Northwest Youth Corps
ASL Inclusion Conservation Crews
A Partnership with the National Park Service

2016 FINAL REPORT
“These young people were working on our lands last summer and they outperformed all of the other corps we have supported, while teaching us a great deal about themselves and their aspirations for the future.

**Truly, tears were shed on their departure.**

- Marcia deChadenedes
  San Juan Islands National Monument Manager
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## Contact Information

**NPS Washington Service Office**  
Youth Programs Division  
1201 Eye Street, NW 7th Floor  
Washington, DC 20005  
George_mcDonald@nps.gov  
Alex_tremble@nps.gov  

**NPS Pacific West Region**  
Youth and Volunteers Office  
333 Bush Street, Suite 500  
San Francisco, CA 94104  
Amanda_rowland@nps.gov  

**Northwest Youth Corps**  
2621 Augusta Street  
Eugene, OR 97403  
Jeffp@nwyouthcorps.org  

**Northwest Youth Corps**  
1735 Northwest 100th Street  
Seattle, WA 98177  
Jaysatz@nwyouthcorps.org  

**Ebey’s Landing National Historical Reserve**  
Reuble Farmstead  
593 Fort Casey Road  
Coupeville, WA 98239  
Roy_zipp@nps.gov  

**Trust Board of Ebey’s Landing National Historical Reserve**  
162 Cemetery Road, PO Box 774  
Coupeville, WA 98239  
Holly_richards@partner.nps.gov  

**North Cascades National Park Service Complex**  
810 State Route 20  
Sedro Woolley, WA 98284  
Don_sharlow@nps.gov  
Denise_m_schultz@nps.gov  

**Olympic National Park**  
600 East Park Avenue  
Port Angeles, WA 98362  
Heather Stephens@nps.gov  
Lee_snook@nps.gov  

**San Juan Island National Historical Park**  
650 Mullis Street  
Friday Harbor, WA 98250  
Elexis_fredy@nps.gov  

**Lewis and Clark National Historical Park**  
92343 Fort Clatsop Road  
Astoria, OR 97103  
Chris_clatterbuck@nps.gov
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NPS Washington Service Office Youth Programs Division  
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Lewis and Clark National Historical Park  
North Cascades National Park Service Complex  
Olympic National Park  
San Juan Islands Conservation District  
San Juan County Land Bank  
San Juan County Parks and Fair  
San Juan Island National Historical Park

**Recruiting Partners**
American Society for Deaf Children  
Washington D.C.  
Anacortes High School – Anacortes, WA  
Bellingham Vocational Rehabilitation Services  
Bellingham, WA  
Bend Senior High School – Bend, OR  
California School for the Deaf – Fremont, CA  
Cleveland High School – Portland, OR  
Columbia Regional Program Deaf and Hard of Hearing Services – Portland, OR  
CorpsTHAT – Baltimore, MD  
Crater High School – Central Point, OR  
Disability Navigator Program with Lane Living Alliance  
Eugene, OR  
Edmonds-Woodway High School  
Edmonds, WA  
Gallaudet University – Washington D.C.  
Hearing Speech and Deafness Center  
Seattle, WA  
Heritage High School – Baltimore, MD  
Idaho School for the Deaf and Blind – Gooding, ID  
Lane Community College – Eugene, OR  
Madison High School – Portland, OR  
NPS Pacific West Region Youth Programs  
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San Juan Islands National Monument  
San Juan Preservation Trust  
The Madrona Institute (home of Lopez Island, Orcas Island and San Juan Island Conservation Corps)  
Trust Board of Ebeys Landing National Historical Reserve  
Washington Department of Natural Resources  
Washington State Parks

Maryland School for the Deaf – Frederick, MD  
Maryville College – Maryville, TN  
Mt. Tahoma High School – Tacoma, WA  
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Silver Spring, MD  
National Inclusion Project – Durham, NC  
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Oregon School for the Deaf – Salem, OR  
Portland Community College – Portland, OR  
Rochester Institute of Technology (RIT) – Rochester, NY  
Roosevelt High School – Seattle, WA  
Sprague High School – Salem, OR  
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Salem, OR  
University of Oregon American Sign Language Department  
Eugene, OR  
Washington School for the Deaf – Vancouver, WA  
Western Oregon University – Monmouth, OR
Organization Overview

Founded in 1984, Northwest Youth Corps (NYC) is a regional conservation corps which provides youth and young adults an educational experience outdoors promoting growth, employment training, and community building. As a member of the 21st Century Conservation Service Corps, we are committed to strengthening our nation’s underserved young people and their communities through service and challenge.

We believe that young people deserve equitable and inclusive access to serve public lands. This year, NYC positively impacted over 800 participants of diverse backgrounds through 74,834 hours of curriculum engagement and 199,720 hours of service projects among 161 partners. With the help of strong organizations and partnerships, current initiatives building our diversity include community-based programs for Native American youth, young women, and homeless youth. To build upon these inclusion efforts, NYC piloted an American Sign Language (ASL) program for Deaf and Hard of Hearing (DHH) youth in 2013.

In providing better access to our programs developing the next generation of land stewards and leaders, NYC ensures that a greater diversity of individuals play a key role in restoring and enhancing the value of our shared public lands.

Core Values. Northwest Youth Corps develops youth and young adults through:

- **Education.** Providing academic, workplace, and life skill education, to help youth become economically and socially self-sufficient;

- **Leadership.** Helping youth and young adults to motivate others to achieve a common goal;

- **Community.** Using teamwork to help individuals benefit their communities as citizen stewards;

- **Empowerment.** Helping youth and young adults to recognize that they can make a positive difference in their own lives and the lives of others;

- **Challenge.** Providing opportunities for youth and young adults to develop confidence and the sense of accomplishment that comes from achieving a difficult task.

Looking ahead into FY 2017, NYC is excited to strengthen our partnerships with local community-based organizations serving underrepresented people throughout the Northwest.

Mission Statement

Northwest Youth Corps offers a challenging education and job-training experience that helps youth and young adults from diverse backgrounds develop the skills they need to lead full and productive lives.

Inclusion Statement

Northwest Youth Corps’ core purpose is to provide opportunities for youth and young adults to learn, grow, and experience success. We believe diversity is a key source of strength for our communities, and we strive to create a safe and empowering environment for participants from a wide range of backgrounds and abilities. We are deeply invested in the success of youth and young adults of all races, ethnicities, gender identities, religions, sexual orientations, economic statuses, or other socio-cultural identifiers.
Individuals who identify as Deaf or Hard of Hearing (DHH) experience a variety of challenges in life when the language and culture that define them is not well understood. For this reason, it is imperative that this population receives appropriate and equitable accommodations to live more fulfilling lives in a hearing-dominant world. Unfortunately these accommodations largely go unmet, particularly in the workplace. According to recent data, DHH individuals generally experience higher rates of unemployment and lower lifetime wages compared to those who have the capacity to hear. And in Washington State alone, nearly half of DHH individuals remain unemployed.

Northwest Youth Corps established the American Sign Language (ASL) Inclusion pilot program in 2013 to support DHH teens seeking employment experience. That year, NYC provided a life-changing experience to three unemployed DHH teens that elevated their abilities to succeed in a challenging world. Evaluation of the program’s immediate impact on our partners and the youth served led us to strengthen and expand its activities to serve more DHH youth each following season. And with the support of the National Park Service (NPS) in 2016, we were honored to serve 18 DHH teens and five DHH young adults across five National Park units in the centennial year of the NPS.

Three broad goals driving the program have been:

- To be a leader in bringing diversity and inclusion to conservation service in the 21st Century and beyond.

- To provide employment experience to DHH individuals who otherwise face employment and income barriers in a hearing-dominant world.

- To empower the DHH community to share their culture and actualize their strengths, building more resilient and aware communities.

Northwest Youth Corps would not have been able to leverage new and exciting partnerships with the National Park Service were it not for a shared vision of equity and inclusion detailed in the NPS A Call to Action (2011) centennial report. Working together, NYC is dedicated to continued partnership with the NPS to broaden access to stewardship and engagement in the 21st Century.
Locations and Outputs

San Juan Island National Historical Park
- 6 young adult participants served
- 2,560 service hours
- 13 acres of invasive removal; flagged
- 96 acres of property boundaries
- 1,140 ft. of beach cleanup; restored 980 linear ft. of vegetation
- 4.46 miles of trail construction and maintenance
- 960 ft. of H-brace fence; 900 ft. of deer fence

North Cascades National Park
- 18 youth participants served
- 1,477 service hours
- 3.25 miles trail maintained
- 93 cedar handrails skinned and prepped; 300 cedar limbs skinned and prepped

Ebey’s Landing National Historical Reserve
- 10 youth participants served
- 951 service hours
- .5 miles trail maintained; 3,400 ft. trail constructed
- 204 ft. of fence constructed; 204 ft. of fence removed

Olympic National Park
- 10 youth participants served
- 1,147 service hours
- 3.42 miles trails maintained
- 6 miles of beach clean-up

Lewis & Clark National Historical Park
- 8 youth participants served
- 904 service hours
- 21 acres scotchbroom removal
Funding from NPS allowed NYC to expand its teen ASL Inclusion program to include two five-week conservation crews. Together we engaged 18 DHH youth, five field staff, and one ASL interpreting student intern in conservation service in four National Park units in Washington. Collectively, the crews completed 4,120 hours of conservation service projects and approximately 540 hours of education using NYC’s accredited field curriculum. Each youth participant earned an educational stipend of $1,250 for their term of service, including $250 in additional bonuses for safety.

In Washington State alone, there are approximately 118,268 DHH individuals of whom only 60,281 (51%) are employed.

In light of high unemployment rates, NYC’s Inclusion Program provided specialized trainings and workshops for our DHH youth geared towards employment and career readiness. Visitations from DHH professionals in the Forest Service and public and private universities serving this population came to share their successes and guidance. One of several highlighted workshops focused on the intersection of deafness and firefighting at the federal level. Featuring Deaf zone hydrologist, Michael McConnell, from the Mount St. Helens National Volcanic Monument, the crew had the opportunity to ask thoughtful questions about what it means to be deaf in relevant conservation fields.

 Highlighted Partners

Michael S. McConnell  
Zone Hydrologist, Forest Service  
Mount St. Helens National Volcanic Monument

Valentino Vasquez, M.A.  
American Sign Language Instructor, Communication Disorders and Sciences College of Education – University of Oregon

Phillip Endicott  
Admissions Counselor  
Gallaudet University

Rick Postl  
Associate Director of Admission  
National Technical Institute for the Deaf  
Rochester Institute of Technology

"I learned how to use tools over the past five weeks and learned how to cook for myself and my crew. I learned how to be responsible and to create a better future for myself."

"At work, we all work together as a team, learn new things, and gain new experiences with the help of the crew members and National Park Service workers."

"Today we worked with an archeologist and were interviewed by a local newspaper!"

"I learned to never give up on my work and I feel more ready to enter the real world because I have work experience now and practiced time management."
Adding value to the lives of our DHH youth also meant adding value to the lives of our many project partners dedicated to supporting them.

“Working with the Northwest Youth Corps ASL Inclusion crew offered an opportunity to learn about a different culture and language, and provided insights into the many things people who can hear take for granted. While challenging in many respects, we were able to transcend communication boundaries and accomplish trail projects. The two groups peeled cedar boughs to be used as the handrail balusters in the reconstruction of a boardwalk that was burned in the Goodell fires of 2015 (~300 balusters!) One of the groups then spent two weeks in the backcountry performing much needed maintenance on the Pacific Crest Trail (PCT). Without the help of the ASL youth, the handrails might not have been completed this year. Thank you for your help!”

- Lacey Cunningham, Park Trail Crew, North Cascades National Park

“Hosting the NYC ASL crew this past summer at LEWI was truly enjoyable. The crew was very interested in the purpose of their Scotch broom control work at the Yeon property -- they asked more questions than any other crew we’ve ever had! We really appreciated their hard work and it was a real pleasure working with such a positive, inquisitive, fun crew.”

– Carla Cole, Natural Resource Program Manager, Lewis & Clark National Historical Park

“Watching young people work together and grow is the goal with all of our groups. That is why I wake up and put on my uniform every morning, it’s how I charge my batteries and measure the success of a program. Working with the Northwest Youth Corps truly was a journey that challenged our youth office to meet the needs of the Deaf community and brought us closer together as a team.”

- Heather Stephens, Volunteer Coordinator, Olympic National Park
Collaboration across public land management boundaries was elevated to a new plane in the San Juan archipelago during summer 2016. As numerous agencies worked together to host and provide meaningful experiences for the American Sign Language crew, synergy not seen before was created. Working with the ASL crew intensified our staff’s commitment for the type of work they do by giving them a chance to share their knowledge and by challenging them to communicate in new ways. Both staff of agency partners and NYC crew members alike had the unique opportunity to expand their horizons, grow as individuals, and experience the world through each other’s eyes.

- Elexis Fredy, Superintendent
San Juan Island National Historical Park

"This past summer I had the opportunity to visit the ASL inclusion crew in the field at Olympic National Park. They had just completed a beach clean-up and we had the chance to catch up about their experience as a crew working in National Parks in the Pacific Northwest. I asked them to reflect about what this job meant to them. What they shared with me showed that this program was empowering them to make change; was connecting them with nature for the experience and for career possibilities; providing them the space to become better leaders; and lastly helping them grow, physically, mentally, and spiritually. Moving forward these are the types of programs we need to support and implement.”

- Amanda Rowland, Youth and Volunteer Programs Coordinator, Pacific West Region

"The San Juan Islands offer a place to contemplate one’s connection to land and water; a place to immerse yourself in a slower-pace of life; and a place that allows for reflection and gratitude. Collaboration across public land management boundaries was elevated to a new plane in the San Juan archipelago during summer 2016. As numerous agencies worked together to host and provide meaningful experiences for the American Sign Language crew, synergy not seen before was created. Working with the ASL crew intensified our staff’s commitment for the type of work they do by giving them a chance to share their knowledge and by challenging them to communicate in new ways. Both staff of agency partners and NYC crew members alike had the unique opportunity to expand their horizons, grow as individuals, and experience the world through each other’s eyes."

- Elexis Fredy, Superintendent
San Juan Island National Historical Park
To provide continuing opportunities for DHH young adults, NYC established its first DHH young adult conservation crew. Though their efforts were focused in and around San Juan Island National Historical Park, the crew’s scope of impact spread to a number of San Juan islands. Projects ranged from surveying plant and animals species to trail construction. The young-adult ASL Inclusion crew worked and grew as a family, as they completed more than 2,500 hours of conservation projects.

The crew was comprised of six members, five of whom identify as Deaf, and one hearing individual fluent in ASL. The crew was supported by two adult crew leaders, of which one identifies as Deaf. Throughout the course of their service, the crew challenged themselves in areas of environmental science, industry-specific trainings, and career readiness classes. For their eight weeks of service, the crewmembers received a living allowance of $2,420 and an AmeriCorps Education Award of $1,527.

“Working with steward project coordinators from various corps and land management professionals has been an awesome experience! They were very thoughtful, sharing interesting things about their backgrounds, the island, and many more.”

“I learned to be mentally stronger and how to work with people I might not get along with.”
In terms of employment training and career preparedness, the crew was armed with newfound skills and a sense of achievement. Zachary Bridgett, one of the Deaf members of the crew, came to understand the broad value of his service over the summer and how it may be applied professionally:

“I stayed in your program for two months and learned so much about national parks and park service partners. I enjoyed learning how to appropriately use… tools… Indeed, I experienced a lot of self-growth. The experience opened my eyes to my leadership potential even though it may be a different style than others. It also helped me clarify my future goals. For instance, I am inspired to do some work with the National Park Service, especially with conservation.”

Superintendent Elexis Fredy leveraged her investment in NYC to serve as conservation service ambassadors beyond National Park Service work. This was achieved through collaboration between our project partners, the San Juan Island Conservation Corps, Youth Conservation Corps, and the Orcas Island Youth Conservation Corps. The collaboration allowed the ASL crew to promote their unique cultural and linguistic identity while setting an example of conservation excellence for the local conservation corps and partners.

Hearing NYC corpsmember, Rodney Lebon, who is fluent in ASL, played a key role in bridging the cultural and linguistic divides between DHH members and our hearing partners. Over the eight week experience, Rodney acted as a liaison between the ASL Inclusion crew and its partners, which gave the crew a medium through which to express their vibrant culture. NYC is incredibly grateful for his contributions at all levels of the experience. Crew leader Jordana Ansley observed in Rodney:

“[Rodney], without hesitation, consistently interprets for the crew when other hearing people are in contact with the crew, and he does this skillfully without complaint… [he] facilitates team and project coordinators between English and ASL, ensuring all crews understand instructions, directions, and fun facts clearly. He always respected crew leaders, partners, passersby, and other corps members in an undeniably excellent way.”
San Juan Island National Historical Park

San Juan Island National Historical Park’s fiftieth anniversary was celebrated by bringing together federal, state, and county conservation organizations to provide an extraordinary summer of accomplishment for our DHH young adult crew. Some of the partners included three local conservation corps on the island, the Youth Conservation Corps program, and the Lummi Nation’s youth programs. The young adult ASL Inclusion crew demonstrated their capabilities as members of the Deaf community, and set an example for excellence.

The ASL young adult crew built trails, worked alongside biologists to collect data on nesting shore birds and orca whales, removed and dispersed driftwood to create beach access, cleaned fire pits and collected garbage, and built several types of fences.

Henry and Cypress Islands

After relocating to Henry Island, the crew completed trail layout and design processes, ecological inventory, invasive species removal, learned about the fascinating ecology of the Open Bay/Henry Isthmus area, and improved techniques for removal of noxious weeds. Their conservation experience ended on Cypress Island, where the crew maintained and installed deer exclusion fences around polygons as a part of a restoration project, removed invasive weeds, and laid mulch for soil restoration.

“On the second day of work at False Bay Creek, we learned how to build an “H-brace” fence, and cut canary grass around willow trees. Eliza, the field biologist, educated us about the importance of growth in the pasture, and about the habitat for fish, bees, and birds. Additionally, she honed in on the importance of plants and berries [to local ecosystems] in the area. The crew is super into this project and loving all the information and support.”

- Sachiko (Sko) Flores
  Crew leader
In partnership with the American Sign Language English Interpreting program at Maryville College in Maryville, Tennessee, NYC was able to place student intern Kat O’Leary with each teen ASL crew. Kat was fully immersed within each DHH crew throughout her 10-week tenure, improving her understanding of how Deaf culture and ASL interrelate, necessary for interpreting at a greater professional level.

For Kat, her summer was much more than a professional internship; it was an experience that profoundly impacted her sense of confidence in leadership, understanding of Deaf culture, and a duty to serve. Reflecting on her growth as an individual, Kat stated:

“I learned so much from [DHH youth], about myself, and about Deaf culture. I feel like I am much more confident working with people and youth from the experience I was given at NYC…they taught me their language and how to be a respectful ally in their community, and I will always be grateful for that.…I look forward to continue growing and learning as an individual, and as a collective community, and I have this experience to thank.”

Kat and the DHH youth she supported helped one another better understand and actualize their strengths and to constructively resolve conflicts:

“I believe I made an impact on my youth because often times they would thank me for always asking for clarity when I got lost in the conversation and for always wanting to learn more about ASL, Deaf history and culture… I was there to bridge the gap of communication [for DHH youth], and though at times it was stressful, I learned how to persevere and to “think outside the box.” My language development and interpreting process grew because of that. I also learned so much about the ethics of interpreting and how important it is that Deaf people have access to a certified and qualified interpreters. I also want to be a more active member in the Deaf community.”

To build upon her professional and individual growth over the summer, Kat was evaluated at least once a week by a certified interpreter, received a mid- and end-of-session evaluation from her supervisor, and had formal weekly feedback sessions with her co-leaders, including at least one Deaf crewleader. The evaluations were shared with school advisors at Maryville College to obtain credit.

Going forward, Kat is looking forward to applying what she’s learned through this experience professionally:

“My goal is to become an interpreter, educator, and activist. I plan on applying to work for NYC again, or another conservation corps, with a Deaf youth crew in the future. I fell in love with conservation work, and I plan on doing that again during my summers… And although I don’t know where I’m going yet, I know that there are endless possibilities.
Funding and Program Sustainability

Northwest Youth Corps appreciated centralized funding from NPS and DOI, and from NPS field units where the crews were mobilized. Though this financial support will allow us to continue fielding our ASL Inclusion program in the short-term, we are committed to securing other sources of financial support from a variety of federal and non-federal partners. Creating sustainable funding to allow NYC to make multiyear investment in staff, recruiting, and infrastructure, is essential for long term quality and credibility in the DHH community.

This highly replicable program also allows the larger Corps community to provide similar opportunities for the underserved DHH population to gain employment and conservation experience. In fact, other corps in the Corps Network have run similar programs using “inclusion toolkits” laden with valuable information for supporting diverse populations. We are currently building upon our own inclusion toolkits, with resources gleaned from both the DHH community and their allies, to improve program quality and success.

We are also excited to apply our experiences in DHH programming this past year to link our teen and young adult programs more effectively. This will allow successful DHH teens to advance their professionalism and employment skills in the young adult program that could lead to full-time employment in conservation, or elsewhere. Bolstering partnerships with land management agencies and non-governmental organizations at the local, state, and federal levels will be imperative to providing continuity between and beyond programs.

Each of our successes also point to opportunities to improve, gain greater depth of experience and learning, reflect inward, and bring these lessons to make our programs more inclusive and equitable.

We will continue to move forward in our:

Commitment to Community. NYC will continue to build trust within the community and its stakeholders. Once a Corps opens its doors to the Deaf Community, it must be committed to working through all of the challenges which may arise. Corps will bring flexibility and humility to the collaboration.

Cultural Competence. NYC will continue to engage in a close working relationship with not only DHH individuals, but the interpreting community as well. Better understanding of the issues around how DHH individuals choose to interact with the hearing world in different ways is essential to effectively and respectfully serving this community. Deliberate and proactive training is essential in this work, and we will be sharing what we learn with our partners.

Coalition Building. NYC will work with project partners and stakeholders to build investment in the project. Once we piloted the project, we promoted it among our agency partners. Now, NYC’s federal, state, and local partners are all excited about this project and want to support it and make it sustainable in the long term, including opening opportunities on their staff for these valuable employees.

Building Capacity. NYC will continue to invest in staffing and program development to make these projects successful in the long term. NYC’s goal now is to build opportunities throughout our entire organization for Deaf and Hard of hearing youth and young adults, including all programs, field staff and full time positions, and our Board of Directors. This takes capacity and funding.

Risk Management. Our ASL programs had a very solid safety record, and while this required a great deal of proactive effort, this safety record was not a surprise to us. However, there was a great deal of well-intentioned concern from our NPS partners regarding safety issues with working on conservation service projects, especially in the backcountry. NYC recognizes our obligation to be better representatives of the qualifications of the DHH population, and to better articulate the very effective risk management practices that DHH individuals must effectively deploy on a regular basis working and living in the hearing world.
Conclusion

The ASL Inclusion program is one of several initiatives that introduce under-represented populations to educational and vocational experiences in the outdoors. This has been an enriching experience for all involved, starting with the corps members and ending with the administration staff. However, there is room to grow!

NYC is currently collaborating with our NPS partners to evaluate what was successful and where improvements can be made. As part of this learning experience, we’ve been reminded that our programs cannot use a “one size fits all” philosophy; we must work with each member to meet his or her needs, and provide the necessary support to ensure a positive experience. We will continue to improve our support of our members as we carry out the legacy of the original Civilian Conservation Corps to create a more cohesive society. We look forward to a full debrief of all NPS partners before planning occurs for FY17.

NYC has been deeply appreciative of both NPS and other partners committed to engaging DHH youth in conservation service, inviting their own internal cultures to be more inclusive, and diversifying their own work force through partnership with us. We look forward to a robust partnership to continue this program in 2017.
Appendix A: Press and Media

**Paddlers celebrate park centennial**
By Kyle Spurr, The Daily Astorian
August 2016

**Why Inclusive Conservation Crews Attend the WRMC**
By Cassi Smith, The NOLS Blog
August 2016
http://blog.nols.edu/2016/08/03/why-inclusive-conservation-crews-attend-the-wrmc

**Deaf teens empowered through National Parks program**
By Dan Cassuto, www.king5.com
July 2016 -

**Hard-of-hearing teen crew completes work on Whidbey trail**
By Jessi Loerch, www.heraldnet.com
July 2016 -
http://www.nwyouthcorps.org/pdf/Whidbey%20Island%20crew%20article.pdf

**Helping hands: Program for deaf youth focuses on teamwork, growth**
By Ron Newberry, Whidbey News-Times
July 2016
Appendix B: Funding

Direct funding for this program totaled $215,394.96, which Northwest Youth Corps was able to use as follows:

**WASO.** The Washington Service Office, Division of Youth Programs provided a grant of $48,400. This funding was focused on three areas of support for this program.

- The majority of this funding facilitated NYC’s ability to hire a specific staff member as an Inclusion Specialist in support of the program. This staff member served February through August 2016. She coordinated recruiting both members and field staff; coordinated with the Deaf community to build awareness of our program; worked internally to facilitate our own organizational cultural competency; identified and hired qualified interpreters; and supported the programs in the field.

- The funding also provided for NYC’s ability to hire two critical human resources to support the program. NYC hired Emma Bixler, a qualified ASL Interpreter who was also a qualified Conservation Corps leader, with experience in ASL Inclusion programming. Emma was able to provide both interpreting support and quality control for program activity in the field. Kat O’Leary was hired as an ASL intern, embedded with the teen crews to enhance communication and the member experience.

- The funding also provided for ASL Interpreter support in the field for training; agency liaison and project planning; field visits; graduation ceremonies; and (if necessary) emergency response.

**DOI.** The Department of Interior (through the National Fish and Wildlife Fund granting process) provided a grant of $99,999.96. These funds were used to support direct costs of fielding the program and as an incentive/leverage for local park units to invest in the program.

**NPS Sites.** Five National Park Units in western Washington and Oregon provided supplemental funding support for programs that served in their parks.

- Ebey’s Landing National Historical Preserve $8,400
- Olympic National Park $8,400*
- North Cascades National Park $16,800
- Lewis and Clark National Historical Park $8,400
- San Juan Island National Historical Park $24,995

* Olympic National Park also provided some funds for ASL Interpretation and gear to support the program.
“They’re doing critical deferred maintenance, building a new loop trail, and creating greater connectivity between existing trail systems. We couldn’t do this without them. Sometimes adults have the tendency to underestimate what kids can accomplish, but I can tell you that this group is working their tails off. They’re finishing projects ahead of schedule and exceeding all expectations.”

Roy Zipp, National Park Service Operations Manager at Ebey’s Landing National Historical Reserve.