



Arizona 4-H Camping Program Strategic Review Report



THE UNIVERSITY OF ARIZONA
Cooperative Extension
4-H Youth Foundation



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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The blue-ribbon commission was formed in May 2019 and tasked with the strategic review of Arizona 4-H Camping. Its objectives included assessing the educational possibilities and financial realities of the existing 4-H camps, examining gaps and opportunities related to both programming and facilities, and, ultimately, making recommendations to the Associate Director – 4-H Youth Development on changes to programming and facilities.

The committee met six times over the summer of 2019 via video conference. Committee members gathered history, financial data, enrollment data, and other supporting materials to create this report. Additionally, a phone survey of county 4-H agents was conducted to determine agent preferences, programmatic goals, and attitudes toward camping.

The primary deliberation of the committee centered on the question of what type of 4-H camping model should Arizona 4-H have, and what facilities were necessary to be successful? Several options were explored, ranging from selling all 4-H camps and endowing the funds to support local camping, to purchasing additional statewide camps.

The committee unanimously agreed that the best option for Arizona 4-H was to maintain the existing camping model (i.e., James 4-H Camp as a statewide camping center, and Pine Combs 4-H Camp as a local/regional camp) and, with a resurgent Arizona 4-H Youth Foundation, make strategic capital improvements to these facilities that would enable programmatic changes.

Perhaps more important, however, was the discovery of the general lack of consensus in the 4-H system on what camp is for. In the phone survey, agents cited myriad reasons for conducting summer camping programs, and sometimes no reason at all. Therefore, another committee recommendation was to form appropriate institutional structures and processes to develop a coherent mission for Arizona 4-H Camping and foster a stronger culture of camping among agents.

In summary, the committee discovered an incoherent camping program, but one with tremendous potential. While there are experts in the system who have given this question of what camp should be considerable thought, that discussion should happen more broadly in the 4-H system where a shared vision can be established. Then, a better assessment of necessary facilities can be conducted at a later date.



INTRODUCTION



INTRODUCTION

Committee Members

Convening Chair: Evelyn Whitmer, Cochise and Santa Cruz County Extension Director, UACE

Contracted Facilitator: Dr. Adam Cletzer, Independent Contractor

Committee Member: Cathy Martinez, Pinal County Extension Director, UACE

Committee Member: Debbie Pettigrew, La Paz County 4-H Program Coordinator, UACE

Committee Member: Elizabeth Sparks, Pima County 4-H Associate Agent, UACE

Outside 4-H Camping Expert: Dr. Sarah Bush, University of Idaho

Outside 4-H Camping Expert: Jason McKibbin

Ex Officio: Julie Adamcin, Arizona 4-H Youth Foundation

Ex Officio: Adam Yarnes, State 4-H Camping Director

Ex Officio: Dr. Jeremy Elliot-Engle, Associate Director-4-H Youth Development

Committee Process

The committee responsible for the Arizona 4-H Camping Program Strategic Review was selected by the Associate Director - 4-H Youth Development in May 2019. The committee was comprised of 10 members, featuring Arizona 4-H agents, county extension directors, out-of-state camping experts, and other ex officio members, such as the state 4-H camping director, 4-H foundation representative, and the associate director of 4-H. The committee was co-chaired by Cochise County Extension Director Evelyn Whitmer, and Assistant Professor Adam Cletzer.

The committee met six times over the course of summer 2019 via video conferences. Its general mission (Appendix A) was to gather and synthesize information in a systematic manner in order to provide the Associate Director - 4-H Youth Development with research-supported recommendations for camping. The committee's meetings followed the following general agenda:

- Meeting #1 – Introductions of committee members; explanation of the committee's goals; explanation of committee members' various roles
- Meeting #2 – Determine what information should be sought out for inclusion in the discussion and final report.
- Meetings #3-4 – Reporting and evaluation of data gathered by committee members, identifying needs for primary research data.
- Meetings #5-6 – Debate various options for camping facilities, make final recommendation for facility; discuss and make recommendations for various programmatic changes.

The committee adjourned on Aug. 31, 2017. A final report was filed on Oct. 9, 2019.



OVERVIEW OF CAMPING IN ARIZONA 4-H



OVERVIEW OF CAMPING IN ARIZONA 4-H

A Very Brief History of Camping in Arizona

The story of 4-H camping is more myth and legend than history. However, what is certain is that the origin story of camping in Arizona 4-H is not one of a centrally planned, top-down, comprehensive program. Rather, camping emerged in the absence of strong State 4-H Headquarters, in several places, and around the same time as multiple county 4-H programs sought to improve their programming by incorporating a camping site. Several of these sites dotted the state. Most of these locally supported camps were seasonal, staffed by 4-H agents, and, ultimately, shuttered. The only remaining county-based facility is the Pine Combs 4-H Camp.

Perhaps the critical moment in Arizona 4-H Camping was a bear attack at a Pima County 4-H camp in 1996, wherein a 4-H counselor was critically injured. All camping in the state was effectively halted by university decree for nearly 15 years.

However, in 2010, the State 4-H Program Leader, along with Arizona 4-H Youth Foundation members, spearheaded the acquisition of a '4-H Learning Center,' which eventually took the form of the current James 4-H Camp. The James 4-H Camp opened officially in 2011, but suffered due to considerable turnover among its directors, as well as the lack of a camping culture in Arizona 4-H (see Appendix B).

In the past five years, the current camp director, Adam Yarnes, along with a few dedicated agents, have begun to foster a culture of camping in Arizona 4-H. They have shifted the fundamental organization of summer camping to the county 4-H program. This has done much to increase enrollment and interest.

Brief History of Fundraising Support for Arizona 4-H Camping

Arizona 4-H Camping has seen substantial one-time contributions to support the purchase and initial setup of various 4-H camping facilities over the past

70 years. However, systematic fundraising to support ongoing programmatic efforts and the maintenance and renovation of facilities has been lacking. Below, I discuss the various contributions to Arizona 4-H Camping.

Arizona 4-H Youth Foundation and University of Arizona Foundation

The Arizona 4-H Youth Foundation was established in 1970, in part, to support the creation of a 4-H Learning Center. Among the newly formed board's first acts was to search for a suitable camping facility. It soon settled on a camp site south of Flagstaff at Fort Tuthill, which they leased from the Bureau of Land Management.

The foundation wanted to engage 4-H'ers in the fundraising and so entered into a profit-sharing arrangement with 4-H county councils. These 4-H'ers conducted two fundraising campaigns selling "World's Finest Chocolates" locally in an effort to raise enough funds to purchase the camp outright.

However, time wore on and sales fell short of the target amount. The foundation also struggled to obtain water rights for the Ft. Tuthill site, and, in 1986, the project was scrapped. From 1986 to approximately 2007, the foundation invested the funds raised from the chocolate sales, dividing a portion of earnings among counties to support their local camping programs.

Support for James 4-H Camp. In roughly 2010, then State 4-H Program Leader Kirk Astroth identified a camp for sale near Mingus Springs that would meet Arizona 4-H's needs if purchased. However, there was some confusion among 4-H agents and volunteers as to the exact amount generated from the chocolate sales nearly 25 years prior; the foundation concluded they were far short of the amount needed to purchase the camp, and that they were likely unable to secure the donations needed. The University of Arizona Foundation was engaged and eventually secured a donation from the

OVERVIEW OF CAMPING IN ARIZONA 4-H

namesake Harold James Family Trust. The Arizona 4-H Youth Foundation secured a loan for the remainder of the amount and the camp was purchased.

Following this, a series of donations were made to make capital improvements to the new James 4-H Camp, chief among them a \$25,000 donation from longtime supporter and another \$25,000 from the Farm Bureau to construct a dining hall. There has been some confusion about the degree to which this effort was funded by local county 4-H programs. So, I have included the complete list of donors below.

Since the initial purchase and set-up of the James 4-H Camp in 2012, the Arizona 4-H Youth Foundation has not played a substantial role in fundraising to support the ongoing maintenance and expansion of the camp. The foundation lost its fulltime director in 2007; however, by fall 2019 a new director will be in place.

Other Local Camps. Arizona 4-H has seen several smaller, more regional camps, such as the current Pine Combs 4-H Camp and a short-lived camp in Maricopa County. These camps were almost exclusively supported by local effort and local fundraising.

\$250,000	Harold James Family Trust
\$15,000 - \$50,000	Arizona 4-H Youth Foundation Farm Credit Services Southwest Community Foundation for Southern Arizona Margaret T. Morris Foundation Kirk A. Astroth Dan A. Klingenberg T&P Farms, Inc. Yuma County 4-H
\$10,000 - \$14,999	Mohave County Leaders' Association Caroline K. Sherman Mary Lou C. Edwards Kemper Marley Foundation
\$1,000 - \$9,999	William & Mary Ross Foundation Cochise County Leaders' Association Santa Cruz County Leaders' Association Phoenix Suns Charities, Inc. Tina A. Christianson 4-H Leaders' Council Graham County 4-H Henrietta H. Huisking Lee Dueringer
UNDER \$1,000	Susan A. Pater Virginia K. Geib Pinal County 4-H Clubs Southern Apache County Leaders' Association Arizona Cotton Growers Association San Rafael 4-H Club Desert Herdsmen 4-H Club Janet Winans Carolyn E. Greeno

Source: Foundation pamphlet; see Appendix C



PINE COMBS 4-H CAMP



Climate data for Williams, Arizona (1981–2010 normals)													[hide]
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Record high °F (°C)	74 (23)	74 (23)	76 (24)	87 (31)	92 (33)	100 (38)	102 (39)	101 (38)	93 (34)	85 (29)	80 (27)	74 (23)	102 (39)
Average high °F (°C)	46.5 (8.1)	48.5 (9.2)	53.8 (12.1)	61.6 (16.4)	71.2 (21.8)	80.7 (27.1)	83.3 (28.5)	80.5 (26.9)	75.3 (24.1)	65.3 (18.5)	54.3 (12.4)	46.5 (8.1)	64.0 (17.8)
Daily mean °F (°C)	34.9 (1.6)	36.8 (2.7)	41.0 (5.0)	47.5 (8.6)	56.3 (13.5)	65.0 (18.3)	69.2 (20.7)	67.2 (19.6)	61.7 (16.5)	51.6 (10.9)	41.8 (5.4)	34.9 (1.6)	50.7 (10.4)
Average low °F (°C)	23.3 (−4.8)	25.0 (−3.9)	28.2 (−2.1)	33.4 (0.8)	41.5 (5.3)	49.4 (9.7)	55.1 (12.8)	53.8 (12.1)	48.1 (8.9)	37.9 (3.3)	29.2 (−1.6)	23.2 (−4.9)	37.3 (2.9)
Record low °F (°C)	−25 (−32)	−18 (−28)	−6 (−21)	2 (−17)	8 (−13)	22 (−6)	32 (0)	32 (0)	11 (−12)	7 (−14)	−7 (−22)	−17 (−27)	−25 (−32)
Average precipitation inches (mm)	2.22 (56)	2.42 (61)	2.16 (55)	1.03 (26)	.58 (15)	.44 (11)	2.84 (72)	3.41 (87)	1.83 (46)	1.55 (39)	1.67 (42)	1.98 (50)	22.13 (560)
Average snowfall inches (cm)	18.5 (47)	15.8 (40)	13.3 (34)	5.5 (14)	.2 (0.51)	0 (0)	0 (0)	0 (0)	0 (0)	.5 (1.3)	5.0 (13)	12.1 (31)	70.9 (180.8)
Average precipitation days (≥ 0.01 inch)	6.5	6.4	6.7	3.8	3.2	2.3	10.0	11.8	6.4	4.3	4.5	5.8	71.7
Average snowy days (≥ 0.1 inch)	4.2	3.8	3.4	1.8	1	0	0	0	0	.2	1.7	3.4	18.5

PINE COMBS 4-H CAMP

Future Directions

Pine Combs 4-H Camp has been operated nearly continually since 1968, primarily for the benefit of Pinal County 4-H. Though, 2019 saw the addition of Coconino County 4-H. The camp was closed 2013-2017 due to fire restrictions, personnel issues, and low enrollment.

Pinal County Extension has been responsible for maintaining the camp property and facilities through donations and grants. The most recent grant of \$11,556 from the Extension Strategic Initiative Fund will fund a complete overhaul of the restrooms, including the addition of an ADA accessible, gender neutral restroom/shower. Work will begin in late summer 2019.

In the past, Pine Combs 4-H Camp has been rented to other counties for 4-H camping, as well as church youth groups, and scouting groups. With planned upgrades, it is hoped rental by outside groups will resume.

Overview of Facilities

Pine Combs 4-H Camp comprises 13 acres east of Williams, Arizona, at 6,700 feet. It is easily accessible from Interstate 40 and is located behind a residential community. The camp has electricity and its own septic system, but requires water delivery.

There are four cabins, divided into two rooms each, for a total of eight bunkhouses. Total capacity is 80-100 campers. Two separate restroom facilities have four showers, four toilets, and several sinks each.

Two large, covered, open-air meeting and dining areas have sufficient seating for campers. Two fully enclosed buildings are suitable for storage. A large area with primitive stadium style seating is designed for campfires.

Other amenities include a volleyball court, baseball

field, archery and shooting range, and open space for other leisure activities. The camp also has easy access to hiking trails, two animal parks, and outdoor covered cooking grills. It is also an hour drive from the Grand Canyon.

Kitchen facilities are primitive, but include gas top cooking, double electric ovens, freezer, large walk-in refrigerator, stainless multi-compartment sinks, stainless prep tables, and dry storage all under a covered, screened area.

Due to the elevation and climate, the camp runs from early spring to late fall, depending on the campers' definition of "too cold."

Staffing

Pine Combs 4-H Camp does not have year-round or seasonal staff. Management of facility and upkeep are performed by the Pinal County Extension Office.

Potential Use By 4-H

While Pinal County 4-H has traditionally been a strong camping county, in recent years camping numbers have been low. The most recent year of camp drew only 13 students. However, Pinal County 4-H had 369 members to recruit from in 2018-2019. Neighboring Coconino has 253.

How is The Camp Run?

Pine Combs 4-H Camp is operated under the auspices of Pinal County Extension. All management and upkeep are performed by staff and volunteers. The overall mission and vision of the camp facility is determined by Pinal County Extension.

Curricular Offerings

Pine Combs 4-H Camp objectives are determined by individual county programs; they vary year to year. Primarily, though, they focus on healthy living, ecology, natural resources, leadership, interpersonal skills, and independence.

PINE COMBS 4-H CAMP

Finances

Because Pine Combs 4-H Camp's management falls to the Pinal County Extension program, overhead costs are low. While there are not full records, budgets from the previous two years show moderate profits relative to expenses. In 2018, income was \$11,751 and expenses \$9,989, for a profit of \$1,762. (See Appendix). Additional years' data was not available. See Appendix E for greater detail.

Cost for 4-H'ers. For local 4-H participants, camp is only \$150 per week, thanks to donations, both of money and in-kind gifts.

Cost for Non 4-H'ers. A camp use agreement stipulates \$400 per day for total use of camping facilities; and \$100 per day for staff preparatory time.



Pine Combs 4-H Camp.



JAMES 4-H CAMP



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JAMES 4-H CAMP

Future Directions

A business plan, written by former State 4-H Program Leader Dr. Kirk Astroth, details the original aspirations for the James 4-H Camp (see Appendix B). However, the timeline for the five-year plan was delayed due to the considerable turnover in the camp director position, as well as vacancies in top 4-H leadership positions. Four years into the five-year plan, progress toward the expected timeline was minimal.

Since 2015, and the hiring of current camp director, Adam Yarnes, the James 4-H Camp has made considerable improvements. Today, 12 county 4-H programs host summer residential camping programs at James 4-H Camp. Mr. Yarnes spearheaded the effort to organize camping by county 4-H programs, rather than the previous state-level camps, which often failed to register enough students.

James 4-H Camp has also seen additional infrastructure improvements since 2015: a remodeled kitchen, new water tanks, upgraded water lines, upgraded electric, new generator, new energy efficient heater, new well pumps, replaced roofs, new private staff bathroom, new solar system, replaced 118 beds, general cabin maintenance, and new outbuildings.

The current goal is for the James 4-H Camp to host all Arizona 4-H counties during the summer, while seeking additional outside groups to supplement its income such that the camp remains financially sustainable. This will allow for needed repairs and strategic upgrades to make the camp more marketable.

Overview of Facilities

The James 4-H Camp is an ACA accredited, 55 acre, off-the-grid camp site deep in the woods nearest to Prescott, Arizona. The camp is located at 6,500 feet of elevation. The camp relies on solar and generator for power. It has its own well and water tanks for storing water, as well as its own septic system.

The camp has seven sleeping cabins, with 13 rooms and 124 beds. However, this number of total beds is slightly misleading when it comes to actual usage. The relatively small number of sleeping cabins means that gender splits become an issue. For example, if a group brings 17 girls and one boy, then 34 beds are “occupied” because one cabin is a ‘boy’ cabin.

Other amenities include a large lawn, volleyball and basketball courts, a low ropes course, archery range, and large pond for fishing, swimming, and boating.

There is a full commercial-grade kitchen and dining hall, which is rented to an exclusive catering service that provides meals for 4-H camp and other groups. The catering service charges separately for meals.

The remoteness of the camp is both a plus and a minus. Many groups like the isolation, natural surroundings, and the escape the camp provides. However, the same remoteness has hamstrung continued growth. The camp is located more than six miles down a dirt road that varies in condition from rough to impassible — especially after significant rain and during winter. This issue impacts the camp in numerous ways. Chief among them, the camp’s short season (mid-April through mid-October), but also new construction and repairs are often more expensive and take longer, making significant expansion prohibitive.

An additional constraint on expansion of use and revenue is that the cabin configuration and camp layout prohibit serving multiple groups at once. In other words, having a 4-H group on the premises precludes renting to another outside group, or vice versa.

Staffing

James 4-H Camp has one year-round employee, the camp director. A second maintenance worker is full time during season, but drops to 20 hours per week outside of season.

JAMES 4-H CAMP

Use by 4-H and Other Groups

Use of the camp by 4-H and other groups has expanded during recent years.

2015	4-H Programs	Local Non-Profits	School Groups	Total
	195	305	215	715
	New Groups	# User Nights	Total User Nights	Total Camp Fill Rate
	0	43	2,288	29%
	Avg. Price/Person	Avg. Price/Night	Actual Revenue	
	\$62.34 Per Program	\$22.46 Per Night	\$56,000.00	

2016	4-H Programs	Local Non-Profits	School Groups	Total
	306	562	282	1,150
	New Groups	# User Nights	Total User Nights	Total Camp Fill Rate
	7	60	3,787	38%
	Avg. Price/Person	Avg. Price/Night	Actual Revenue	
	\$64.40 Per Program	\$21.22 Per Night	\$74,900.00	

*Increases in 4-H users

2017	4-H Programs	Local Non-Profits	School Groups	Total
	538	601	335	1,474
	New Groups	# User Nights	Total User Nights	Total Camp Fill Rate
	5	72	4,730	52%
	Avg. Price/Person	Avg. Price/Night	Actual Revenue	
	\$76.45 Per Program	\$26.67 Per Night	\$115,564.00	

*Price Increase

2018	4-H Programs	Local Non-Profits	School Groups	Total
	450	740	250	1,440
	New Groups	# User Nights	Total User Nights	Total Camp Fill Rate
	2	80	4,800	76%
	Avg. Price/Person	Avg. Price/Night	Actual Revenue	
	\$68.00 Per Program	\$26.00 Per Night	\$122,000.00	

Projected 2019	4-H Programs	Local Non-Profits	School Groups	Total
	703	433	280	1,416
	New Groups	# User Nights	Total User Nights	Total Camp Fill Rate
	3	81	4,882	84.34%
	Avg. Price/Person	Avg. Price/Night	Actual Revenue	
	\$53.75 Per Program	\$31.54 Per Night	\$108,000.00	

JAMES 4-H CAMP

In the most recent program year, there were 5432 4-H members in Arizona, and 2,192 4-H camp participants — or about 40% of all 4-H members. This is a tremendous proportion of 4-H members who attend camp.

How is The Camp Run?

With numerous long-term vacancies at the State 4-H Office, as well as no official external advisory group, the long-term direction and day-to-day management of James 4-H Camp has largely been left to its director.

Finances

The financial situation at James 4-H Camp has continued to improve since 2015. Revenue has increased steadily each year through 2018. While income is expected to drop in 2019, this appears to be because of increased use by 4-H groups, which are charged at a lower rate.

Because the camp is owned outright and off the grid, the fixed cost to operate camp on an annual basis is only the combined salaries of the two full-time employees, which, beginning in 2020, will rest entirely

on the camp's revenue. Variable costs associated with operating camp, based on the previous five years' use, range from \$140,000 - \$160,000. See Appendix F for greater detail.

Deferred Costs. The camp has several scheduled repairs to maintain accreditation and general safety that amount to less than \$10,000. This can be spread out over several years. Additionally, within the next 3-5 years, 2-3 cabin roofs will need to be replaced at the cost of \$5,000 - \$7,000 per roof, \$10,000 - \$21,000 total. A new generator was just recently purchased for \$26,000. Other general building repairs amount to less than \$7,000.

Cost for 4-H'ers. For local 4-H participants, camp is only \$23 per night, which is the breakeven point for camp. A minimum amount of \$1,120 is required for use of camp. An additional \$23 per day is paid to the catering company for meals.

Cost for Non 4-H'ers. For non-4-H participants, camp is \$28 per night. A minimum amount of \$1,120 is required for use of camp. An additional \$23 per day is paid to the catering company for meals.



James 4-H Camp.



Models of 4-H Camping Nationwide



MODELS OF 4-H CAMPING NATIONWIDE

In the same way that Arizona 4-H camping was an emergent phenomenon, so too did 4-H camping programs nationwide arise in a bottom-up fashion. This has led to numerous, wide-ranging models for camping state to state. For example, Georgia 4-H's model relies primarily on one large camp facility, with highly centralized administration and staffing. Florida 4-H features three equal-sized regional facilities serving county programs in the panhandle, North Florida, and South Florida. And Missouri 4-H owns no camping facilities at all, relying instead on the summer-to-summer rental of local camps.

West Virginia 4-H, however, has, essentially, all of the possible 4-H camping models running concurrently. This committee's camping specialist, Jason McKibben, offers the following description of West Virginia 4-H's four different models, along with commentary on the benefits and drawbacks of each.

1. State-Owned Camping/Conferencing Facility

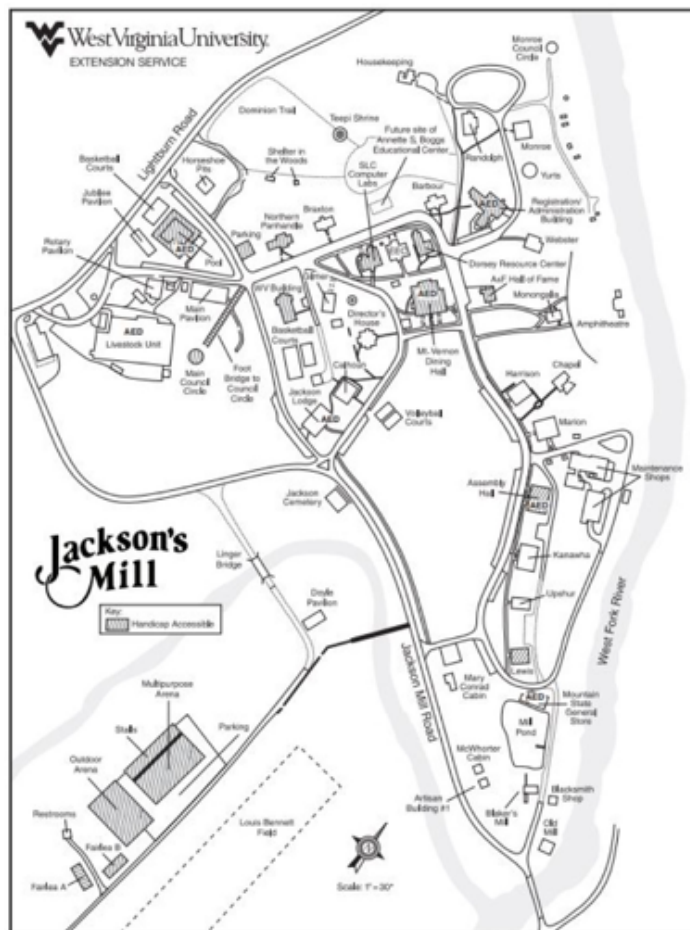
Jackson's Mill Overview

A special-mission campus of West Virginia University – owned and operated by the WVU Extension Service – WVU Jackson's Mill represents the historic home of West Virginia 4-H camping in the United States as the site of the first statewide 4-H camp in the nation. Today, Jackson's Mill continues to serve thousands of 4-H'ers each summer and throughout the year. The historic location is also home to the West Virginia Fire Academy, a one-of-a-kind training facility for volunteer and professional firefighters from around the state and across the country.

When not serving as home to West Virginia 4-H, WVU Jackson's Mill is available for group rental by private and public groups. The facilities make for an excellent conference location and with amenities like on-site dining, ADA accessible facilities, campus wide Wi-Fi, seasonal swimming pool and athletic fields as well as private, semi-private and cabin-style room options, it's easy to understand why groups like

American Legion Mountaineer Boys State and others like to call WVU Jackson's Mill home.

Facilities



Dining

WVU Jackson's Mill's all-you-can-eat meals may be served buffet style or family style (serving dishes placed on the tables). Serving style is determined by the size of the group on the grounds and by the program needs of our guests. (Minimum service of 20.)

Banquets (minimum of 50 people) are served modified family style. Banquet menus can vary greatly. Our food service supervisors and conference office staff will be happy to work with you to come up with the perfect meal for your group. On-site catering for receptions and picnics may be arranged.

MODELS OF 4-H CAMPING NATIONWIDE

Airstrip

Across the road from the main Mill property and is available for rent. The airstrip is a large, flat open field that lends itself to many different uses. The airstrip is currently closed to air traffic.

Multipurpose Building

The WVU Jackson's Mill Multipurpose Building is a metal 120' x 250' building that can be rented for: livestock shows and sales, sports events and practices, dog shows and events, concerts, dances

Pavilions

Three pavilions are located on property along with a restroom facility. The field area can be rented in its entirety for \$1150 per day and \$650 per day for the Multipurpose Building.

Outdoor/Recreational Activities

WVU Jackson's Mill specializes in recreational activities offering: an outdoor swimming pool, disc golf course, environmental trail, volleyball and basketball courts, horseshoe pits, camp fire circles, and plenty of wide-open, green space for outdoor activities.

Other Services

Photocopying, faxing, messaging service, Historic Area admission and tours (in season), and Gift Shop. We can also arrange pool parties, weddings, reunions, and special programs.

Lodging

Suites

The top floor of the historic Mount Vernon Dining Hall now features three two-bedroom luxury suites and a small conference room. Prices are \$190 per night, plus tax.

Lodge Rooms

There are 22 rooms located in Jackson Lodge. These motel-type rooms have two double beds, air conditioning and cable television. Bed and bath linens are provided. Priced at \$75 – \$120 per night, plus tax.

Private or "Guest" Rooms

Available in various cottages. Private rooms have two single beds, private entrances and private bathrooms. Bed and bath linens are provided. Some private rooms are equipped with televisions and/or air conditioning. Priced at \$50 per night, plus tax.

Cottages

These are dormitory-style housing options located around the grounds. Our cottages vary from 15 to 56 beds and have community bathrooms. Bed linens are included; bath linens and soap are not. Priced at \$12.50 per person, per night, plus tax.

Other Lodging

In addition, there are designated RV areas with and without hookups.

Benefits and Drawbacks of the State-Owned Camping/Conferencing Facility

Large scale resident camps: As is true in Arizona 4-H, a large-scale resident camp offers the benefit of a statewide identity and shared location to build a strong statewide sense of comradery around a shared experience. The central location allows state personnel and Extension faculty to focus efforts and finances on development of facilities that are tailored to the programming determined important to the institution. The consistency of programming in this centralized model is paramount to its success. The decisions are logically made with a statewide lens and for the benefit of the state wide organization, which can be at slight odds with local control on occasion.

The existence and use of a large impact camp for statewide use can also be leveraged as a central focus point for donation and grantsmanship. Programming can be pushed "out" from the camp to the smaller county-based entities.

The problems with this large-scale camp are the extreme overhead. The monetary investment to maintain, improve, and staff at a level appropriate to ensure success can be prohibitive. Camps must

MODELS OF 4-H CAMPING NATIONWIDE

operate either with outside funding, such as non-Extension rental, or operate in the red. The inclusion of external rental into the camp model has the potential to operate counter to the interests of 4-H campers. The camp can be forced to decide between revenue and programing.

2. County 4-H Owned Local Camps

Overview of Camp Muffly

Owned by Monongalia County 4-H and located in Morgantown, W.V., Camp Muffly has been used as a 4-H camp in one fashion or another since 1929. Founded by the Monongalia County 4-H Camp Association in the 1920s, most of the buildings are historic and have been donated by 4-H families and moved to the site. The camp is managed by the Monongalia County Commission and seasonally employs: life guards, cooks, and maintenance workers. County Commission Office employs an individual to oversee the camp year round. Monongalia County Extension personnel also oversee aspects of the camp.

Facilities & Rentals

Pavilion Rentals

Pavilions come with electric and grill. Pavilions 3, 4, & 5 share outside restrooms.



Pavilion 1 - Seats 80. Includes sand volleyball court, and baseball field. \$173.00.

Pavilion 2 - Seats 120. \$154.00.

Pavilion 3 - Seats 80. \$110.00.

Pavilion 4 - Seats 60. \$110.00.

Pavilion 5 - Seats 120. Includes sand volleyball court, and horseshoe pits. \$173.00.

Pool

Hours of Operation 12:00pm – 5:00pm EVERYDAY.



Daily rates

Children (12 and under)	\$3.25
Teens (13-17)	\$3.50
Adults (18 +)	\$4.00

Season Passes

Children	\$65.00
Teens	\$75.00
Adults	\$80.00
Family	\$200.00

Pool Parties \$150.00

6pm - 8pm

Weekdays and Weekends

Assembly Hall

Occupancy 200

Chairs, A/V equipment, Central air, Kitchen, Restrooms

\$800.00

Full-day rental 10:00am-9:00pm

\$400.00

Half-day rental 10:00am-3:00pm or 4:00pm-9:00pm

Kitchen \$100.00 flat rate



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Dining Hall

Occupancy 250

Tables, Chairs, A/V equipment, Central air,
Restrooms

\$1,500.00 for Hall

\$500.00 for kitchen

Conference Room 1 - \$300 full day/ \$150 half day

Conference Room 2 - \$300 full day/ \$150 half day

Conference Room 3 - \$300 full day/ \$150 half day



Shower House

Used for overflow showers during cabin rentals and
public restroom for Assembly Hall

Baseball Field

Practice facility only

Rented for \$20.00 per practice

Lodging & Rentals

Cabins (For Summer Camp Accommodations Only)

Rented for \$290.00 per night for groups of 24 or less.

Groups of more than 24 will be charged \$12.60 per
night, per person.

There are only twin size bunk beds for sleeping.

Batelle	Sleeps 34
Cass	Sleeps 12 upstairs Sleeps 12 downstairs
Clay	Sleeps 34 upstairs Sleeps 18 downstairs Central air
Monongalia	Sleeps 48 upstairs Sleeps 48 downstairs Central air

Big Log

Sleeps 10 upstairs

Sleeps 10 downstairs

Shower House

Used for overflow showers during cabin rentals and
public restroom for Assembly Hall.

Historical Cabins

Our historic cabins are from the 1800's and have been
donated by families from the surrounding areas.

- Big Log Cabin
- Cass Cabin
- Clinton Cabin
- Grant Cabin
- Little Log Cabin
- Morgan Cabin



Benefits and Drawbacks of County 4-H Owned Camping Facilities

The benefits of having a locally controlled camp in
the instance of Camp Muffy outweigh the problems
if longevity and tradition are on your side. The pros
include: ease of access to the camp by the local 4-H
community, the positive publicity for 4-H camping by
outside entities using the campgrounds, and the local
identity that develops around having a "place of our
own."

However, these local controlled camps have major
downsides: a potential for lower quality experience
of camping due to either a lack of quality standards
by local individuals or lack of financial leverage to
offer high quality experiences is problematic. Liability

MODELS OF 4-H CAMPING NATIONWIDE

also becomes a tricky issue with decentralization. The question arises about who ultimately is liable for campers and camp, which increases the need for professional support (maintenance, administrative, human resources, etc.) and an overall or globally considered increase in financial support for camping.

3. State Park Summer-to-Summer Rentals

Overview of Panther State Forest Camping

Owned by the W.V. Division of Natural Resources, Panther State Forest is located on the border of West Virginia and Kentucky and is the state's southernmost state forest. The park contains roughly 7,800 acres of land and offers campers hiking trails, scenic overlooks, picnicking, swimming, fishing, hunting and more.

Group Camp

Panther has a group camp consisting of a 60-person barracks-style house with a main building equipped with a modern kitchen, fireplace and a large open area for meetings and banquets. The group camp area has a large, open field with a volleyball and basketball court, a campfire ring with benches, and hiking trail access to the fire tower and swimming pool.

Benefits and Drawbacks to State Park Summer-to-Summer Rentals

State parks or publicly held camping grounds not in control by Extension offer a quick and easy way to expand camping opportunities for local clubs or statewide 4-H. It decreases the financial and liability burden on 4-H and Extension. It also allows for quick expansion of offerings in a potentially non-permanent way, allowing for "prototyping" of camp experiences to determine youth response. This allows for the culture and programming to be developed in an incremental and less financially burdensome way. This helps build strategic relationships with entities in the state.

The problems that have developed using the state park, or publicly held camping grounds, are a lack of control or priority at times of high need given to

Extension. The times that these facilities are used mostly by the general public is also the time that 4-H would most likely need the facility. This would necessitate a great deal of planning well in advance and initial cost to reserve the facility on the part of the organization with the backfilling of accounts by camper registrations. Also, the irregularity of facilities or standards of maintenance might be of varying levels.

4. County/Municipality Office Run Park

Overview of Hampshire Park

Owned and managed by the Hampshire County in Romney, W.V., Hampshire Park is managed by Hampshire County Parks and Recreation. It is available for rental to local county camps.

Facilities

Nearly 12 acres, kitchen and dining hall, seven picnic pavilions, large barbecue pit, basketball court, sports field, sand volleyball court, playground equipment, rest rooms/shower house.

Pavilions

Range in size from 25 people – 100 people. \$35.00 – \$45.00 a day.

Bunk Houses

Three bunk houses sleep 70 each, 210 total capacity. No heat, no air. Rental includes use of cafeteria and bath/shower house. 130.00 a day. 650.00 per week.

Kitchen/Dining Hall

200 seat capacity, no heat, window unit A/C. 155.00 rental per day.

Benefits and Drawbacks to County/Municipality Office Run Park

The use of county, municipality, or local government owned facilities offers much of the same positives and struggles as state parks. It also brings some of the positive characteristics of the locally controlled 4-H camp. It is a close and familiar space for which

MODELS OF 4-H CAMPING NATIONWIDE

parents and agents feel a high deal of ownership and responsibility.

The problems in addition to those of the state park (such as not being purpose built for 4-H, or having primacy for the space) are the often less than adequate facilities or problematic condition of the buildings. The ownership as a locally owned space can lead to irregularity in maintenance. This does allow for a development of local relationships between local agencies and county-based Extension.

5. Public-Private Camps

Overview of Camp Caesar (Webster County 4-H Camp)

Founded through a Farm Bureau and 4-H partnership in 1922, Camp Caesar has been operated by the local County Extension agent from 1922 until 2000. Today, the entire staff is employed by the camp itself, which has caused trouble for the longevity of the camp. They are hoping to be “taken over” by WVU Extension.

Camp Caesar can accommodate a group size of up to 400. Facilities include meeting hall as well as a dining hall and a covered council circle. They have an outside pool that is opened during the summer months. They typically host camps from spring to late fall, family reunions, weddings, dinners, and business meetings. The camp has catering services as well. Buildings are predominantly donated or constructed by WPA during the great depression. A total of 13 housing buildings, two assembly halls, 10 classrooms in various buildings, council circle under roof, outdoor stage, two pavilions, one swimming pool. The camp is open March through December

Costs are based on number of kids and length of camp. One rate for lodging and one for recreation. However, lodging gets you access to all recreation

Per week per person below 250 kids is \$65 a head, above 250 kids \$60 per head. Work weekend incentive: drop to \$55 a person. If your organization

provides labor crew for five days to improve the camp, price is dropped. If you bring 100 kids gets 10 adult lodging. Meal pricing: is done by head and by mealtimes.

Events held at this facility: Yong Life, local music festival, church camps, company employee retreat and picnics, family reunions, many high school marching band camps, food festival.

Benefits and Drawbacks of Public-Private Camp

The public/private partnership camps provide an opportunity to spread risk and liability out over several entities. The camp itself operates as an independent entity, wholly or primarily directed by the personnel of and for the interests of Extension. This allows for the purposeful donation and allocation of resources specific to the camp, as an independent entity. The camp operates almost akin to a private contractor in a larger organization (or like an adjunct faculty). The larger organization can sever the relationship if need be and the camp can operate in its best interest as an entity.

The problems arise when the camp or Extension loses personnel with either a knowledge of or a desire to be closely intertwined. Or if roles and responsibilities of both Extension and camp are not clearly spelled out in agreement documents.

This model has more benefits for Extension and more risks for the camp. The camp is potentially left without a financial backer if resources or capitol are depleted. Large financial investments for upkeep and improvement are potentially problematic. Without the leverage of a statewide system, semi-private or independent entities find a lack of capitol limiting. This is also true for the retention and replacement of camp personnel. Often operating with small staffs not having access to the statewide human resources and benefit system leads to frequent turnover and difficulty in hiring qualified individuals.

MODELS OF 4-H CAMPING NATIONWIDE

Overall Thoughts on Camping Models

In a state with an extended tradition of camping, many of the institutional problems that surround camping are easily mitigated by institutional memory of high-quality camping and cultural expectation of camping as an institution. The camps in W.V. have been in continuous use in the Extension system for more than a century. Camping on whole in W.V. is done as state directed and is very much centrally programed. The state has a vested interest in the programing, employing a statewide camping specialist to help oversee the various opportunities offered by Extension and requiring agents to direct the large statewide camps, not functioning as county agents but

as camp directors for the benefit of all campers.

Relationships with the Land Grant campus to offer content specific (STEM camp, business camp, coding camp, etc.) experiences on campus has helped to drive the importance of “camp.” The relationship with departments of Agricultural and Extension Education to offer internship credit to college students for involvement in the camping system, most specifically as counsellors at content camps or as outreach for mini-camps, has helped to provide adequate and experienced staffing as well as build a network of camp program-centered graduates to help fill county-based Extension openings — further driving the importance of the camp program.



Campers gather around a fire at James 4-H Camp.



OPTION EXPLORATION AND RECOMMENDATION



OPTION EXPLORATION AND RECOMMENDATION

Overview

Below are several options for Arizona 4-H Camping, which were generated by, and deliberated upon, by the committee following an effort to collect the best available pertinent information. A newly active 4-H foundation would have an existing donor pool and documented financial success to leverage when fundraising with any option below.

Options

Option #1 – Sell James 4-H Camp, endow funds, and divide annual earnings evenly among county 4-H programs for use in supporting camp programming.

Pros

- James 4-H Camp is 4-H's financial responsibility year-round, even though it only operates for 12-15 weeks of the years. Selling James 4-H Camp would alleviate 4-H of that responsibility and make more efficient use of resources.

Cons

- Assuming James 4-H Camp sold for between \$500,000 and \$1 million, the annual support received from an endowment would only be between \$1,293 and \$2,600 per county. This is based on the Arizona 4-H Youth Foundation's historical earnings on invested endowments and practice of paying up to only 4% of total capital annually.
- Some counties contributed considerable amounts of money to the initial set-up of James 4-H Camp and may feel an equal distribution of funds is unfair.
- James 4-H Camp, and Arizona 4-H Camping in general, is just now starting to reach a functional capacity; selling the camp would disrupt the growth and development of the program.
- Considerable money has been put into James 4-H Camp by numerous supporters who would reportedly feel as though their investment has been discarded if James 4-H Camp were to be sold.

Further, it may be difficult to secure future donations from those individuals and others if they believe a similar situation may occur.

- County 4-H programs may simply stop camping if they have to find their own camps, book a time, coordinate facilities, etc.

Option #2 – Sell James 4-H Camp and use proceeds to Renovate and/or expand Pine Combs 4-H Camp.

Pros

- Access to Pine Combs 4-H Camp is much better than James 4-H Camp, which would allow for a longer camping season by 4-H'ers and other groups.
- Access road is regularly plowed for residents.
- Pine Combs 4-H Camp was once a popular camp for outside groups to rent, but that was also 15-20 years ago.

Cons

- Assuming James 4-H Camp could be sold for \$1 million, that amount might not be sufficient to make the needed upgrades at Pine Combs 4-H Camp, especially if required to use the university contractors.
- The kitchen is not a commercial kitchen; "It's all jury rigged." Outside catering services do not like to use the kitchen.
- The camp also isn't winterized. There's no heat in the cabins, the dining hall is open air, as is the kitchen.
- Water is an issue, as it must be trucked in and stored in an old train car.
- Booking and maintenance of camp is currently handled by the Pinal County Extension Office. If outside group use were to expand, it would require a dedicated manager or additional duties assigned to Extension personnel.

Option #3 – Maintain James 4-H Camp and renovate and/or expand Pine Combs 4-H Camp.

OPTION EXPLORATION AND RECOMMENDATION

Pros

- Could be accomplished over time with fundraising from a newly active Arizona 4-H Youth Foundation.
- Could be a low-cost way to expand camping on the edges of the James 4-H Camp's season for both 4-H groups and outside groups.
- Could feature a shooting sports area and potentially host project specific camps that are not feasible at James 4-H Camp.

Cons

- If Pine Combs 4-H Camp were updated or expanded, Arizona 4-H would have two facilities that are very similar, possibly splitting the 4-H business and rendering one or both camps financially insolvent.

Option #4 – Sell James 4-H Camp and purchase Huachuca Oaks Camp (or other).

Pros

- Huachuca Oaks has tremendous potential for summer 4-H camp offerings, as well as revenue from outside groups.
- Huachuca Oaks would be capable of hosting multiple groups at once, increasing revenue.
- Huachuca Oaks has two bunkhouses and one lodge, housing 120 people in 16 rooms, all with heating/ac and bathrooms. There is a main chapel, indoor swimming pool, two dining halls, a small meeting hall/staff lounge and six full RV sites.
- Sports at camp include softball, basketball, field games, archery & rifle ranges, limited mountain biking and rock climbing, an obstacle course and a 425 foot-long zip line.
- Huachuca Oaks has an outdoor amphitheater with a large stage, fire pit, and outdoor lighting, and a large game room.
- Huachuca Oaks would be available year-round to 4-H and outside groups.
- Potential use by New Mexico 4-H camping due to location.
- Nearer to Arizona's southern population centers;

possible greater use by outside groups or even university groups.

- Easy access to hospitals, catering, food, and supplies.
- Potential to purchase camp in conjunction with another university college, local organization and foundations support.
- Potential to house Cochise County Extension staff and administration.

Cons

- Bringing Huachuca Oaks into operable condition for the camping area would start at \$150,000 were two septic tanks (\$20,000) would need to be drilled and a hood to make the kitchen a commercial kitchen would be advised (\$50,000), as well as repairs and clean up. Anticipated repairs may include such items as drilling septic tanks, wiring, roof repair, water damage, and rat damage.
- According to the current agents' survey, most county 4-H programs that participate in camping already camp at James 4-H Camp and general have their needs met.
- Considerable money has been put into James 4-H Camp by numerous supporters who would reportedly feel as though their investment has been discarded if James 4-H Camp were to be sold. Further, it may be difficult to secure future donations from those individuals and others if they believe a similar situation may occur.
- Among survey respondents, "a remote location" was highly valued. Huachuca Oaks is not in a remote location.
- Two positions would need to be hired. One camp director and one maintenance personnel.
- The camp has been vacant for four years and will need strong recruitment for campers and other events.
- Historically, Arizona 4-H has not had success with 4-H camping during the school year; parents are reluctant to spend money to send kids to camp. This is evidenced by numerous cancelled events. This would undercut the "pro" of having a year-round camp for the purpose of supporting the 4-H program.

OPTION EXPLORATION AND RECOMMENDATION

Option #5 – Maintain the James 4-H Camp and purchase Huachuca Oaks (or a second, more southerly camp).

Pros

- Huachuca Oaks has tremendous potential for summer 4-H camp offerings, as well as revenue from outside groups.
- Huachuca Oaks would be capable of hosting multiple groups at once, increasing revenue.
- Huachuca Oaks would be available year-round to 4-H and outside groups.
- Potential use by New Mexico 4-H camping due to location
- Nearer to Arizona's population centers; possible greater use by outside groups or even university groups.
- Potential to purchase camp in conjunction with another university college.

Cons

- Same as Option #4
- Financial burden to purchase this camp and maintain James 4-H Camp simultaneously.

Option #6 – Maintain James 4-H Camp and begin to make new investments.

Pros

- James 4-H Camp is already meeting the current needs of 4-H summer camping program.
- James 4-H Camp is paid off, and its only fixed cost to operate year-round (aside from routine maintenance) is the salary of its director and maintenance worker.
- James 4-H Camp has had considerable financial support from a wide variety of sources in the 4-H community, including individual donors, trusts, and charity groups, as well as several county 4-H councils and clubs.
- A newly active 4-H foundation would have an existing donor pool and documented financial success to leverage when fundraising.
- James 4-H Camp is currently financial

solvent. It has shown the ability to be self-sufficient during its short season. However, funding for the director's position, which has previously been supported by the university, will soon be transferred back onto the camp itself.

- The camp is remote, which was highly valued by 4-H agents.

Cons

- The camp's access road ranges from bad to impassable, cutting the camping season prematurely short and making any construction difficult.
- Too remote and primitive for other groups.
- Additional improvements will take additional resources.

OPTION EXPLORATION AND RECOMMENDATION

Final Recommendation

After much data collection, deliberation, and discussion, the committee expressed unanimous support for Option #6 – Maintain James 4-H Camp and Begin Making New Investments for all the reasons listed above under pros and cons.

While the committee desired a larger, year-round 4-H camp that might attract university and other outside groups to offset costs to 4-H campers, it also determined that such a camp was out of reach financially at the time of this report.

Further, James 4-H Camp currently meets the needs of summer 4-H programming. The addition of any outside groups, or 4-H groups during the ‘off-season,’ may not offset the added cost and complexity of having a larger 4-H camp to operate, or, particularly,

a second camping facility running concurrently with James 4-H Camp.

As a result of these discussions, the committee identified several new investments at the James 4-H Camp that may be transformational in terms of programming offered. These include the construction of a staff cabin, challenge course, and improvements to the archery range.

Programmatic changes were also suggested, most notably the creation of a state-level 4-H camping advisory committee for the purpose of sharing resources among agents, determining program directions, and providing resources and feedback to the James 4-H Camp director. A full list of programmatic recommendations follows in the next section.



Pine Combs 4-H Camp.



ARIZONA 4-H CAMPING MODEL



ARIZONA 4-H CAMPING MODEL

What We Have

Arizona 4-H has a long, proud history of county controlled 4-H camping programs, even though most of those camps no longer exist. Conversely, it has a relatively nascent statewide camping program and similarly weak culture of camping. Though, in a short time significant gains have been made in this area.

Arizona 4-H's camping model could best be described as a hybrid or concurrent model. It features the James 4-H Camp, a statewide camp serving most county 4-H programs' summer camps, as well as outside groups and occasional non-camp 4-H event. The Pine Combs 4-H Camp is best described as a local or small regional camping facility. These camps operate independently of one another, with little overlap in clientele.

Both camps are limited by facilities. Pine Combs is notably limited by water and lack of winterization. The James 4-H Camp is primarily limited by its access road and remote location. However, both camps are currently meeting the needs of their respective clientele. All county 4-H programs have the opportunity to camp somewhere.

What is Needed

First, Arizona 4-H Camping needs most is a coherent mission for the camping program. Second, and deriving from that mission, the program needs to develop the institutional structures and processes to foster that coherent program and strong camping culture. Only then should the program make major decisions related to capital facilities improvement. Specific programmatic recommendations are outlined below.

Recommendations for Programmatic Change

I. Current status of educational opportunities at available camping facilities.

The current camping facilities, Pine Combs and James

4-H camps, include different educational opportunities for campers and attendees that are primarily offered as county programs. Pine Combs 4-H camp primarily includes programming from Pinal County and a few other county-based programs that vary year to year with a primary focus on healthy living, ecology, natural resources, leadership, interpersonal skills, and independence. James 4-H Camp hosts many of the counties across the state for their camping programs where the camping educational programming is designed by the county personnel.

To learn more about the Extension Agents' views on the resources available and perceived needs of camping facilities and educational/programmatic tools, we conducted an online survey (Appendix G). Six 4-H Extension Agents provided insight on these topics.

The 4-H Extension Agents commonly listed topics related to spending time in the environment/outdoors, life skill development, leadership development, and building connections or friendships as the purpose behind their camping programs. However, intended outcomes varied greatly from the purpose and did not have a clear connection or demonstrate well developed educational outcomes. The listed intended outcomes included: positive youth development, experiences outside of animal care, leadership skills, communication skills, growth mindset, cultural diversity experiences, learn about nature, teamwork, STEM, and experiences away from families. No clear learning outcomes were included.

All participants felt at least "slightly satisfied" to "extremely satisfied" with the programmatic resources available for their camp programs. However, 50% of the respondents felt that the state support needed to meet the intended outcomes was only available half the time or less. Several of the respondents included support from the state to meet goals and a space to share programming would help with those who don't have the time to recreate the wheel would help take their programs to the next level.

ARIZONA 4-H CAMPING MODEL

2. Recommendations for maximizing the educational opportunities at the available camping facilities.

A focus on increasing capacity through programming and personnel would maximize the current usage of the camping facilities. The largest opportunities for growth involve creating a space to share camping objectives, curriculum, ideas, and best practices. It is recommended that a state program leader and/or coalition, committee, or working group is appointed with the focus on compiling information on camping programs around the state and finding a space to share that information. This would involve compiling what individuals already have, developing best practice guidelines and instructions, and creating a shared vision for the camping program in Arizona.

A shared vision would aid in developing learning objectives and outcomes for programming. This would help individuals develop their curricular components around shared objectives and outcomes that are appropriately designed for traditional outdoor camping programs.

Outside of educational programmatic components, it would be beneficial to share risk management plans, organizational aspects, timelines, schedules, roles of personnel, counselor training information, evening and special activities, etc. Understanding how to better use the facilities to meet the designed programmatic features would enhance the attractiveness of the facility and help to determine priorities for investment in renovations.

Additionally, each camping facility has opportunities for development of educational curriculum that could boost usage and educational benefits for the facility. Pine Combs 4-H Camp has a shooting range that could be used for state-wide or multi-county shooting sports camps, retreats, or competitions. Pine Combs 4-H Camp also offers a rustic, almost primitive setting that could provide opportunities for adventure camps

that specifically take advantage of this setting. James 4-H Camp has a low-ropes course that could be better utilized for retreats and rentals with appropriate staffing. These could be specially developed time slots for specific experiences requested by rental groups. Additionally, investment in a high-ropes course with appropriate staff could provide further opportunities for rentals and retreats. Wi-Fi availability could also increase the desirability as a retreat location for rentals.

Staff housing and season staff would provide more opportunities for basic programming to be offered by the James 4-H Camp staff. Additionally, this could allow opportunities for the development and implementation of state-wide teen leadership camps and/or training for adult and teen volunteers. There are a great deal of opportunities for educational/programmatic growth with more onsite camping staff.

3. Steps necessary to achieve the above educational opportunities at the available camping facility.

The first step in increasing educational opportunities is to bring together a coalition, committee, or working group to discuss educational priorities and develop a shared vision for traditional camping in the state. This working group should work to compile the different types of camping programs, documents related to planning and development, and best practices. This group should work to develop tools and sharable documents to aid in the planning process, development of educational curriculum, staff training, and other programmatic elements.

Next, camping programs should be required to write educational objectives and provide an evaluation of their program achievements based on educational objectives to the committee. The committee should use this information to determine what additional support is needed from the state-level to ensure a state-wide quality camping program.

ARIZONA 4-H CAMPING MODEL

Participation of the committee in national and/or regional camping professional development provided by the American Camping Association (ACA) would benefit this group and the development of a stronger state-wide camping program.

Additionally, investment in onsite staff housing and hiring seasonal workers provides an opportunity for programmatic elements to be facilitated by trained staff as opposed to being planned and staff by counties. This removes some of the time investment required to plan, prepare, and conduct a quality camping experience for participants.



Pine Combs 4-H Camp.