

DM-M: One of the strengths and challenges of the service is we are an incredibly geographically distributed organization. I mean some federal agencies are housed entirely at one building in Washington DC or some outlying area. I think we're up to 422 or 423 national park sites.

Now, not just in the 50 US states, but in outlying territories too; in San Juan, and Guam and Pago Pago, and all these various areas around the globe. That leads to challenges in terms of collaboration and the communication and information sharing. That's the challenge. The advantage is it allows for a great deal of autonomy. The needs of a national park on the island of Guam are going to be very different from the needs of Grand Canyon, or very different from the needs of Gateway in New York City. That autonomy can be very helpful too in allowing for the flexibility of individual park units to meet their needs and their specific missions.

But as I said, it can create some challenges in terms of sort of cohesive national efforts. RDI is kind of a good example because we have a national office of RDI. Certain regions within the country also have offices or specialists devoted to RDI. Individual park units sometimes even have staff devoted to diversity and inclusion within the park, within their community. It's sort of a federalism question, right? At what level are things best handled and how are we communicating, working together, and not reinventing the wheel 422 times at all these various sites.