

**SERVICE AGREEMENT
WITH GLORIETA CAMPS
FOR THE IMPLEMENTATION OF EDUCATIONAL & RECREATIONAL
YOUTH PROGRAMS**

THIS AGREEMENT is made and entered into on this 29th day of May, 2014, by and between **SANTA FE COUNTY** (hereinafter referred to as the "County"), a New Mexico political subdivision, and **GLORIETA CAMPS**, located at 11 State road 50, Glorieta, N.M. 87535 (hereinafter referred to as the "Contractor").

WHEREAS, children and youth in Santa Fe County comprise twenty-three percent (23%) of the County's population and twenty-eight percent (28%) of New Mexico's population. In 2011, 33,600 Santa Fe County residents were under the age of 19 and the County has a direct interest in ensuring that youth in our community are mentally and physically healthy;

WHEREAS, in accordance with NMSA 1978 Sections 13-1-112 and 113-1-117, competitive, sealed proposals were solicited via a formal request for proposal RFP# 2014-0293-CSD/PL for the implementation of educational and recreational youth programs;

WHEREAS, based upon the evaluation criteria established within the RFP for the purposes of determining the most qualified Offeror, Santa Fe County has determined the Contractor as the most responsive and highest rated Offeror;

WHEREAS, the County requires the services and the Contractor is willing to provide these services and both parties wish to enter into this Agreement.

NOW THEREFORE, in consideration of the premises and mutual obligations herein, the parties hereto do mutually agree as follows:

1. SCOPE OF THE WORK

The contractor shall:

- A. Implement a summer youth program consistent with Contractor's proposal (Attachment A). Administrative costs shall not exceed 5% of total grant award.
- B. Develop and administer programs designed to serve the youth of Santa Fe County, which may include, but not limited to, reading and math literacy programs, educational support activities, outdoor nature activities, and dance;
- C. Serve children from kindergarten to 12th grade and provide educational programming that is age appropriate;
- D. Integrate evidence based or promising practices into programming to increase the health and overall social well-being of Santa Fe County youth;

- E. Provide programs that shall affect specific health indicators for Santa Fe County which may include, but are not limited to, building protective factors to increase mental and/or physical health and reduce substance abuse and/or obesity. Programs should also address enhanced learning opportunities;
- F. Provide programs that include family engagement in programming;
- G. Include twenty percent (20%) cash or in-kind match; and shall document both expenditures and in-kind match in each billing statement presented to the County for payment;
- H. Include methods and strategies to recruit and market youth, including high risk youth, into the program;
- I. Provide a mid-program report summary of program status to include, but not limited to: number of youth served, program highlights and program challenges;
- J. Provide a final report to include number of youth served, gender, age, ethnicity, school, grade level, program highlights, program challenges, and outcome measures of proposed goals and objectives;
- K. Provide employment and criminal background checks for all management personnel and staff members.

2. COMPENSATION, INVOICING, AND SET-OFF

A. In consideration of its obligations under this Agreement the Contractor shall be compensated as follows:

- 1) County shall pay to the Contractor in full payment for services satisfactorily performed.
- 2) The total amount payable to the Contractor under this Agreement shall not exceed four thousand dollars (\$4,000.00) inclusive of gross receipts tax.
- 3) This amount is a maximum and not a guarantee that the work assigned to be performed by Contractor under this Agreement shall equal the amount stated herein. The parties do not intend for the Contractor to continue to provide services without compensation when the total compensation amount is reached. The County will notify the contractor when the services provided under this Agreement reach the total compensation amount. In no event will the Contractor be paid for services provided in excess of the total compensation amount without this Agreement being amended in writing prior to those services in excess of the total compensation amount being provided.

B. The Contractor shall submit a written request for payment to the County when payment is due under this Agreement. Upon the County's receipt of the written request, the County shall issue a written certification of complete or partial acceptance or rejection of the contractual items or services for which payment is sought. The Contractor acknowledges and agrees that the County may not make any payment hereunder unless and until it has issued a written certification accepting the contractual items or services. Within thirty (30) days of the issuance of a written certification accepting the contractual items or services, the County shall tender payment for the accepted items or services. In the event the County fails to tender payment within thirty (30) days of the written certification accepting the items or services, the County shall pay late payment charges of one and one-half percent (1.5%) per month, until the amount due is paid in full.

C. In the event the Contractor breaches this Agreement, the County may, without penalty, withhold any payments due the Contractor for the purpose of set-off until such time as the County determines the exact amount of damages it suffered as a result of the breach.

D. Payment under this Agreement shall not foreclose the right of the County to recover excessive or illegal payment.

3. EFFECTIVE DATE AND TERM

This Agreement shall, upon due execution by all parties, become effective as of the date first written above and shall terminate one (1) year later, unless earlier terminated pursuant to Section 5 (Termination) or Section 6 (Appropriations and Authorizations). The County has the option to renew on the same terms and conditions for three (3) years in one (1) year increments. In no event shall this Agreement exceed a term of four (4) years.

4. ADDITIONAL SERVICES

A. The parties agree that all tasks set forth in Paragraph 1, SCOPE OF WORK of this Agreement, shall be completed in full, to the satisfaction of the County, for the amount set forth in Section 2, COMPENSATION, INVOICING, AND SET-OFF, of this Agreement, and for no other cost, amount, fee, or expense.

B. The County may from time-to-time request changes in the Scope of Work to be performed hereunder. Such changes, including any increase or decrease in the amount of the Contractor's compensation, which are mutually agreed upon by and between the County and the Contractor, shall be incorporated in written amendments to this Agreement.

5. TERMINATION

A. Termination of Agreement for Cause. Either party may terminate the Agreement based upon any material breach of this Agreement by the other party. The non-breaching party shall give the breaching party written notice of termination specifying the grounds for the termination. The termination shall be effective thirty (30) days from the breaching party's receipt of the notice of termination, during which time the breaching party shall have the right to

cure the breach. If, however, the breach cannot with due diligence be cured within thirty (30) days, the breaching party shall have a reasonable time to cure the breach, provided that, within thirty (30) days of its receipt of the written notice of termination, the breaching party began to cure the breach and advised the non-breaching party in writing that it intended to cure.

B. Termination for Convenience of the County. The County may, in its discretion, terminate this Agreement at any time for any reason by giving the Contractor written notice of termination. The notice shall specify the effective date of termination, which shall not be less than fifteen (15) days from the Contractor's receipt of the notice. The County shall pay the Contractor for acceptable work, determined in accordance with the specifications and standards set forth in this Agreement, performed before the effective date of termination but shall not be liable for any work performed after the effective date of termination.

6. APPROPRIATIONS AND AUTHORIZATIONS

This Agreement is contingent upon sufficient appropriations and authorizations being made for performance of this Agreement by the Board of County Commissioners of the County and/or, if state funds are involved, the Legislature of the State of New Mexico. If sufficient appropriations and authorizations are not made in this or future fiscal years, this Agreement shall terminate upon written notice by the County to the Contractor. Such termination shall be without penalty to the County, and the County shall have no duty to reimburse the Contractor for expenditures made in the performance of this Agreement. The County is expressly not committed to expenditure of any funds until such time as they are programmed, budgeted, encumbered and approved for expenditure by the County. The County's decision as to whether sufficient appropriations and authorizations have been made for the fulfillment of this Agreement shall be final and not subject to challenge by the Contractor in any way or forum, including a lawsuit.

7. INDEPENDENT CONTRACTOR

The Contractor and its agents and employees are independent contractors and are not employees or agents of the County. Accordingly, the Contractor and its agents and employees shall not accrue leave, participate in retirement plans, insurance plans, or liability bonding, use County vehicles, or participate in any other benefits afforded to employees of the County. Except as may be expressly authorized elsewhere in this Agreement, the Contractor has no authority to bind, represent, or otherwise act on behalf of the County and agrees not to purport to do so.

8. ASSIGNMENT

The Contractor shall not assign or transfer any interest in this Agreement or assign any claims for money due or to become due under this Agreement without the advance written approval of the County. Any attempted assignment or transfer without the County's advance written approval shall be null and void and without any legal effect.

9. SUBCONTRACTING

The Contractor shall not subcontract or delegate any portion of the services to be performed under this Agreement without the advance written approval of the County. Any attempted subcontracting or delegating without the County's advance written approval shall be null and void and without any legal effect.

10. PERSONNEL

A. All work performed under this Agreement shall be performed by the Contractor or under its supervision.

B. The Contractor represents that it has, or will secure at its own expense, all personnel required to discharge its obligations under this Agreement. Such personnel (i) shall not be employees of or have any contractual relationships with the County and (ii) shall be fully qualified and licensed or otherwise authorized or permitted under federal, state, and local law to perform such work.

11. RELEASE

Upon its receipt of all payments due under this Agreement, the Contractor releases the County, its elected officials, officers, agents and employees from all liabilities, claims, and obligations whatsoever arising from or under or relating to this Agreement.

12. CONFIDENTIALITY

Any confidential information provided to or developed by the Contractor in the performance of this Agreement shall be kept confidential and shall not be made available to any individual or organization by the Contractor without the prior written approval of the County.

13. PUBLICATION, REPRODUCTION, AND USE OF MATERIAL; COPYRIGHT

A. The County has the unrestricted right to publish, disclose, distribute and otherwise use, in whole or in part, any reports, data, or other material prepared under or pursuant to this Agreement.

B. The Contractor acknowledges and agrees that any material produced in whole or in part under or pursuant to this Agreement is a work made for hire. Accordingly, to the extent that any such material is copyrightable in the United States or in any other country, the County shall own any such copyright.

14. CONFLICT OF INTEREST

The Contractor represents that it has no and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of its obligations under this Agreement.

15. NO ORAL MODIFICATIONS; WRITTEN AMENDMENTS REQUIRED

This Agreement may not be modified, altered, changed, or amended orally but, rather, only by an instrument in writing executed by the parties hereto. The Contractor specifically acknowledges and agrees that the County shall not be responsible for any changes to Section 1, "SCOPE OF WORK", of this Agreement unless such changes are set forth in a duly executed written amendment to this Agreement.

16. ENTIRE AGREEMENT; INTEGRATION

This Agreement incorporates all the agreements, covenants, and understandings between the parties hereto concerning the subject matter hereof, and all such agreements, covenants and understandings have been merged into this written Agreement. No prior or contemporaneous agreement, covenant or understandings, verbal or otherwise, of the parties or their agents shall be valid or enforceable unless embodied in this Agreement.

17. NOTICE OF PENALTIES

The Procurement Code, NMSA 1978, Sections 13-1-28 through 13-1-199, imposes civil and criminal penalties for its violation. In addition, New Mexico criminal statutes impose felony penalties for bribes, gratuities, and kickbacks.

18. EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE

A. The Contractor agrees to abide by all federal, state, and local laws, ordinances, and rules and regulations pertaining to equal employment opportunity and unlawful discrimination. Without in any way limiting the foregoing general obligation, the Contractor specifically agrees not to discriminate against any person with regard to employment with the Contractor or participation in any program or activity offered pursuant to this Agreement on the grounds of race, age, religion, color, national origin, ancestry, sex, physical or mental handicap, serious medical condition, spousal affiliation, sexual orientation, or gender identity.

B. The Contractor acknowledges and agrees that failure to comply with this Section shall constitute a material breach of this Agreement.

19. COMPLIANCE WITH APPLICABLE LAW; CHOICE OF LAW

A. In performing its obligations hereunder, the Contractor shall comply with all applicable laws, ordinances, and regulations.

B. Contractor shall comply with the requirements of Santa Fe County Ordinance 2014-1 (Establishing a Living Wage).

C. This Agreement shall be construed in accordance with the substantive laws of the State of New Mexico, without regard to its choice of law rules. Contractor and the County

agree that the exclusive forum for any litigation between them arising out of or related to this Agreement shall be federal and state district courts of New Mexico, located in Santa Fe County.

20. RECORDS AND INSPECTIONS

A. To the extent its books and records relate to (i) its performance of this Agreement or any subcontract entered into pursuant to it or (ii) cost or pricing data (if any) set forth in this Agreement or that was required to be submitted to the County as part of the procurement process, the Contractor agrees to (i) maintain such books and records during the term of this Agreement and for a period of six (6) years from the date of final payment under this Agreement; (ii) allow the County or its designee to audit such books and records at reasonable times and upon reasonable notice; and (iii) to keep such books and records in accordance with generally accepted accounting principles (GAAP).

B. To the extent its books and records relate to (i) its performance of this Agreement or any subcontract entered into pursuant to it or (ii) cost or pricing data (if any) set forth in this Agreement or that was required to be submitted to County as part of the procurement process, the Contractor also agrees to require any subcontractor it may hire to perform its obligations under this Agreement to (i) maintain such books and records during the term of this Agreement and for a period of six (6) years from the date of final payment under the subcontract; (ii) to allow the County or its designee to audit such books and records at reasonable times and upon reasonable notice; and (iii) to keep such books and records in accordance with GAAP.

21. INDEMNIFICATION

A. The Contractor shall defend, indemnify, and hold harmless the County and its elected officials, agents, and employees from any losses, liabilities, damages, demands, suits, causes of action, judgments, costs or expenses (including but not limited to court costs and attorneys' fees) resulting from or directly or indirectly arising out of the Contractor's performance or non-performance of its obligations under this Agreement, including but not limited to the Contractor's breach of any representation or warranty made herein.

B. The Contractor agrees that the County shall have the right to control and participate in the defense of any such demand, suit, or cause of action concerning matters that relate to the County and that such suit will not be settled without the County's consent, such consent not to be unreasonably withheld. If a conflict exists between the interests of the County and the Contractor in such demand, suit, or cause of action, the County may retain its own counsel to represent the County's interest.

C. The Contractor's obligations under this section shall not be limited by the provisions of any insurance policy the Contractor is required to maintain under this Agreement.

22. SEVERABILITY

If any term or condition of this Agreement shall be held invalid or non-enforceable by any court of competent jurisdiction, the remainder of this Agreement shall not be affected and shall be valid and enforceable to the fullest extent of the law.

23. NOTICES

Any notice required to be given to either party by this Agreement shall be in writing and shall be delivered in person, by courier service or by U.S. mail, either first class or certified, return receipt requested, postage prepaid, as follows:

To the County: Santa Fe County
Office of the County Attorney
102 Grant Avenue
Santa Fe, New Mexico 87501

To the Contractor: Glorieta Camps
11 State Road 50
Glorieta, New Mexico 87535

24. CONTRACTOR'S REPRESENTATIONS AND WARRANTIES

The Contractor hereby represents and warrants that:

A. This Agreement has been duly authorized by the Contractor, the person executing this Agreement has authority to do so, and, once executed by the Contractor, this Agreement shall constitute a binding obligation of the Contractor.

B. This Agreement and Contractor's obligations hereunder do not conflict with Contractor's corporate agreement or any statement filed with the Public Regulation Commission on Contractor's behalf.

C. Contractor is legally registered and is properly licensed by the New Mexico State to do the work anticipated by this Agreement and shall maintain such registration and licensure in good standing throughout the duration of the Agreement.

25. FACSIMILE SIGNATURES

The parties hereto agree that a facsimile signature has the same force and effect as an original for all purposes.

26. NO THIRD-PARTY BENEFICIARIES

This Agreement was not intended to and does not create any rights in any persons not a party hereto.

27. INSURANCE

A. General Conditions. The Contractor shall submit evidence of insurance as is required herein. Policies of insurance shall be written by companies authorized to write such insurance in New Mexico.

B. General Liability Insurance, Including Automobile. The Contractor shall procure and maintain during the life of this Agreement a comprehensive general liability and automobile insurance policy with liability limits in amounts not less than \$1,000,000.00 combined single limits of liability for bodily injury, including death, and property damage for any one occurrence. Said policies of insurance shall include coverage for all operations performed for the County by the Contractor; coverage for the use of all owned, non-owned, hired automobiles, vehicles and other equipment, both on and off work; and contractual liability coverage under which this Agreement is an insured contract. The County of Santa Fe shall be a named additional insured on the policy.

C. Workers' Compensation Insurance. The Contractor shall comply with the provisions of the Workers' Compensation Act.

D. Increased Limits. If, during the life of this Agreement, the Legislature of the State of New Mexico increases the maximum limits of liability under the Tort Claims Act (NMSA 1978, Sections 41-4-1 through 41-4-29, as amended), the Contractor shall increase the maximum limits of any insurance required herein.

28. PERMITS, FEES, AND LICENSES

Contractor shall procure all permits and licenses, pay all charges, fees, and royalties, and give all notices necessary and incidental to the due and lawful performance of its obligations hereunder.

29. NEW MEXICO TORT CLAIMS ACT

No provision of this Agreement modifies or waives any sovereign immunity or limitation of liability enjoyed by County or its "public employees" at common law or under the New Mexico Tort Claims Act, NMSA 1978, Section 41-4-1, et seq.

30. CAMPAIGN CONTRIBUTION DISCLOSURE FORM

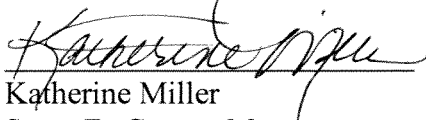
The Contractor agrees to compute and submit simultaneous with execution of this Agreement a Campaign Contribution Disclosure Form approved by the County.

31. SURVIVAL

The provisions of following paragraphs shall survive termination of this Contract; INDEMNIFICATION; RECORDS AND INSPECTION; RELEASE, CONFIDENTIALITY, PUBLICATION, REPRODUCTION, AND USE OF MATERIAL; COPYRIGHT; COMPLIANCE WITH APPLICABLE LAW; CHOICE OF LAW; NO THIRD-PARTY BENEFICIARIES; SURVIVAL.

IN WITNESS WHEREOF, the parties have duly executed this Amendment to the Agreement as of the date first written above.

SANTA FE COUNTY:


Katherine Miller
Santa Fe County Manager

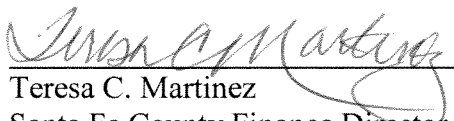
5-22-14
Date

Approved as to Form


Santa Fe County Attorney

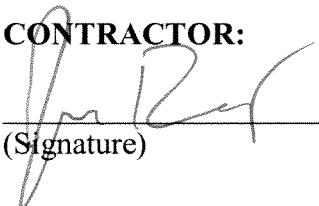
5/16/14
Date

Finance Department Approval


Teresa C. Martinez
Santa Fe County Finance Director

5/22/14
Date

CONTRACTOR:


(Signature)

5/29/14
Date

JOE ROBERTS
(Print Name)

DIRECTOR OF ADMINISTRATION
(Print Title)

FEDERAL IDENTIFICATION NUMBER: 46-2719381

Response to Evaluation Factors

History and Background

Glorieta Camps is a Christian outdoor adventure camp in the Sangre de Cristo Mountains fifteen miles east of Santa Fe on I-25. Formerly known as the Glorieta Conference Center, the facility has been serving the surrounding area since the 1950s, but the new non-profit which operates the facility currently (known as Glorieta 2.0) was formed in September of 2013. Much of the leadership which comprises this new organization has past affiliation with Camp Eagle (Rocksprings, Texas), and thus the mission, vision, philosophy, and programming are almost identical to that of Camp Eagle.

Yvon Chouinard said in his book *Let My People Go Surfing*, “The goal of climbing big, dangerous mountains should be to attain some sort of spiritual and personal growth, but this won’t happen if you compromise away the entire process.” At Glorieta Camps we love to climb big mountains, but we are more interested in the personal growth of our guests and our community as we use outdoor experiences as a tool for development. We invite students and adults to come grow with us as we experience and shape the wilderness around us. We don’t promise an easy experience, but it will be intentional, useful, and unlike any other.

Our mission statement is to inspire Christ-like change through outdoor adventure, authentic relationships, and biblical truth. The experiential education concepts we employ to accomplish that mission apply to personal and community development as a whole. We are excited to use these tools to contribute to the learning and growth of youth in Santa Fe County and to see them then affect their families and communities in a positive and sustainable way.

The Glorieta Trail Crew program has been designed with this purpose in mind. Trail crew addresses environmental community needs by training high school students to meet them. Participants will be trained in trail maintenance and construction to standards approved by both the International Mountain Biking Association and the United States National Forest Service. Mentored by Glorieta Camp staff, participants will work on trails at Glorieta Camps and in the Santa Fe National Forest as the opportunity arises.

This program also seeks to address the gap between summer camp and real life by approaching a Christian curriculum with questions of how to individually mature in work, play, Christian, and non-Christian settings. This program will encourage and challenge participants to grow personally and spiritually and to apply that growth within their families and homes – not just at camp or in our programs.

Scope of Work

Key program elements

Sustainable trail construction and maintenance

Students will be trained in sustainable trail building and will then be putting these concepts into practice for up to seven hours a day for the duration of their stay. This equips students with a real and practical way to contribute to their communities after they leave Glorieta Camps. They will be able to point to tangible evidence of their efforts during and after their program and will benefit Glorieta Camps, Santa Fe County, and the Santa Fe National forest by contributing to facilities which boost the economy of their community. This ties community

progress with environmental stewardship, a connection proving to be highly correlated with quality of life around the world.

Glorieta Camps activities

While trail crew participants will primarily spend time working on trails, they will spend a significant amount of time utilizing the various activities Glorieta Camps has to offer. Students will zip line, play in the new waterfront, ride drift trikes, and ride on the terrain park, among other activities on site at Glorieta. Trail crew is a work experience, but it's also a summer camp experience that students will remember and enjoy.

Experienced staff and purposeful staffing

The trail crew leaders are Glorieta staff and summer staff purposely chosen to facilitate a life-changing experience and walk through it with participants. Summer staff members are trained for three weeks prior to participants arriving and hired for professional group facilitation and/or wilderness guiding. Full time Glorieta staff involved with the program have prior experience leading and facilitating groups of youth and adults, some of whom had behavioral issues or varying types and degrees of cognitive and physical disabilities. Summer staff who are chosen to lead trail crew will live in bunk houses with participants, spending all day every day (except for off days) with participants for the duration of each session.

Highly structured programming

Each day is highly programmed with trail work, camp activities, and personal and Biblical studies. Free time is highly structured and students do not spend time alone with each other or staff for safety reasons. We are incredibly intentional with how and when we schedule activities; participants are sure to get the maximum out of their experience with us.

Intentional family involvement

Personal growth is best facilitated along with family involvement. The trail crew leader interviews a guardian of each student who applies in order to get to know them and allow them to be familiar with us at Glorieta Camps. An exit interview will also be conducted with a guardian of each participant to discuss his or her successes and growth over session. Participants will be encouraged to call home at least once a week.

Christian discipleship and curriculum

We teach concepts that directly relate to the core of Christianity. We believe truth is found in Christianity, but we welcome students and families of differing beliefs as long as they value discussion, growth, and respect. Spiritual growth is vitally complementary to personal and community development. The discussions and study we practice will encourage personal maturity in a variety of areas and we are excited to facilitate spiritual growth in all participating students.

Community atmosphere

Living in a community with peers and authority members is incredibly good practice for a person's future. Participants will share a bunk room, work on trails together, eat and prepare meals together, and study the Bible together. Students will be encouraged to utilize personal time well.

Wilderness component

The wilderness facilitates high levels of personal and group growth for many reasons. Particularly, it removes natural and comfortable barriers to group and individual development. It provides new challenges with real consequences that participants must react to in order to thrive in the situation. While challenging, the wilderness also offers peace not found in most people's

daily lives. Therefore the wilderness setting uniquely encourages growth by being both highly challenging and highly restorative.

Length and cost of program sessions

This program is meant to be affordable for participants and their families. Hosting one participant for one night costs Glorieta Camps \$50. One student participating in trail crew will pay \$150 for 21 nights at Glorieta. The cost is low so that it will not be a barrier to families and students seeking this experience. It is dependent on the amount of work it is assumed participants will complete for Glorieta Camps. Three weeks allows a participant to work enough to contribute a meaningful amount to Glorieta Camps while giving enough time for him or her to create valuable relationships with other participants and staff. Students will be able to see how their work pays for their camp experience, and Glorieta Camps will be able to show them how beneficial their work is to the camp. The length and cost of each trail crew session creates a dynamic important to the experience.

Practicing professionalism

Each step of the program is designed to require students to practice professionalism and maturity at whatever level they are currently. Students fill out an application, identify references, participate in a phone interview with the trail crew leader, participate in group discussions, work seven hours a day five days a week, write a brief paper about their experience, and participate in an exit debrief. These are all skills students will use in the future, and trail crew will help them actively practice each one of them at the level to which they are able to rise.

Program Development and Specific Strategies

Trail crew is based on a Camp Eagle program modified to reflect the needs of students and the area around Glorieta Camps. The model program was a “service team” for high school students. These students would clean dishes and rooms in exchange for meals, lodging, camp activities, and intentional time with positive summer staff role models. This program was extremely popular with its participants, and it was beneficial to participants and staff alike, through work, relationships, and fun experiences. Trail crew takes the good things about this program and uses the individual growth that occurs in this type of setting to begin to meet community and environmental needs.

Each of the program components described in the section above are strategies to create this experience. Everything we plan, schedule, and do is intentional. As a camp, we do not value excessive free time; any free time that does exist is structured to provide a positive environment that encourages healthy, meaningful relationships or intentional alone time. Participants of our programs will leave Glorieta Camps tired, but they will have gotten the most we can provide them in this experience and are equipped to further maximize the experience for themselves.

Trail crew is designated for high school students only. Those entering high school in the following school year are invited to apply as are those who have just graduated in the spring but are still under 18 years old. We will not accept 18 year olds; this is to better protect the minors in our programs. Students in this age range are physically capable of trail work with hand tools, and they are usually mentally ready to tackle in-depth personal and spiritual concepts. Facilitating the two together is purposeful as it stretches students and requires practicing growth in more than one area of life. Conversely, both of these areas are flexible. Trail crew program staff is prepared to adapt the program to the specific needs of participants so that they can grow at whatever level they are personally. The application process is an important tool for us; through it, we can

identify students who will benefit from this experience and we can recommend other options for students who are not ready to be challenged in this way.

We also require family engagement for this program. Minors cannot be registered without guardian approval, and we do our best to have an entry and exit interview with participants' guardians. This interview makes sure we are all on the same page about the student's experience and allows us to build lasting relationships with a fuller part of the student's life. We want to be able to share the growth and successes of each student with his or her family or guardian.

Strategies that affect health indicators

Mental and physical health is at the core of program design for Glorieta trail crew. This program is first and foremost a discipleship program, or a mentoring program with a spiritual emphasis. Mental and spiritual health is not just a goal; every activity and peer or staff interaction is designed to encourage growth in these areas. As with all of Glorieta Camps' programming, if an activity does not facilitate that kind of personal growth it does not become part of the planned program for participants.

Trail maintenance and construction is physical labor that builds endurance, consistency, and competency with spatial tasks. It is also considered by many to be an art form. It requires analyzing the environmental processes at work in an area, the psychology behind how people choose to use a space, and how to fit a trail into the framework that those two things create. Trail work is a unique combination of mental and physical exercise that won't be lost on those who practice it.

The outdoor environment in which trail work (and most of our camp experience) serves two important purposes. First, it is a forced disconnection from a person's comfortable routine that is craved but not often recognized. Second, because that disconnection is forced, the mind is able to independently experience new perspective and restorative focus.

It's difficult to overemphasize the value of temporary separation from a person's everyday routine, especially if the routine typically incorporates negative or risk factors. In this case, 'temporary' is the key word. The length of the trail crew program (21 days) allows for adequate separation and is enough time to learn and practice mental and physical health practices. We believe it is most important to equip students to return to their routine and influence their personal lives, families, and communities; the trail program is designed to do just that.

Reduction of substance abuse is consequence of the foundational design of trail crew. First, it is made clear to students at the beginning of their involvement with Glorieta Camps that substance use is not tolerated while participating in trail crew. Separation is again a fundamental strategy here: participants will be removed from means of accessing substances and will not be around people who use any substances for the entire 21 day session. It is again important to note here that trail crew is a highly scheduled program with very little down time. We expect 100% participation at all times and are intentional with free time. Participants will be trading opportunity for substance use for purposeful and rewarding activity.

Reduction of obesity will occur as a learned habit. Trail crew programming will not directly address obesity-related issues, but the physical activity associated with trail crew will be a catalyst for practicing healthy living. As participants adapt to trail work, they will also be able to feel how healthy eating contributes to physical capability.

Learning is at the core of mental and spiritual health, and thus is a top priority for trail crew program design. Learning is emphasized and practiced in the following three areas.

Environmental stewardship: Trail work is rooted in environmental stewardship. It requires people to consider how the natural environment is best used and protected, and we teach it with these things in mind. The reasoning behind all trail construction and maintenance practices will be presented so we will be discussing sustainable building and Leave No Trace principles as they relate to an overall attitude of stewardship.

Spirituality: Spirituality requires growth, and growth requires learning. No matter how a participant describes themselves spiritually, if they are willing to interact with spiritual ideas and practices they can learn and grow a great deal. Trail crew is specifically designed to get students to interact with Christian concepts at whatever level of spirituality they are ready to practice.

Professionalism: Each step of the trail crew application and participation process is designed to require students to practice professionalism. Each applicant will do a one page application, identify character references, participate in entry and exit interviews, participate in group discussions, work 6-7 hours a day in a group, and write one page about their trail crew experience. None of these things are graded or evaluated except as tools to better meet participant needs as they continue through the experience; however, these are good things to practice for the future.

Program Quality

Measurements: The measurements of program participation and effectiveness (staff monitoring, entry and exit interviews, written participant program analysis, and family interviews as described under the Program Participation section below) attest to the high standard of quality set for this program. It is held to the same standards as the other Glorieta Camps programs; the board of directors requires programs to be financially stable, on the forefront of safety standards, and creative in programming. A mid-program report and final report discussing success, challenges, and participant demographic and experiences will be prepared and delivered to any organization with vested interest.

Leadership Organization: As described previously, the organization of Glorieta Camps leadership contributes to high program quality. Program leaders are given a high degree of autonomy but are held accountable to vertical tiers of leadership as well as horizontal checks and balances. Trail crew is designed through the lens of the wilderness program, held accountable at the administrative level, and approved by the board of directors.

Staff Rotation: Staff who will be working personally with trail crew participants for the duration of each session are Glorieta Wilderness guides who at other times will be guiding groups of all ages on 1-10 day backpacking trips. Each session will have fresh leaders who have been recently facilitating other kinds of learning experiences.

Staff Training: These staff members who are leading trail crew go through at least three weeks of staff training in facilitation techniques, group development, wilderness guiding, and wilderness risk management. Background checks are completed on all staff prior to their arrival at Glorieta Camps.

Program participation is important to the success of the program for each individual. Glorieta Camps requires 100% participation at all times. Refusal to participate in activities can be grounds for dismissal from the program. Participation will be monitored by trail crew leaders throughout the session. A final one page paper will be written by each individual about his or her experience; this paper will stay on record at Glorieta Camps and will be available for any

guardians, school, or court official wishing to evaluate a participant's experience. Family interviews before and after the experience also will help families gauge the value of the program for their students.

Practices that will affect health and well-being of youth

Experiential education techniques make action the center of learning; participants learn by doing the thing taught. The Association for Experiential Education notes high correlation between these techniques and increased respect of self, other, community, and environment in addition to residual, continued learning after the experience has ended (Association for Experiential Education, 2014). We incorporate experiential learning into trail building, group development, camp activities, Bible studies, and interpersonal relationships.

Trail crew staff to participant ratio will remain quite low (at least 1:10) for all session activities. Trail construction, Bible studies, group discussion, and group development will not exceed that ratio. A low ratio of participants to staff allows for more intentional relationship building over time and more *direct interaction in learning experiences*. Also, trail crew leaders will be with participants 24/7; participants will not be left unchaperoned.

Lastly, participants will be living in a small community with each other for 21 days. While groups around them may come and go from surrounding facilities, trail crew will remain involved with each other for the duration of each session. Structured free time will be spent with the group and trail crew leaders, and meals and living space will be shared. Group development will not be limited to facilitated group activities. Day to day life will further the group development within a natural living environment.

Capacity and Capability

Heidi Riley is the trail crew program developer and leader. Scott Chapman is the director of the Glorieta Wilderness program. Their resumes can be found attached at the end of this proposal in Appendix A.

Glorieta Camps operates in only one location (Glorieta, NM). The Glorieta Trail Crew program is specific to Glorieta Camps. The trail crew program team flows directly out of the overall Glorieta Camps team. The board of directors filter and inspect the elements of organization and vision which shape the camp. The executive director allows program heads to build their own programs while ensuring that their decisions and the facility accomplish the goals of the board. Program heads hire and train their own staff who implement programs as needed. Trail crew is uniquely run by a staff member who reports to the Glorieta Wilderness program director but trains and directs trail crew guides. The trail crew guides are summer staff assigned by the Wilderness director to the trail crew leader. Guides will spend all but designated off time with trail crew participants; the trail crew leader will spend work and study time with participants as well.

Local marketing strategies are intensely focused on face-to-face relationships with groups who can connect students with our programs. Churches, school counseling centers, Boys & Girls clubs, and other public entities are being approached about how to connect students who would specifically benefit from this program with us. We are willing to meet with students and families face-to-face at any time, and they are more than welcome to visit the camp before summer to check it out as well.

The Christian Camp and Conference Association has granted us \$1250 for the purpose of providing scholarships to ten high school students from northern New Mexico for the trail crew program; these students must demonstrably be from low-income families or have other at-risk development factors. We are excited to receive this funding and are ready to match students with these scholarships.

Budget

Trail Crew Budget			
Assumptions:			
Number of Campers	18		
Average Camper Nights Per Camper	20		
Number of Camper Nights	360		
Revenue			
Total Revenue		\$	2,700
Total Value of Work Provided		\$	12,600
Total Income		\$	15,300
Total Salary		\$	8,125
Total Start-Up Costs		\$	2,200
Total Cost Per Camper		\$	1,901
(Cost Per Camper)	\$	105.60	
Total Cost Per Camper Night		\$	6,840
(Cost Per Camper Night)	\$	19.00	
(Cost Per Camper)	\$	380.00	
Total Expenses		\$	19,066
Program Net Income		\$	(3,766)

It is important to note that value of work provided will increase if the number of campers (and, thus, camper nights) are increased. The income of the program depends on the value of the work trail crew participants complete for Glorieta Camps. If program productivity is low as far as trail work goes, revenue will fall or the program will lose money. If productivity is high, the budget will show increased revenue as credit to the program by the board of directors. The cost of the program remains low because we do not want to saddle participants with a financial burden for participating in this program. A grant from the Santa Fe County purchasing bid will allow us to better serve participants as we develop this program with real funds instead of program credit from valued work.

We are asking for one of two kinds of funding:

- 1) \$8,000 to purchase all program equipment budgeted for this summer and to pay for the salary of the trail crew leader. This is not a full year's salary but would cover the amount of the year the trail crew leader would not be working within her department and its budget due to developing and implementing the trail crew program.
- 2) An in-kind donation to cover the equipment budgeted for trail crew this year. This corresponds to the Total Start-Up Costs in the above budget. A detailed line item budget of equipment specifics can be found in Appendix B.

Past Record of Performance

Glorieta Camps is in a unique period of intense program development. Since the sale of the property to the new owners (Glorieta 2.0), the staff on site have been marketing heavily and

developing eight new programs. Four of these programs will operate fully this summer. Two of them will run test weeks. Our staff is a mixture of leadership who have all run similar programs at a previous camp and young staff members who are being trained in step-by-step development and implementation.

Technically, Glorieta Camps is competent and prides itself on preparing quality programs which serve their participants well. Full time staff prepares facilities, curriculum, activities, and scheduling for summer programs throughout the year. Summer staff trains up to 14 hours a day for three weeks to prepare for facilitating groups in various programs. Skills specific to trail construction are taught to staff by those with previous knowledge and skills so that a high quality trail system may be built on property in order to host and serve guests and events in the future. All staff involved in trail construction and maintenance have been trained according to standards set by the International Mountain Biking Association and followed by the United States Forest Service.

The leadership staff at Glorieta Camps who comes from Camp Eagle successfully contributed to and managed two programs which precede trail crew in ideal: service team and high school discipleship. Service team allowed high school students to live on site at Camp Eagle for free while they helped support staff in the kitchen. This work-stay exchange was successful for many years until the work load became too great for the number of students the camp could afford to house and feed for free. Then high school discipleship was introduced as an alternative; students participate in a 10-20 day wilderness trip that involves intensive discipleship, Bible study, and wilderness experience. This program remains effective to this day but no longer includes a service component and has had to increase in price.

Challenges and resolutions

Finding Students: High school students are busier than ever. With all the demands of school, athletics, friends, work, and religious functions, it is difficult to find students who are convinced spending three or even just one week on a program is what they need out of their summer. We are overcoming this challenge by finding students through people and organizations who believe in the value of what we do and can recommend trail crew to those students.

Buy-in: In a three week program one of the initial challenges to the program is earning buy-in from the students. If they don't see the value and believe in what they're doing they won't get out of the program all they can. They also won't give much into the program. We believe we have to earn the right from each student to serve them and teach them. This begins with earning their buy-in. We do this by including the trail crew students in the camp as a whole rather than isolating them as a trail crew group. We want these campers to feel like they are a part of the family; we want the rest of camp to appreciate them and acknowledge them. We also overcome this challenge by setting up proper expectations before they arrive and using teachable moments to shape their lens for how they understand their experience while they are on trail crew.

Family growth gap: When the students are away from their families for three weeks, it is likely the longest they have been away from their families. They will experience some amount of growth. This presents a challenge to us as a program because we have a responsibility to bridge the growth gap between participants and their families. Often students will return home from their three weeks at trail crew proud of what they have done and how they have grown, and they will feel frustrated because their family doesn't understand those things immediately. We're working to overcome this with interviews both before and after the program as well as helping

participants know how to communicate their experience and growth both for their understanding and that their families’.

Culture: When we develop a program we have a specific culture both from the camp and for the program in mind. Usually this is because we have imagined the meaning of the program and we see its value as it has been designed. This is a challenge because the students who come often have their own idea of what their three weeks will be like. It is important that our expectations match participant expectations to some degree because the culture of the group provides so much of the lens through which an experience is understood. We see the first few days of a trail crew session as very important for setting up the culture of the group. These days establish the paradigm by defining what is valuable, what the group goals are, and defining our character. We do this experientially in the wilderness because common experience in challenge and restorative situations create bonds between individuals in a group.

Preferences

We understand we do not qualify for any of the preference certificates because our organization was established only in September of last year (2013). However, we hope Santa Fe County will consider investing in us as we grow just as we strive to invest in the community. Our staff members will use whatever resources we are given to make Glorieta trail crew a valuable and unforgettable experience for the Santa Fe County youth who choose to participate.

References

Association for Experiential Education. (2014, January 1). Experiential Education Works: How does it work for you?. Retrieved April 21, 2014, from <http://www.aee.org/applications>

