MEMORANDUM

Date: March 31, 2017

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

Re: **Consent Calendar Item 6 Continued from the March 21, 2017 Board of Supervisors Meeting Regarding Cooperative Extension**

This contract amendment was continued by the Board of Supervisors at the March 21, 2017 Board meeting to allow a number of questions to be answered. This memorandum provides the requested information.

Background

Pima County has had a five-year arrangement with the University of Arizona Cooperative Extension Service to provide a variety of extension service outreach activities that are enjoyed by the general population of Pima County. Their efforts focus on the translation of research findings into practical solutions and applied programs that involve the community and benefit the public. In fact, the County built with voter-approved bonds the Cooperative Extension Building located at Campbell Avenue and Rillito River.

The Garden Kitchen is a natural extension of Cooperative Extension's desire to serve a broader and more diverse community located south of Broadway Boulevard through the provision of a fully licensed kitchen and demonstration garden. This is the property leased to the Arizona Board of Regents and is the subject of the lease extension that is under review.

The property was originally operated as Lilly's Cocina and was purchased by the County using Neighborhood Reinvestment Bond Funds primarily because the neighborhood was threatened with a Hell's Angels Clubhouse on the same property. The timing of this purchase coincided with the County's Centers for Disease Control and Prevention (CDC) funded Communities Putting Prevention to Work (CPPW) program that focused on community diabetes prevention through nutrition and physical activity especially among native and minority populations. This facility was ideal and strategically located to maximize the community impact of the nutrition and educational activities conducted by the University of Arizona's Cooperative Extension program in cooperation with Pima County. Following the acquisition, the County invested another $150,000 on improvements and new kitchen equipment, plus $50,000 in federal monies from the $16 million dollar anti-obesity CPPW grant. These federal dollars funded the design, inspections and noncapital equipment.

Improvements included the demolition of a dilapidated adjacent single-family residence on site and parts of the restaurant that did not meet code. The County also constructed a new addition, updated the restroom to comply with disability requirements, brought the commercial kitchen up to code, installed new kitchen equipment and upgraded the building's interior and exterior.

The geographic adjacency of important community assets, (including the Pima County Health Department's population health efforts based at the Herb Abrams Public Health Center, clinical expertise in diabetes prevention and management through El Rio Health Center and the UA College of Medicine and Banner University Medical Center - South Campus, and related Healthy Pima initiatives in the area of Healthy Lifestyles) make this central location ideal for the community to be served and the work to be performed.

Lease Extension

Supervisor Ally Miller inquired about the County's legal right to extend the existing lease. Chief Civil Deputy County Attorney Thomas Weaver provides the following response:

> "The *UA South Co-Op Nutritional Kitchen and Garden* lease was entered into effective May 15, 2012, under A.R.S. § 11-256.01. That statute allows the Board of Supervisors to "lease ... any land or building owned by or under the control of the county to this state ... without holding a public auction and for less than the fair rental value," provided the County first publishes notice of the proposed lease once a week for 4 consecutive weeks. Unanimous Board approval is not required. The tenant under this lease, the Arizona Board of Regents, is an agency of the State of Arizona, so the lease falls within the scope of § 11-256.01, and notice was published as required.
>
> The lease was for an initial term of 5 years, but the tenant, ABOR, had the right, under Section 2 of the lease, to extend that term for an additional 5 years. It elected to do so. The "Amendment" that was on today's Board of Supervisor's agenda isn't really an amendment to the lease at all; it simply memorializes ABOR's exercise of its extension option. No statutory formalities are required in connection with that extension."

Moreover, ARS 3-124 specifically directs the board of supervisors of each county to provide reasonable space for the conduct of cooperative extension activities in the county.

The existing lease and its extension are both a legal and appropriate use of Pima County assets and are firmly in keeping with the long term strategic priorities of our community as articulated in Pima Prospers.

Operations and Maintenance

Prior to initial building occupation and use, Pima County improvements included installation of a building fire/security alarm system, a new HVAC package unit, and evaporative cooling in the kitchen area. Other building infrastructure upgrades included replacement of roof, gutters and utility water, sewer and gas piping. New paint refreshed the building interior and exterior.

Since that time, the County has made and paid for routine repairs and a portion of utility costs. In the last four years utility, maintenance and operational costs to the County have averaged $15,149 per year. Reimbursements from the non-profit tenant are averaging about $1,340 yearly resulting in a net average cost to the County of about $6.93 per square foot, which is well within the average building operating maintenance and repair cost-per-square-foot experienced in other buildings owned by the County.

Conclusion

Re-examining the history of this lease and its extension has provided staff the opportunity to reassess the population impact of the activities conducted at this facility. These are summarized in the attached brief evaluation report provided by Dan McDonald Director of the University of Arizona Cooperative Extension Program. This document memorializes the nearly 235,000 lives touched throughout Pima County since FY 2013 through a spectrum of programs and modalities expertly delivered by our partners who are operating this facility.

Recommendation

Staff recommends approval of the requested lease extension in its present form.

CHH/anc

Attachment

c: Jan Lesher, Chief Deputy County Administrator
Dr. Francisco Garcia, Assistant County Administrator for Health and Community Services
Lisa Josker, Director, Facilities Management

THE GARDEN KITCHEN PROGRAM IMPACTS

The Garden Kitchen is a nutrition education program established in partnership with Pima County and the University of Arizona College of Agriculture and Life Sciences and Pima County Cooperative Extension[1]. The Garden Kitchen offers seed-to-table programming to community members, teaching gardening and how to cook healthful meals on a budget. The Garden Kitchen opened in October 2012. Since then our nutrition education programming has reached 233,085 program participants throughout Pima County through 1,023 Supplemental Nutrition Assistance Program—Education (SNAP-ED) lessons and 1,372 Expanded Food and Nutrition Education Program (EFNEP) lessons, in addition to special cultural events and other outreach activities. Starting in FY16 The Garden Kitchen is implementing a focus on Policy, Systems, and Environmental changes, which will increase our reach to new audiences and provide healthy environments beyond the duration of the grant.

SNAP-ED and EFNEP Direct Education:	
Number of participants	Number of direct education lessons
FY13: 19,826 FY14: 71,293 FY15: 103,756 FY16 (through July): 38,210 **Total: 233,085**	FY13: 278 FY14: (May-Sep) 157 (SNAP) + 191 (EFNEP) FY15: 261 (SNAP) + 1003 (EFNEP) FY16: (Oct-July) 327 (SNAP) + 178 (EFNEP) **Total: 1,023 + 1,372 = 2,395**

Participant Impacts

- 89% of EFNEP participants showed positive change in any one of the food groups (Fruits, Vegetables, Grains, Protein foods, and Dairy) based on pre /post 24-hour food recall survey;
- 74% of EFNEP participants reported improvement (pre to post survey) in one or more nutrition practices including making healthier food choices, reading nutrition labels, feeding children breakfast, and cooking without adding salt;
- 72% of EFNEP participants reported improvement (pre to post survey) in one or more food resource management practices including planning meals, comparing prices, and not running out of food;

[1] The Garden Kitchen (2017). About the Garden Kitchen. Accessed at http://thegardenkitchen.org/about-us/.

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- 1/3 of families participating reported improved food security at the end of the series of lessons;
- SNAP-Ed participants reported increases in nutrition knowledge (retrospective survey) from 2.7 to 3.7 where 1 = "Very Little" and 5 = "Very High" (N=212, $p<.01$).

SNAP-Ed Policies, Systems, and Environmental Changes:

- The Garden Kitchen currently supports the 34 community gardens and has installed four gardens in FY17 and is. These gardens cater to a wide audience (adults, seniors and children) in a wide range of locations around Pima County, from Sells to many locations in Tucson.
- Healthy South Tucson (HST): Active participation on the Healthy South Tucson coalition since the opening of The Garden Kitchen. We have supported of a number of community events through the coalition including: four winter health fairs, two back-to-school health fairs, and one back-to-school supply drive; the HST strategic planning in 2015 and 2016; five community cleanups and one tree-planting day; and participation in Community Leadership Institute on behalf of the coalition. The Garden Kitchen served as a facilitator on health and nutrition topics for the 2017 strategic planning for The City of South Tucson and serves on the HST board currently.
- Our work with Native American communities has increased substantially to include: The Tucson Indian Center in downtown, two sites with the Pascua Yaqui Nation and two sites with the Tohono O'odham nation. Work at these sites includes: installing and maintaining community gardens, promotion of family friendly physical activity, and nutrition education.

Partnerships:

Since opening, we've worked with nearly 67 community partners. The work done through these partnerships includes: direct nutrition education; policy, systems, and environmental (PSE) change development (starting in FY16); and material support (in the form of informational handouts or reinforcement items for participants).

Currently, the SNAP program has 21 ACTIVE adult sites that are receiving regular (at least 1x per month) direct education and/or PSE support (most partner sites are receiving a combination). We also serve an additional 18 Early Childhood Education partners with DE related to gardening, physical activity, and nutrition as well as PSE work in the areas of gardening and PA.

Volunteers & Interns:

Since Fall 2012, The Garden Kitchen has supported 90 student volunteers and interns for regularly scheduled activities. At minimum, these students have completed 3 hours/week for a semester, many of our public health students have contributed 18 hours/week for a semester. Our student volunteer workforce has contributed at least 3,780 volunteer hours to community support since TGK opened.

Additionally, we have supported a number of community volunteers for a variety of hours and activities during this time.

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Other Grant Activities:

FY16

- Cooking Matters at the Store: "Share Our Strength" grant, awarded in FY16 to provide grocery store tours in the community. Over 100 community members have been educated using this grant thus far.
- Green Streets project: Awarded in FY16, partnership with the City of South Tucson and Tucson Clean and Beautiful. Training program for adults from Pima County that have been involved with the criminal justice system and find it hard to find work. This training includes landscaping, irrigation, propagation skills as well as transferrable skills such as interviewing, financial literacy, stress management, healthy eating, and acquiring social services. This program has had three cohorts of community members through it so far, one of which has been inside the prison in an effort to reduce recidivism. This project has led The Garden Kitchen to also be involved in the Arizona Department of Corrections reentry forum.

FY15

- Green Fund mini-grant & externship program: Awarded in FY15, installed new rainwater harvesting cistern at TGK. This has allowed us to educate a number of community members and partners on water conservation and sustainable watering practices, stimulating conversation and action in the City of South Tucson to create a more beautiful and sustainable city. Members of The Garden Kitchen staff presented on this project at a national conference, bringing attention to The Garden Kitchen and Pima County/South Tucson generally.
- EPIC Kids Study: Collaborated with Dr. Melanie Hingle on EPIC Kids diabetes prevention study in FY15 and FY16 (June 2015-May 2016). TGK staff supported the program by creating recipes, instructions, and lesson plans for "Food for Thought" weekly food demonstrations. Additionally, staff trained the program's health educators on how to implement these demonstrations successfully and provided logistical support in the form of shopping and delivery of program materials for food demonstrations. Finally, TGK hosted the website for online access to recipes and activities for EPIC Kids participants.

FY14

- Cooking Matters: "Share Our Strength" grant, awarded in FY14 to run additional cooking classes in the community (run by GK staff, combination of EFNEP/SNAP educators.
- REACH project: Collaboration with Women's Center for Excellence, The Garden Kitchen, and the REACH nutri-bike coalition, implemented in FY14. We trained a number of Promotora community educators to provide Spanish-language healthy food demonstrations at local grocery stores. Additionally, our staff prepared food for the demonstrations to be picked up by project volunteers. It was estimated that over 500 participants were reached through this program.

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- ❖ Received a diversity grant to hold to bring a celebration of diverse cultures to The Garden Kitchen. The Garden Kitchen has held six cultural festivals in total: five Desert Foods Festivals (2013-2016), Salsa y Salsa festival (2013), the African-Caribbean festival (2014).

Participant testimonials:

- "I've learned so much about the different vegetables we've never tried that we're eating now." – Sylvia
- "I learn something every week." – Melva
- "It's the education part, it's not just the recipes and it's not just the how to put ingredients together. It's the theories and the education behind all the products we put in and why we do it." – Maxene
- "We are buying a lot more healthier types of foods. Leaner meats, lots of vegetables. More fresh items. Not too many packaged items which we were doing for a while because it's easier." – Rosie
- "My husband is diabetic so I've learned I need to change our eating habits for his sake. When we all change, it's easier for him to change." – Sylvia
- "But we have to eat for the rest of our lives might as well make it as healthy as possible." – Rosie
- "*I* just feel much better." – Marlene
- "…so I'm hoping to prevent diabetes and some of these diseases you can prevent if you eat more nutritious food." – Cynthia

YotTube Videos of the Garden Kitchen: To better appreciate the impact The Garden Kitchen has had and the innovative approach to nutrition outreach, it would help to view a few short videos made to illustrate different aspects of the facility and program. The first video in this series features Dr. Scottie Misner, Statewide Principal Investigator for the EFNEP and SNAP-Ed grants, and provides an overview of The Garden Kitchen concept and its need in the community to address issues associated with obesity: https://www.youtube.com/watch?v=Y94BDcYy_pQ

The second video illustrates the community aspect of The Garden Kitchen and its connection with the residents in and around the City of South Tucson. When the building that later became The Garden Kitchen was first acquired through bond funds by Pima County, the neighbors wanted this location to be a gathering place for residents to improve their health. https://www.youtube.com/watch?v=9fVumMkPeJY.

The next video emphasizes the cost effectiveness and convenience of growing your own food in a backyard garden and how The Garden Kitchen employs the seed-to-table concept: https://www.youtube.com/watch?v=u1zO_fEw7mE.

The final video in this series shows how The Garden Kitchen is both a place to celebrate a variety of cultures through food, music, and dance, and a learning laboratory for University of Arizona students: https://www.youtube.com/watch?v=EcakVz03ztI. A grant obtained through the

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O'Brien diversity Fund enabled us to conduct several cultural events at The Garden Kitchen and develop closer ties between the University and the community. In addition, this video illustrates how The Garden Kitchen is a teaching facility for students at the University, which helps them better understand the people and places in the communities they will one day serve.

Using Social Media to Convey Nutrition Messages

In a society inundated with advertisements enticing us to do things we should do only in moderation, it is difficult to convey counter messages of good decision-making and healthy choices. To do so effectively requires using some innovative approaches and creative avenues to reach our audience. This project produced YouTube videos, Facebook type "memes" (online posters), and standard posters, to communicate nutrition messages to parents of young children participating in SNAP-Ed, EFNEP, and WIC. A series of messages extracted from the report *Maximizing the Message: Helping Moms and Kids make Healthier Food Choices* were used to develop the themes and content of the social media messages. The main messages conveyed were previously focus-group tested with low-income parents of preschoolers receiving federal food assistance and were identified as target mediators of child dietary behavior.

Here is a link to the Healthy, Easy Snack Ideas for Kids video, which provides parents with creative and healthy ideas for family snacks. The video was a collaborative Project involving Dr. Melanie Hingle and The Garden Kitchen. (https://www.youtube.com/watch?v=avoL_nMOI-k).

Here are examples of the memes created to encourage healthier food choices by children. These were originally posted on the Arizona Extension Facebook page, however, they proved to be so popular among Extension colleagues that funding was secured to print standard posters for distribution to schools and community centers. Schools and community centers located on and near the Tohono O'odham Nation requested that the posters be translated into the O'odham language.

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Other English language posters:

Conveying messages about food safety and proper knife skills is another important aspect of education at The Garden Kitchen. The following videos were produced in collaboration with Dr. Linda Houtkooper and The Garden Kitchen: Knife Skills and Food Safety videos

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Healthy recipes posted on TheGardenKitchen.org web site:

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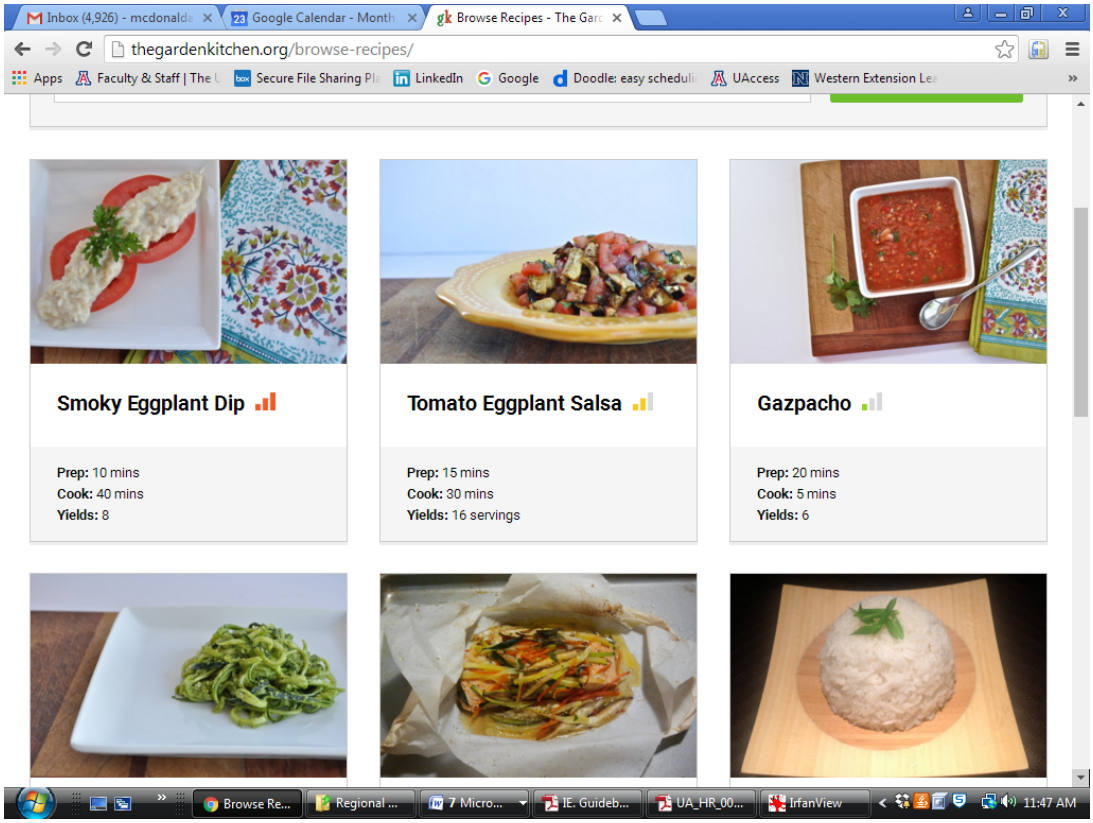

Informing Stakeholders:

A secondary goal of producing online social marketing materials is to inform the public and decision-makers of the work that Arizona Extension is doing in the area of nutrition education. To that end, a series of videos were produced highlighting the efforts underway at The Garden Kitchen: (http://nutrition.cals.arizona.edu/outreach-programs) Screen shots of the videos follow:

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Regional Economic Contribution of The Garden Kitchen Program

March 2017

Dari Duval
Economic Impact Analyst
Department of Agricultural & Resource Economics
University of Arizona Cooperative Extension

Background

The program receives the majority of its funding through the Arizona Nutrition Network (USDA via Arizona Department of Health Services) a grantee and local implementing agency for the federal Supplemental Nutrition Assistance Education Program (commonly known as SNAP-Ed). SNAP-Ed programming targets nutrition and physical activity education efforts towards low-income households that receive or are eligible to receive SNAP benefits. These federal funds represent an influx of money into the regional economy as they come from outside the state and are awarded competitively within the state. This study provides an estimate of the economic contribution of the Garden Kitchen program to Pima County's economy, including direct spending supported by program operations, as well as additional economic activity supported through multiplier effects.

Analysis & Results

The Garden Kitchen receives roughly $600,000 in funding from UANN annually. Program spending totaled $597,205 in FY2016[2]. Of this spending, nearly one half went towards payroll and benefits of staff employed by the program. Program supplies represented the next largest portion of program spending at 23% of total spending. Operating expenses were dominated by supplies for food demonstrations and gardening supplies and equipment. Most of this spending occurred at local retailers, including grocery stores and garden and building supply stores. Another significant supply expense was education supplies, such as books and curricula. Indirect costs (university overhead), travel, printing, and other goods and services made up the remainder of program spending in FY2016.

[2] This analysis estimates program impacts for the federal fiscal year, in this case from October 1, 2015 through September 30, 2016, in accordance with the program funding cycle.

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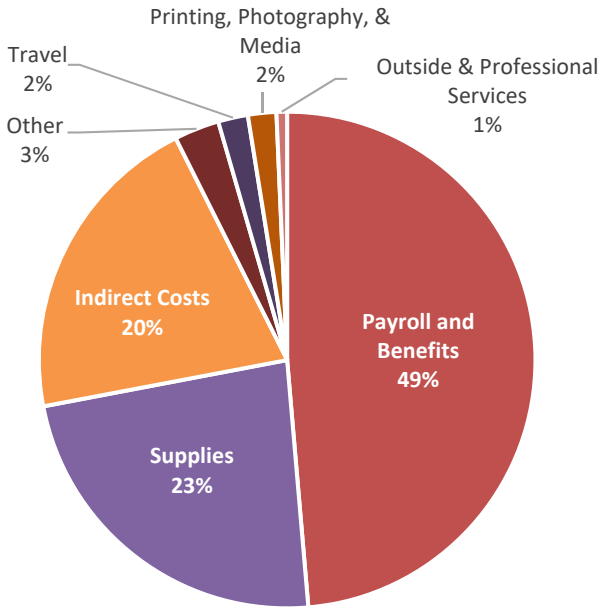
Figure 1. Garden Kitchen FY2016 Expenditures by Category



Program supplies and services fulfilled by local vendors drive additional economic activity in the region. In other words, the economic contribution of The Garden Kitchen program operations goes beyond the ***direct effects*** of program spending on payroll and operating expenses. Local suppliers of goods and services to the program themselves also require inputs to operate, supporting further rounds of sales and employment in the local economy, known as ***indirect effects***. Furthermore, individuals employed by the Garden Kitchen program spend their earnings in the local economy on household needs such as rent, mortgage, groceries, and doctors' visits, for further multiplier effects known as ***induced effects***. Combined, these three types of effects constitute the total economic contribution of the program to Pima County's economy.

Total direct spending of $597,205 supported an additional $184,000 in indirect sales and $295,000 in induced sales, for a ***total economic contribution of nearly $1.1 million in sales to Pima County's economy for FY2016***. A total of more than ***$500,000 in labor income*** (salaries, wages, and benefits) was supported by the program, including $290,000 directly supported by the Garden Kitchen program. Including direct and multiplier effects, a total of nearly ***$602,000 in value added***, a measure comparable to gross state product, was supported by the program. Finally, the program supported a total of ***18 full- and part-time jobs*** in Pima County, of which 12 were directly supported by the program.

Table 1. Garden Kitchen FY2016 Economic Contribution Results Summary

Contribution Type	Employment*	Labor Income**	Value Added	Sales
Direct Effect	12	$290,479	$290,479	$597,205

Indirect Effect	3	$118,254	$146,388	$184,447
Induced Effect	3	$92,904	$164,737	$295,367
Total Effect	18	$501,637	$601,604	$1,077,019

* Employment numbers expressed in terms of full- and part-time jobs supported
** All monetary values expressed in 2016 USD

The top industries affected through multiplier effects reflect a combination of industries affected by program spending on goods and services and spending by individuals employed by the program. For example, owner-occupied dwellings, real estate, and hospitals reflect household spending on rent, mortgage, and medical services. Building material and garden equipment and supplies stores and food and beverage stores both directly reflect program spending on supplies to carry out educational activities.

Table 2. Top 10 Industries Impacted through Multiplier Effects by Total Sales Contribution, FY2016

Rank	Industry	Total Sales Contribution
1	Employment and payroll of local govt, education	$76,708
2	Owner-occupied dwellings	$42,915
3	Real estate	$27,039
4	Employment and payroll of state govt, education	$26,781
5	Hospitals	$22,301
6	Retail - Building material and garden equipment and supplies stores	$17,412
7	Retail - Food and beverage stores	$13,183
8	Offices of physicians	$11,727
9	Printing	$11,343
10	Wholesale trade	$11,221

Finally, program operations supported an estimated $26,000 in state and local taxes for FY2016, roughly half of which was sales tax revenue.

How the Study Was Done

This study utilizes program spending data for FY2016 obtained from the University of Arizona UAccess Analytics financial reporting system. The economic contribution of program spending in Pima County's economy was modeled using IMPLAN 3.1, a regional economic model that captures the linkages between industries in a region. Program expenditures were categorized by item and assigned to IMPLAN industries. Expenditures on payroll and benefits were modeled as a labor income change, and university indirect cost recovery was modeled using a state / local government education institution

spending pattern. All local purchase percentages were set to SAM (social accounting matrix) value, with the exception of printing, which was set to 100% as program spending data indicated that printing was almost exclusively performed by a print shop located in Pima County.