, engineers and other water resource professionals.

Under the auspices of AES, a strategic plan for professional development and training efforts is implemented. The focus of the plan is sustainable agriculture in urban areas, which is designed to increase community participation by researchers and extension specialists in activities of concern to District residents.

The "Water Quality and Remote Sensing of the Anacostia-Potomac River Watershed Project" introduces high school students to the latest techniques and technologies ground-based water sampling. The project also investigates water quality assessment and satellite remote sensing as it relates to water pollution. Students analyze, compare, and correlate data via computerized statistical analyses.

The "Effect of Using Organic Wastes as a Soil Amendment in Urban Horticulture Practices" in the District of Columbia" is designed to determine the effects of composed organic wastes as soil amendments in helping to alleviate some of the adverse environmental problems caused by accumulated leaching and runoff of nitrate and phosphate fertilizers in our local waterways.

"Control of the Cowpea Pest Through Natural, Chemical, and Pest Management Programs" study compares the impact of three IPM practices. Natural, chemical and pest management controls on insect pest numbers and yield performance in the cowpea *Vigna unguiculata* cv "Pinkeye Purple Hull" and the "California Blackeye Pea No. 5." Growth and yield performance include the number of pods produced, shoot yield, grain weight and percent of seeds damaged by pod sucking bugs.

Modulation in *V. unguiculata* with *Rhizobium* and *Bradyrhizobium* is designed to examine modulation at the cellular level in *V. unguiculata* and to determine the onset of production and the location of early nodulins in nodules formed on *V. unguiculata* roots from the biosolids amended

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soil, using insitu hybridization studies.

The Urban Gardening Project in the District of Columbia is conducted to gather information on the status of urban gardening in the Washington Metropolitan area.

A "Sustainable Low-Input Cropping System for Urban Gardens in the District of Columbia" is a research project that emphasizes an environmentally friendly production system through sequential and itner-cropping techniques. The aim of this project was to maximize production of garden units by increasing the number of species that could be planted in the same area at the same time and prolong the use of garden plots by planting more than one crop per season.

"The Fate and Toxicity of Triorganotin Compounds in the District of Columbia Waterways" investigates the environmental fate of triorganotins that leached in the aerobic and anaerobic sediments of DC waterways and determines the toxicity of these compounds on the aquatic biota.

"The Turfgrass Research Project" is a partnership with the LOFTS SEED, Inc. It conducted research on various turf seeds and determined the best conditions of growth in the sun and shade.

An AES partnership with the American Forest Foundation conducts ground surveys of vegetation at 10 sites in the District of Columbia. The students will be trained in the use of a Geographical Information System (GIX) city green software for inputting data gathered from local sites and utilize this information for mapping, measuring, and analyzing urban ecosystems and their value.

The Regional Grow-Out Station Tree Nursery is also a partnership with the National Tree Trust, whereby a hardwood tree nursery consisting of containerized tree seedlings and medium sized trees were established at the Agricultural Experiment Station's farm site. The nursery supported local and federal governments, non-profit and volunteer organizations, parks, recreational areas, and local homeowners.

GOAL 5: To Enhance Economic Opportunities And The Quality Of Life Among Families And Communities

The emphasis of Goal 5 is the enhancement of the economic opportunities and the quality of life among families and communities. Efforts to address this goal are undertaken by the following programs: UDC Family Life Center, 4-H and Youth Development, Community Economic Development, LifeSmarts, Family Resource Management, Family and Community Education, Parenting Education, Home Repair and Energy Conservation, Healthy Indoor Air Quality, Criminon, and Ferebee Hope Vocational Skills Training and Retraining.

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The UDC Family Life Center is designed to stabilize families by providing comprehensive home-based case management, and specific substance abuse counseling and referral education, life skills education, academic enrichment education, and educational materials on local community prevention services and resources in the community.

The goal of the Family Resource Management program is to provide information to clientele about our nation's economic system and, to teach skills and techniques in obtaining, maintaining, and repairing their credit to empower them with the necessary tools to acquire affordable housing and/or to allow them to pay reasonable costs for the goods and services they purchase. These programs are designed to provide District residents with consumer knowledge and skills needed for making informed financial decisions.

The indoor air quality program is designed to educate consumers about improving the quality of indoor air, while the home repair and energy conservation program provides hands-on opportunities for remediating minor home repair and energy conservation tasks, such as repairing leaky faucets and wall repairs.

The Center for Cooperatives and the Home-Based Business programs are designed to help limited resource individuals and families gain financial independence through employment and collaboration.

LifeSmarts, a consumer education program, is designed to provide opportunities for young people to learn more about personal financial management, environment and technology, consumer rights and responsibilities, and health and safety.

The Parenting Education Program is designed to provide parents with knowledge and skills that result in improvements in family relationships, and that assist parents in preparing their children to exhibit greater control over their behavior.

Ferebee Hope Skills Training and Retraining program is designed to provide education to welfare customers and other adults on barbering and computer skills training. This program was initiated in January 1998, through a grant from the Vocational Office of the District of Columbia Public Schools. The funds were from the Carl Perkins Vocational Education Grant of the U.S. Department of Health and Human Services.

The Criminon Program is an attempt to provide the type of "...needed education that provides necessary amenities for (crime prevention) and increases the capacity of families and individuals to improve their economic and social well being." This program emphasizes a character education curriculum that promotes values, good citizenship and social skills.

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The Community Economic Development program is designed to improve the economic well-being of District residents, their families, and communities through business and economic development. Through this program, District residents will be educated for the demands of business ownership, to participate in community development issues, and to become involved in community policy decisions.

The DC Family and Community Education program will train District residents in leadership development and public policy education, to assist them in strengthening their own communities, as well as, themselves.

Finally, 4-H based programs, activities, and clubs will provide technical assessments in assisting youth to get involved in 4-H Cooperatives, cultural heritage clubs, entrepreneurship and/or other components not limited to cultural exchange business clubs. 4-H will create supportive environments for culturally diverse youth to reach their fullest potential. 4-H will serve the District's youth in a variety of methods, such as organized 4-H clubs, summer enrichment programs, special interest groups, individual study programs, and instructional TV programs. Additional activities include, the National 4-H Conference, National Youth Congress, Project Safenight, D.C. Reads, and the UDC 4-H City Fair.

Plans are currently in development to establish a local 4-H Center in the District of Columbia, in partnership with local church groups and community members. The center would be housed in a university building and would serve as a facility for 4-Hers who reside in or visit the Metropolitan area, to conduct 4-H projects, activities, fund raisers, and community service activities.

The Sustainable Agriculture program is designed to train CES and AES staff and professionals in sustainable agriculture.

STAKEHOLDERS/CUSTOMERS INPUT PROCESS

Stakeholders help CES and AES to identify critical urban issues and determine educational programs and research projects to address these issues. Stakeholders are consulted during our regularly scheduled meetings. CES uses an open and fair process to seek stakeholder's input. During the two-day activity, stakeholders/customers provide CES with information on the types of programs needed and where these programs should be located with special emphasis on underserved and underrepresented individuals, groups, organizations and communities.

Also, as part of CES's ongoing program review process, and to ensure that the best possible programs were being delivered for the amount of money spent, UDC/CES engaged in a process

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called "Moving to Higher Ground: A Framework for Ending and Enhancing Extension Programs and Activities." The "Moving to Higher Ground" process was initiated in the Cooperative Extension System in 1991 by the Virginia Cooperative Extension Service at Virginia Polytechnic Institute and State University, Blacksburg, Virginia, and by Virginia State University, Petersburg, Virginia.

The "Moving to Higher Ground" process consisted of four activities: (1) Formation and Functions of the Transition Management Team, (2) Dialogue on Organizational Capacity, (3) Ranking and Targeting, and (4) Managing Phase Out and Spin Off. The process as implemented in the District of Columbia included three of the four components, and excluded the Dialogue on Organizational Capacity. We decided not to implement this activity since we have already made the decision to proceed with the "Moving to Higher Ground" process, and the process was necessary due to shrinking financial resources.

A three-member Transition Management Team (TMT) was formed representing a broad cross-section of staff. Nominations were made by staff. The Director appointed the TMT and chairperson. The three-member TMT consisted of Samuel W. Robertson, Chairperson and Extension Agent, Community Resource Development; Juanita Hartsfield Hazel, Management Information Specialist/EEO Monitor; and Lillie Monroe-Lord, Extension Specialist/Nutrition. Meeting one day a week for a thirteen-week period, the TMT guided UDC/CES through the implementation of the "Moving to Higher Ground" Framework.

Approximately seventy-five (75) stakeholders and customers District-wide were invited to participate in the process of CES program reviews.

During the Ranking and Targeting phase, program profiles were developed for each program and activity. Individuals (stakeholders, customers) were identified and invited to participate in a two-day ranking and targeting event. Each profile was ranked on three components: program attractiveness, competitive position and alternative coverage. At the end of the event, CES had a listing of programs and activities that were candidates for phase-out, a listing of programs and activities that were candidates for spin-off to other organizations and agencies, and a listing of programs and activities that were candidates for continuation and/or enhancement. The initial list included, sixty (60) programs and activities of the UDC Cooperative Extension Service. Prior to the Ranking and Targeting Activity, the program/activity profiles were reduced from 60 to 28. This reduction was twofold; involving (1) a review process, whereby similar programs and activities were collapsed into a single profile, and (2) the University's reduction-in-force.

The "Moving to Higher Ground" at UDC/CES was a public participatory process that involved clientele/users, stakeholders/partners/collaborators, community leaders, Advisory Neighborhood Commissioners, University officials, CES staff, the Extension Leadership Council, the Mayor and Members of the City Council, and youth, who reviewed all programs and activities.

