

**SERVICE AGREEMENT  
WITH THE FAMILY YMCA  
FOR THE IMPLEMENTATION OF EDUCATIONAL & RECREATIONAL  
YOUTH PROGRAMS**

**THIS AGREEMENT** is made and entered into on this 4<sup>th</sup> day of June, 2014, by and between **SANTA FE COUNTY** (hereinafter referred to as the "County"), a New Mexico political subdivision, and **THE FAMILY YMCA**, located at 1450 Iris Street, Los Alamos, N.M. 87544 (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 12<sup>th</sup> 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 fifteen thousand dollars (\$15,000.00) 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:	The Family YMCA 1450 Iris Street Los Alamos, New Mexico 87544

## **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**

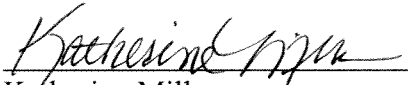
The Contractor agrees to compute and submit simultaneous with execution of this Agreement a Campaign Contribution Disclosure Form approved by the County.

## **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

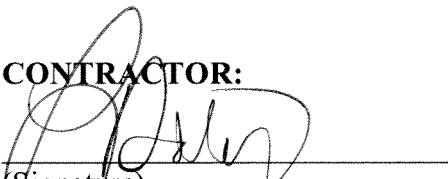
5/16/14  
Date

**Finance Department Approval**


  
Teresa C. Martinez  
Santa Fe County Finance Director


5/20/14  
Date

**CONTRACTOR:**

  
(Signature)

6/4/14  
Date

  
(Print Name)

  
(Print Title)

FEDERAL IDENTIFICATION NUMBER: 850130054

## D. Evaluation Factors

### A. INFORMATION/Time Frame

Funding is requested to serve 43 Santa Fe County teenagers who are known to attend the Española YMCA Teen Center after school and during the summer. Funding will cover a 52-week time frame from June 1, 2014, to May 31, 2015.

### B. EVALUATION CRITERIA

#### 1. History/Background

##### • VISION/MISSION

The Family YMCA is a 501c3 charity dedicated to nurturing the potential of individuals and families in the communities we serve. We are administratively based in Los Alamos. Our mission is to build individual, family, and community strength by focusing on youth development, healthy living and social responsibility.

The mission of our Española YMCA Teen Center is to strengthen the efficacy of community youth through tutoring and skill-building educational support and positive youth development programs.

The business vision of our organization, as stated in our "Vision 2015 Strategic Plan," is to be the regional leader in strengthening communities through Youth Development, Healthy Living, and Social Responsibility programs and initiatives. We focus on children and teens, on improving our community members' health and well being, and on improving opportunities to give back and help neighbors in need. Our priorities are to respond to the critical community issues of childhood obesity, education, youth values, lack of teen programs; health and wellness opportunities for youth, adults and seniors; and the need for interagency collaboration.

Organization goals, each with internal measurements, are: 1) Membership and Program Development; 2) Financial Development; 3) Staff Development; 4) Board Development; and 5) Facility Development - including impactful and sustainable Teen Centers.

This last goal regarding Teen Centers reflects the fact that the teen populations within our service areas are underserved demographic groups. Our strategic goal is to partner and collaborate with other agencies in order to strengthen teen values and develop teens as productive citizens.

##### • HISTORY IN NEW MEXICO

Our organization was founded by volunteers in 1955 in Los Alamos. At that time, Los Alamos was a "closed" community due to the top secret work at the National Laboratory, and the isolation and lack of activities were community concerns. Subsequently, an Act of Congress enabled the transfer of a building from the Atomic Energy Commission to the Y, and we became the first "family" YMCA in the country.

In the spring of 2007, recognizing our 50+ years of successful youth programming, City of Española administrators, able to provide partial support, asked us to open and

operate a technology and recreation center for middle and high school youth. We opened the facility that October and have continuously served area youth since then. We primarily serve youth who attend the Española Valley Public Schools, of which at least 43 in our after school and summer program have self-identified as residing in Santa Fe County.

In 2010, we were awarded a contract with the County of Los Alamos to provide programming for a Teen Center in Los Alamos.

Our services for teens in Española and Los Alamos include youth and family healthy living and active lifestyle programs (recreation and fitness); after school and summer camp opportunities for elementary-aged youth; and positive youth development programs. In all activities we serve individuals living in Rio Arriba, Sandoval, Santa Fe, and Los Alamos counties. We have facilities or presence in Los Alamos, White Rock, and Española. We impact health through two YMCA Centers, two Teen Centers, five After-School Sites, and two Camp Programs. The Family YMCA's service numbers for the year 2013 follow:

- Individuals served in healthy living programs: 7,996
- Youth and teens reaches (ages 12-19): 3,301 with 38% outside LA County
- Adults improving health (ages 20-64): 4,198 with 88% from LA County
- Healthy activities for seniors (ages 65+): 497 with 88% from LA County

## **2. UNDERSTANDING OF THE SCOPE OF WORK**

### **• KEY YOUTH PROGRAM ELEMENTS AND GOALS**

When we opened the Española YMCA Teen Center in 2007 our goal was to host after school and summer programs for all middle and high school youth in a positive youth development venue, where youth are considered resources to be developed. This is still basic to our mission, but the reality of the numbers we serve was revealed in a study conducted by the Rio Arriba County Juvenile Justice Advisory Board in 2008. The finding was that 13-17 percent of the student population lives in a critical state of existence. Historical poverty, multi-generational drug abuse, familial violence, and resource challenges facing our rural school district and local governance have combined to leave behind 15 percent of our children. These children regularly engage in habitual truancy, out of school suspension, disruptive behaviors, and acts of violence.

We quickly discovered that most of these disenfranchised kids, who had nowhere to go after school and who were joining gangs, began coming to our Teen Center. When we saw we were serving youth who were disengaged, we adjusted our focus and goals to be that of outreach - to serve as a safe place of intervention and prevention.

Since 2007, in our after school and summer program, we have kept at-risk teens in school, helped them improve their grades through tutoring and life-skills classes, taught them how to grow their own food and cook it, fed them, and connected them to their community through service-learning projects.

Our program will help keep at least 43 Santa Fe County youth involved in healthy activities through **engaging programs, field trips and community service projects,**

**and help with healthy eating during the summer** as we are a Summer Food Service Program site. Throughout the year we counsel youth on nutritious eating in our gardening and cooking classes. During our recreation program we discuss the need for physical activity and exercise. We engage the majority in movement programs, such as recreational basketball leagues and community service projects.

We operate out of a 3,100-square-foot facility and are open Monday through Friday from 12-8 pm after school and during the summer. We have a technology wing with 20 state-of-the-art computers, a classroom/lesson wing, a recreational/game area, and an outdoor recreation court.

In the year 2013, we served 644 youth, tutored 91, and averaged 40 youth per day with peak days of 88 youth attending. Throughout the year, we see a base of 43 or 7 percent who self-disclosed their place of residence as being within Santa Fe County. Youth reside with parents or are being raised by grandparents who live in the communities of La Puebla, Sombrillo, Rio Chiquito, Cundiyo, Santa Clara, San Ildefonso, Santuario, La Mesilla, Pojoaque and Nambe.

During our program we will provide **positive social alternatives** for predominately Hispanic (90 percent) and Native American (5 percent) youth ages 12 to 19, guided by these principals, goals, and activities:

**Key goals** are 1) to create a safe, vibrant, viable youth outreach center, serving as a point of intervention and gang prevention, that is heavily used and considered a model program that can eventually be funded by area partners; 2) to support remaining in school and mastery of educational benchmarks, especially in math and literacy, through tutoring and supplemental educational programs; and 3) to mentor and assist youth to foster healthy life choices, compassion, caring, respect and responsibility.

Our programming is developed with the intent of **fostering a sense of accomplishment and hope in the teens, to help them understand their relevance, and the positive impact they have in a community—in other words, to enhance their self-efficacy**. This is our way to increase the health and overall social well-being of the Santa Fe County and local area youth. Details of the program activities are disclosed in the **COMPONENTS AND STRUCTURE** section of this application, but overall, our programming shows teens a broader world, helps them connect to it and to care about it.

Positive developmental scientists have identified psychological, behavioral, and social characteristics in youth that will help them be successful adults. These attributes are termed the five “Cs:” competence, confidence, connection, character, and caring/compassion. These scientists suggest that thriving youth develop a sixth “C” called contribution - to self, family, community and civil society.

A 2004 National 4-H Council study indicated that two of the most important factors for positive outcomes for youth are 1) what kind of assets a family has (income, accessibility of parents, collective activity among family members) and 2) **how adolescents spend their out-of-school time**.

It is this latter factor, and the six “Cs” that the Teen Center addresses.

Our program creates an environment that allows the six “Cs” to grow during the critical hours teens are out of school in the evenings, and during the summer. Our adult staff members are role models for the core values of caring, honesty, respect, and responsibility in all programming and interactions. We uphold these standards and expect the same from participants. We have created an environment where these traits

are now the norm. When we first opened, teens were surprised that adults greeted them and asked about their day. Now the teens comfortably interact and trust their adult mentors.

- **APPROACH IN DEVELOPING/ADMINISTERING AGE-APPROPRIATE WORK/STRATEGY AND FAMILY ENGAGEMENT**

Our program outreach focuses on **building supportive relationships in order to mentor and guide the youth. Our strategy is to use fun recreational and programmatic offerings, and our computer center to attract the teens to the Center and further our goals.**

In support of the goals listed above, we focus on three activities/objectives:

- 1) educational support (our tutor assisted 91 youth through 164 hours of engagement throughout last year);
- 2) service-learning, community engagement, and career advisement (to connect youth to their community and the larger world, and to inspire them to care about their community); and
- 3) character development and personal support activities (to develop caring attitudes through delivery of life-skills classes and prevention programming).

Several of the age-appropriate programs we have developed are listed under the section **COMPONENTS AND STRUCTURE**.

Our strategy in developing age-appropriate programming was derived by first examining current, effective models in existence (impact numbers/longevity of program), and also by listening to the youth describe what they want to do. We also employ the Phoenix program prevention curriculum which is age-based.

Most of our Center's 22 life-skills programs are the result of teens giving voice to their ideas, and staff recognizing what the kids enjoy. Additionally, on a daily basis, many activities begin spontaneously. For instance youth may gather and write lyrics for a song, or create a game out of a random piece of paper. The regular life-skills classes we offer are described in **COMPONENTS AND STRUCTURE**. The cooking class and model car class are two of our most popular. We take attendance through sign-in sheets and transfer to a database in all programs to track relevance for the teens.

Through outreach, ongoing programs, and special events we create opportunities and issue invitations for parents to become involved and participate. In the past parents have served as volunteer instructors, and as volunteers in parades or dances we host, and have assisted with bringing in presenters and donations. Parents regularly help serve food at special events, or run a snack bar during basketball tournaments. We regularly engage about 20 parent volunteers. All parents are invited to participate through one-to-one invitations/fliers provided by the youth. When youth first come to the Center, we ask them to bring their parents in so that can complete paperwork and so they may meet staff, look around, and ask questions.

We also have published a parent-informational newsletter as an outreach to engage parents. Our staff members regularly perform outreach at the schools for PTA and teacher groups covering the topics of "parenting teens," and host discussions at schools for parents on gang activity, drugs, and the impact of these on teens. Our staff also participate

in large-scale forums that inform parents, such as a 2013 Anti-Drug Summit that drew 75 parents.

- **TECHNIQUES AND METHODS TO AFFECT HEALTH INDICATORS OF SANTA FE COUNTY YOUTH**

The Center's out-of-school time program employs several methods that will build protective factors in Santa Fe County youth related to key health indicators. Namely, activities as described below under **COMPONENTS AND STRUCTURE** detail how we 1) address teens' mental and physical health; 2) work to reduce substance abuse and obesity; and 3) enhance learning. The key to this last is that we find stimulating programs that pique the interest of the teens and then connect this interest to learning, such as our recent participation in the RoboRAVE ping-pong ball moving competition, and through our bike building class that helps kids enter local shows.

Key health indicators are evident in the expected short term outcomes; 1) increasing educational resources and support available to teens; 2) increasing teens' interest in the world around them and support to stay in school; and 3) positively impacting youth's perception of their place in the community.

Key health indicators are also evident in our hoped-for long term outcomes; 1) strengthening teen resiliency; 2) enhancing teen decision-making processes; 3) increasing a population's access to insurance and health care through access to higher education and related health insurance benefits through gainful employment and 4) decreasing a population's indigent dependence on health care and social services by affecting a population's ability to access higher education and better jobs with health insurance.

In **prevention and intervention programs, youth mentoring, and in community partnering**, we address the health indicators of teen pregnancy, obesity, substance abuse and alcoholism, as well as mental health issues. We also address healthy social behaviors and norms. In a typical year these topics will be addressed in forums, discussion groups, classes, or with guest presentors: Students Rights and Responsibilities, Impact of Drugs class, Bullying Presentation, Reproductive Health, Suicide Prevention, youth and staff attendance at an Anti-Drug Summit, Fatal Vision Goggles program simulating degrees of intoxication, Alien Sleepover with Rio Arriba DWI playing music for kids and bringing a foam pit, Sticker Shock campaigns reminding business not to sell alcohol to minors, and implementing the educational and prevention Phoenix curriculum. Our summer program also hosts numerous groups and discussions of this nature.

Additionally, our partnerships help us connect youth to health services. For instance, we refer youth to the Department of Health's El Centro Clinic. When youth indicate the desire to stop smoking, we call the nurse and assist the youth to make the appointment. We also assist youth in filling out a mental health referral for Presbyterian Medical Services. We use a written referral system to counseling services. This also assists the family unit. We also have a verbal referral system to Casa de Corazon/Easter Seals program, which is intensive outpatient therapy that includes behavioral therapy and will follow the student through the classroom process.

The Teen Center receives referrals as well. The First Judicial Juvenile Justice Court refers youths to us for tutoring services and for life skills training classes because we are a safe environment for the teens. We serve teens referred from Rio Arriba County Juvenile Drug Court to Narcotics Anonymous meetings and life skill classes. The local

Juvenile Community Corrections program refers students for tutoring and life skills classes.

## • COMPONENTS/STRUCTURE DEMONSTRATING PROGRAM QUALITY

To help build Santa Fe County teen's personal efficacy in our program, the YMCA will host numerous life-skill classes, engage in community service projects, take educational and fun field trips, and offer tutoring to help youth stay school-ready. We will also take youth on annual campouts.

The quality of our program is demonstrated in the diverse activities we offer that continue to draw youth participation; through results of youth program evaluations; in that our programs are youth-driven; and in that we offer low staff to student ratios of approximately 1 to 12.

Our program components include a wide-array of educational and skill-building classes: audio engineering (we have a recording studio), micro-organisms, wood working, robotics, jewelry making, cooking, murals, spray paint landscape art, welding art, gardening, strength conditioning and weight training, and model car and bike making. We also prepare youth for jobs through resume writing and interview skills classes.

Youth are also regularly engaged in civic engagement/community serving activities. The teens are given the opportunity to volunteer at our local food bank, and participate in community event parades, our Annual BBQ for members, our back-to-school supply drive and dispersion, the Community Clean Up Day, to engage in planning for a Community Harvest Festival that serves as a food drive, to provide feedback for a community-wide Anti-Drug Summit, to participate in recreational basketball, to assist with a partner garden project, to volunteer at the animal shelter, and to enjoy back to school and holiday celebrations.

Quality is also demonstrated through community partnering. Latest research, including a study of a Cincinnati model, features community partnering as one key to improve health outcomes for youth. The CincyAfterSchool program encompasses strong academic and enrichment components for high-need students with clear success measures and school and community engagement. Data from an independent evaluator confirms the program's success with a majority of the 5,000+ students who participated in CincyAfterSchool between 2004 and 2009, outperforming their public school peers in both reading and math. A clear correlation between days in the program and improved report card grades of a letter or more are evident. CincyAfterSchool relies on a highly coordinated community partnership program where support is aligned with the school district.

A summary of our educational partnerships follows:

- **Española Public Schools:** School books lent annually; Center director is presenter at school trainings and forums; Y is given retired computer tables for new donated computer systems; 2011 onward partners for Summer Food Service Program.
- **First Judicial District Court of New Mexico:** 2010 onward, providing coordinators and juvenile narcotics prevention resources for weekly meeting at the Teen Center.
- **Carl C. Anderson, Sr. and Marie Jo Anderson Charitable Foundation and the New Mexico Community Foundation; and Robert E. and Evelyn McKee Foundation** in El Paso; and **SOC-Los Alamos** for educational computers support.



- Pojoaque Valley Fund and New Mexico Community Foundation:** support of microscopes. **United Way of Northern New Mexico gives funding.**
- **RA County Community Health Council:** Center director is council member.
  - **Collaborate with:** **Rio Arriba Youth Service Providers, Juvenile Justice Advisory Board, Northern New Mexico Community College, Española Chamber of Commerce El Centro Family Health; Casa de Corazon Behavioral Health; Team Builders Counseling Services; Rio Arriba Teen Pregnancy Coalition; New Mexico Department of Health; La Vision del Valle Coalition-Hands Across Cultures; SADD (Students Against Drunk Driving); Big Brothers/Big Sisters of Northern New Mexico** (director is resource board member); **Rio Arriba County Teen Drug Court; Rio Arriba County DWI Program** (director is a council member); **Rio Arriba County Juvenile Community Corrections; State of New Mexico Juvenile Probation Services; Tewa Women United; CASA (Court Appointed Special Advocates); Northern New Mexico Regional Arts Center** (director is a board member); **Region III Drug Implementation** (director is a team committee member); and **Rio Arriba County Joint Task Force** (director is a council member).

As shown above, the Center director is involved in numerous community organizations, and these collaborations help us to connect youth and families to available health resources.

## • **MEASUREMENTS OF HEALTH INDICATORS**

The last seven years of operation have provided a baseline for measurements in relation to our goals and objectives and provide data on how we impact health. We collect quantitative and qualitative measurements.

Progress is measured by tracking and comparison of 1) youth members served; 2) programs offered; 3) life-skills and service hours delivered; 4) youth tutored; 5) tutoring hours delivered; 6) youth assisted to reach reading grade level; 7) youth assisted to reach math grade level; 8) youth assisted to obtain GED (through study hours and tutorial support); and 9) youth re-engaged in school and assisted to graduate who had dropped out. The measures for the last three categories are obtained by youth self-reporting that it was assistance at the Teen Center that was the main factor that impacted their progress.

Success is defined as sustaining or increasing participation levels annually in each measurement as proof of the health and education impact. We must also be able to explain deficiencies which may occur due to changes in the service population. Success is also defined as delivering our described programming within budget, and in finding funding to sustain the program.

We also survey youth at the Center to measure our effectiveness. Students assess the Teen Center and rank it in various categories on a 4.0-high scale. On one day in 2013 the Center was evaluated by 44 students and achieved a grade of 3.7 on a 4.0 scale. Twice a year, with one occurrence happening during the summer program, we ask students to evaluate program classes and rank their personal growth in skills acquired. We also ask

teens to provide qualitative information such as testimonials in regard to impact the Center and its programs have had on their lives.

Our measurements show we are effective in building educational and personal skills. A per/year summary of measurements in regard to health indicators (life-skills programs/hours and educational support) is listed below. Each life skills class or community event draws 8 to 35 youth per event with an average of 15 youth attending most programs. Indicators follow, with fewer numbers revealed in 2007 due to a late fall launch of our new Center:

Year	Youth Served	# of programs	Life skills & event contact hours	Youth Tutored	Tutoring Hours	Youth helped to reach grade reading	Youth helped to reach math grade level	Youth helped to obtain GED	Youth assisted to go back to school and graduate
2007	87	9	89			2	1		2
2008	222	19	555	61	163	5	8	2	5
2009	303	20	494	72	128* Funding shortage	6	5	3	6
2010	331	23	560	68	197	5	5	4	8
2011	521	22	782	113	203	6	4	5	4
2012	714	23	988	114	175	5	8	3	7
2013	644	22	1,502	91	164	5	7	8	8

For our summer program we will measure participation attendance in classes, and survey youth on skills gained and school-readiness.

## • EVIDENCE OF PROMISING PRACTICES THAT WILL AFFECT HEALTH

Key evidence of our Teen Center being able to affect key health indicators specifically related to education follows. Since our opening in 2007 to the present, we have tracked these results, with youth unique to each level, or unduplicated:

- 1) Assisted 34 youth to achieve their **reading-grade** level;
- 2) Assisted 38 youth to achieve their **math-grade** level;
- 3) Assisted 25 youth to obtain their **GED**; and
- 4) Assisted 40 youth to **re-engage in school that had dropped out** and/or assisted to graduate;
- 5) This totals 137 instances since 2007 that we have assisted teens to reach educational goals.

Additionally, the CincyAfterSchool model cited in the above section **COMPONENT/STRUCTURE DEMONSTRATING QUALITY** demonstrates how partnering positively affects health outcomes for youth.

Research also shows that it is far less expensive to develop and invest in youth than to rescue them. A 2012 Pittsburgh Post-Gazette article by John Heller summarized research on the cost to society for the “rescue of an at-risk” youth.

- One youth who drops out of high school costs taxpayers between \$268,133 and \$428,130
- One youth who becomes a “career” drug abuser deprives society of between \$408,268 and \$1,070,324
- One youth who makes a career out of crime instead of a profession, in effect steals between \$1,434,455 to \$1,655,140 from other, more beneficial uses (Source: “The Costs and Benefits of After School Programs.”)

Heller’s article quoted University of Illinois at Chicago professor of community health researcher David DuBois, as saying that at quality out-of-school time programs, “The staff members play a pivotal role by helping kids feel encouraged and by giving them practical skills to cope with life in general.” When asked about adults in their lives, DuBois said the kids rank this type of program staff above teachers: “In settings where they can go every day, sometimes over many years, there’s really potential for deep relationships and connection to the setting itself.”

Evidence also comes from quotes from the youth about the Center:

- I can be myself and not have to worry about having to put up a front to impress anyone.
- It is helping me get back on the right track.
- If I wasn’t here I would be getting in trouble at the park or walking around doing stupid stuff.
- I wouldn’t be in school that much. I go more because if I don’t, Ben will tell me you need to start going to school or something like that, and my grandma would get mad and wouldn’t let me come. This is how the Teen Center has helped me!
- There are people here that actually respect you.
- The kids can come to the Center and relax, if frustrated. It’s amazing how the other kids will want to help out and protect their brothers and sisters here!
- I don’t have a hard time making friends anymore, and most importantly, I know and like who I am.
- Every day is an adventure.
- I love doing hands-on things.
- They want us to be leaders not followers.

## C. CAPACITY AND CAPABILITY

### • DEMONSTRATE ORGANIZATIONAL ABILITY TO DEVELOP AND MANAGE SUMMER YOUTH PROGRAM

The Family YMCA’s Española Teen Center has been running a successful program for teens since 2008 with average summer attendance of 40 youth per day. Our program was awarded the 2008 Youth Organization of the Year and the 2012 Nonprofit of the Year by the Española Chamber of Commerce.

Our ability to develop and manage a teen program is evident by previous significant grant awards. In 2010, the Española Teen Center was awarded a \$125,000 grant from the federal Department of Education to provide educational support to local

teens. We delivered and met all conditions of the award. We have been awarded 76 grants since 2007 and met the conditions of delivery and reporting requirements on all grants. In 2011 and 2012 we were awarded Wal-Mart Foundation-YMCA of the USA funds to host a Summer Food Service Program with a volunteer learning-intensive program out of our Española Teen Center.

Additional proof of our ability to develop and manage Teen Center programs are evident in: our organization's 16-year record of operating successful elementary after school and summer camp programs (240-youth/year); being the largest provider of youth programs in Los Alamos (89 programs in 2013 served 3,301 youth); being awarded an operating contract in 2007 for the Española Teen Center; being awarded an operating contract in 2010 to run a Teen Center in Los Alamos; an annual award from 2008-2014 to run a state-funded Youth Conservation Corps summer program; and the 12-year operation of Los Alamos volunteer summer service-learning program entitled Y Earth Service Corps that engages 35 youth/year.

- **KEY STAFF RESUMES/ROLES/EXPERIENCE**

Names and qualifications of key staff members follow:

**Ben Sandoval, Española YMCA Teen Center Directory YMCA**

Mr. Sandoval began his employment at the YMCA in 2005. He served first as site director for the Y's largest after-school programs, and then as childcare director, supervising all child care programs. He is a certified childcare administrator through the National Child Care Association. Since 2007 he has served at the Teen Center's director. Mr. Sandoval has extensive supervisory and management experience in residential treatment centers, the US Postal Service, and US Army. He served 8 years in the military, which included one tour during the Gulf War. He received two Good Conduct Medals, three Army Commendation Medals, and four Army Achievement Medals before his Honorable Discharge. He has been a facility director and risk manager for a residential treatment center where he provided case management service for adolescents with special needs. He has attended two training forums sponsored by the Office of Juvenile Justice Delinquency Prevention on drug intervention and gang prevention.

**Renee Sandoval, Española YMCA Teen Center Administrative Assistant**

Ms. Sandoval began her association at the YMCA in 2007 as a volunteer and then part-time staff member. She is currently a full-time staff member and continues to volunteer her time. Duties include, but are not limited to collecting data and maintaining various reports, i.e., daily visits, programs, activities, financial, etc.; plans and instructs monthly Cooking and Baking Classes; collects information and composes monthly calendars, posts them online and emails it to collaborators; does a quarterly newsletter and prepares for distribution via email and regular mail; supervises teens during regular business hours and for special events and trips; creates and distributes marketing publications; steps into an administrative role when the director is away from the office. She previously worked at Del Norte Credit Union, was a Photo Lab Technician for Wal-Mart, was a personal assistant for a local artist, has homeschooled her children for the past seven years and has a long, extensive list of volunteer experience that includes volunteer work with a few of

the adolescent treatment centers. She has received several certificates of appreciation and other forms of recognition.

**Deaver Smith IV, Española YMCA Teen Center Counselor**

Mr. Smith began his official employment at the YMCA in 2010; before that he chose to do his college internship at the Española Teen Center in 2009. He is currently a student at Highlands University, where he is pursuing a degree in Social Work, and is a part-time staff member. He continues to volunteer his time for various events and trips. Duties include providing supervision for teens during regular business hours and for special events and trips; assisting in maintenance of the center; planning and participation alongside teens in various sports and recreational activities. He assists in educating the teens on proper operations of the audio/recording studio. Mr. Smith has extensive training in social work, which assists in mentoring the teens on a daily basis. Before he joined The YMCA Family, he did an extensive amount of work-study, was voted Vice-President of student government, and was an active volunteer within the community.

**Fiscal Responsibility Lead: Linda Daly, Executive Director, YMCA**

Ms. Daly has been the Executive Director of The Family YMCA since 1999. She has a bachelor's degree in communications and journalism. She is a certified YMCA Organizational Leader (highest certification in YMCA management). She is a graduate of Leadership Los Alamos, has been a member of the University of New Mexico-LA Advisory Board, and is the immediate past-president of Kiwanis Club of Los Alamos.

**Fiscal Responsibility Support: Chris Daniels, Business Manager, YMCA**

Mr. Daniels has recently joined our team at the YMCA with a well-developed background in non-profit financial management. He has over ten years of experience in accounting, grant management, budget development and financial reporting. His current duties include management of financial operations, financial analysis, and ensuring that legal, audit, and reporting requirements are met. He has a BA in Social Work and an MA in Counseling.

**Background Checks of Staff**

It is YMCA policy that all employees and volunteers at the Y under-go a criminal background check before beginning work/volunteering with our organization. The Family Y utilizes the third-party organization LexisNexis to obtain the aforementioned criminal background checks. The LexisNexis National Criminal File is a comprehensive search of multiple criminal record sources, including Federal agencies, state agencies, prison records, court records, sex offender registries, etc. As of this date, all Y administrative staff, volunteers, and Teen Center staff members have passed this background check.

• **DEMONSTRATE TEAM ORGANIZATION AND WORKING RELATIONSHIPS**

Our executive director supervises seven administrators for our organization (a business manager, a facility manager, a membership director, a wellness director, two teen center directors, and a senior program director) and evaluates each annually, setting personal and programmatic strategic goals per department. The executive director holds

weekly meetings with those she supervises to further department goals, and she reports monthly to our 21-member volunteer board of directors.

The organization holds monthly administrative meetings where senior administrative staff reports on action items, deadlines, accomplishments, and outstanding items. We hold an additional information sharing meeting at the end of the month involving all senior administrative staff and department heads. Each fall administrators and department heads hold strategic plan reviews and set goals for the next year.

Our staff at the Teen Center is vetted through our Human Resource department with input from the Center Director, and is reflective of the community in which it is located. The Center director is a bilingual individual who was raised in Española. He is well traveled, an artist, is culturally sensitive and has extensive supervisory experience. Our Teen Center staff members are culturally competent and representative of the population served. The director is supported by an administrative assistant who serves the dual roles of tracking attendance and mentoring and teaching the teens--she leads the cooking class. Other key staff members are two experienced part-time counselors and a tutor. All these positions are in attendance at the Center during open hours and work together to meet the needs of the students.

## • STRATEGIES TO MARKET SUMMER PROGRAMS TO COUNTY YOUTH

The target population for the Teen Center program is recruited as described below:

<b>Press Releases:</b> Numerous releases announcing the Center's activities and ongoing events help garner parent and family support in the community. Center activities earn regular coverage in Rio Grande Sun and Los Alamos Monitor newspapers.
<b>Newsletters/fliers, brochures/advertisements and Social Media:</b> Brochures and fliers are delivered to the City's recreation department and key youth-serving locations. Direct mailings are sent to community leaders and businesses; we also purchase newspaper advertisements; and use email blitzes and the Y's Facebook pages to recruit youth.
<b>Community Involvement/Networking:</b> Center director has been actively involved in numerous community organizations, including Big Brothers/Big Sisters; the Job Services Employment Coalition; the Rio Arriba Community Health Council, the Chamber of Commerce, the Department of Public Safety meetings and trainings, and as a presenter at the middle school where he is able to provide details of program activities to recruit youth. He partners with existing organizations to spread the word about the Center.
<b>Face-to-face and Word-of-Mouth recruitment:</b> Director regularly invites youth who are hanging around in parks and on the streets to the Center. He also appears at middle school assemblies and presentations, parent-advisory council meetings, school trainings, at community events, at other youth-serving events, and with the teens in community service projects. Teens also recruit other teens.

- **NARRATIVE ON BUDGETARY AND ACCOUNTING PRACTICES**

The Family YMCA's \$2.68 million budget is created by using accounting software and is populated per department by each program director. The department supervisor, executive director, and business manager then review departmental budgets. After supervisory approval, budgets are submitted for approval to our 21-member volunteer board of directors. We use an electronic receivable accounting program, and we are audited each year.

The Española YMCA Teen Center's budget is created in this way and expenses are accounted for through the electronic accounting program. The Center's 2014 budget is \$226,200. We are asking for approximately 9 percent support, which at 43 students equals \$465 per student during the grant funding cycle. Our program budget follows:

**INCOME**

Annual Campaign	\$30,000
Contract- City of Espanola	60,000
Contract-Rio Arriba County	42,000
Contract-Santa Fe County-potential	20,000* potential/requesting
Grants-Con Alma, United Way NNM,	
Frost, McKee Foundations	<u>74,200</u>
	Total: \$226,200

**EXPENSE**

Personnel/benefits (3.5 FTE)	\$146,862
Program Supplies	17,870
Office Exp./ Occupancy,	
Cable/Security/Equip.	<u>61,012</u>
	Total: \$225,744

- **INFORMATION ON TYPE AND MANNER OF IN-KIND MATCH**

The program budget for the Española Teen Center shown above is all direct incomes and costs. Additionally, we receive in-kind support, or cash through fundraising, as described below:

**In-Kind Contributions**

DETAIL	YEARLY AMOUNT
3,100 sq. ft. building	\$24,000
Electricity, water, sewer	\$4,200
Annual Campaign -YMCA	<u>\$30,000</u>
	\$58,000

**TOTAL VALUE IN-KIND IS: \$58,000, and meets the match request.**

#### **4. PAST RECORD OF PERFORMANCE**

- **EXPERIENCE WITH EDUCATIONAL PROGRAMS**

In 2010/2011, our Española Teen Center was awarded a \$125,000 grant from the federal Department of Education to provide educational support and life-skills programming to an at-risk population, and to promote high school graduation. We were able to provide quantitative data that proved our work 1) increased educational support for the area teen population through tutoring; 2) increased choices for healthy lifestyles among the area teen population through weekly activities; 3) increased support for at-risk youth through community service, service learning, and through mentoring; and 4) increased youth who remained in school as a result of center support. We compiled educational data for this grant.

The primary grant objective was to A) increased educational support for the Española-area teen population through four-times per week tutoring after school and through other educational programs. Secondary objectives were to B) increase choices for healthy lifestyles among the Española-area teen population through weekly activities; and C) increase support for at-risk youth through community service, service-learning activities, and through mentoring.

During the time period of the grant, the Center had run for two years. By the year 2009, the Center had fully integrated into the community and that year's numbers provided a solid basis of service for comparison against the two years of support the grant funded.

One key indicator for Objective A was tracking youth who stayed in school as a result of center support. In 2007-09, two years prior to funding, the total youth who stayed in school due to center mentoring was 12. Including the two-year period of funding from 2010-2011, the number grew at the time of reporting to 21, which was a 75 percent increase over the first two years.

Another indicator for Objective A was to compare tallies of youth attending the center, tutoring sessions, tutored youth and educational programs offered. The base year of 2009 saw 72 youth tutored, and the last two years of the grant averaged 115 youth tutored, for a 59 percent increase. Yearly attendance at the center increased from 221 youth in 2009, to 521 youth in 2011, a growth of 135 percent. The number of tutoring sessions grew as well, from 128 in 2009, to a high of 203 during the grants funded years, a growth of 58 percent. Education, skills-based offerings grew from 9 in 2007, to 22 in 2011, more than doubling.

The connection between amount of youth tutored, number of tutoring sessions, and amount of educational programs offered is directly tied to funding support. In 2009, the Center struggled to cover the cost of tutors and educational programs. Funding support may very well be the reason that attendance at the Center grew: the Center was able to offer engaging programs that drew the youth. The basic discovery behind this principal is that interesting, engaging programs are needed, and thus funding, to draw the youth to tutoring and toward support for staying in school.

Indicators of Objective B, increase choices for healthy lifestyles, are revealed through an analysis of all programs offered for the year 2009, to 2010 and 2011, and total visits to the center. In 2009, we offered 20 program categories, in 2010 it was 23, and in 2011 it was 22, an increase of 10 percent. Also tracked during the funding period were gross visits to the center. In 2009 total visits were 4,898; 2010 were 5,108; and 2011 were 6,995. Gross visits grew by 42 percent.



A measure of Objective C is a comparison of community service projects for the 2008-2009 years, versus the years funded in regard to number of services projects and number of youth involved. In the first two years, the center had 27 projects involving 232 youth. In the 2010-2011, we had 36 projects involving 416 youth. The growth in projects during the latter two years was 33 percent, and the growth in youth served was 79 percent.

The most unexpected outcome, upon final review of the numbers served during this grant period, was the amount of statistical data that showed growth in numbers served and effective outreach. We attribute this to the fact that during the two years of the grant, we had secure funding, and were able to offer the programs to meet the needs of the youth. The year prior to this in 2009, we had severely cut back on tutoring hours and programs.

These numbers lend support that out-of-school time enriching activities can keep youth on track to graduate. Of course the benefit to graduation is that individuals are more likely to gain access to employment with health insurance benefits and thus, less likely to rely on social service and health care systems. A benefit of the community service projects is the likelihood of decreased crime because youth have a vested interest in building their community versus being destructive or harmful. The overarching goal of this work is that youth will be connected to their community and that they will become leaders and be a positive influence.

- **PREVIOUS YOUTH PROGRAMS RELEVANT TO SCOPE OF WORK**

The federal Department of Education award as documented above demonstrates our ability to carry out the programming as described in this grant application. In addition, as a chapter organization of the YMCA of the USA, we use best practices and model programs that develop youth. These include enriching summer camps, counselor-in-training (CIT) and Y Earth Service Corps service-learning activities for teens, and acting as a contractor for the state's Youth Conservation Corps paid employment program from 2008-present. Each of the programs named above is a summer program similar in scope to the Teen Center's out-of-school time program.

- **CHALLENGES TO ADMINISTERING SUMMER YOUTH PROGRAMS AND RESOLUTION**

The biggest challenge our Española Teen Center summer program encounters is that of transportation, or getting youth to the Center during the summer. Currently, parents or grandparent must drop children off and this means they must have a vehicle or rely on friends. Many families we serve do not own a vehicle. Additionally, there is a challenge in getting the kids to the Rural Transit District bus stops. The difficulty of coordinating rides to and from the Center in our rural area is the largest challenge our teen population and Center faces. As a result, youth frequently attend the center in a spotty fashion, coming for one to two days per week, or sometimes attending a few times per month. The only resolution we have found is to help families coordinate their schedules with those of the RTD buses.

