

DM-M: I think the challenges, particularly in the Park Service, is connecting the dots. The Park Service has been traditionally a very white, very male-dominated organization for much of our history, dating back all the way to our founding over 100 years ago. By our own metrics and by all external metrics, we were very successful in accomplishing our mission. I mentioned the Pew surveys about the majority of Americans really love their national parks. In some respects, I feel like that creates some challenges in that, oh, well, we're already doing a great job and the American people love us. Why do we really need to pour a lot of resources into this diversity effort? And there are certain voices that might articulate those perspectives. I think they're the minority. Again, just speaking from my perspective, I think, by and large, a lot of people do understand it.

I think the other piece of this work is that we have an Office of RDI but really, there's very little that two and a half people in this office, for an organization of 20,000, can do to move the needle. It's not about a program. It's not really so much about an office as it is about a practice. And what I mean by that is diversity and inclusion should not be something that you think of in addition to everything else you do. Usually you think like, "we have to do this, we have to do this. Oh yeah, and then we also have to do diversity and inclusion." It really should be the way you do everything else.