

DM-M: Yeah. They're absolutely connected, 100%. I think people need to be able to see themselves represented within the workforce of the Park Service, if they can connect that to a potential career. It's the same way for other public servants, I think, too. A lot has been made of Kamala Harris being the first Black, Indian female Vice President. That now, people, regardless of politics, people of that demographic can now see themselves represented in that office, and can visualize a path to that outcome, for themselves. There's a powerful connection there. If people come to the parks and see an all white, male predominantly, workforce, which is what we are right now, they're going to be less likely to see themselves there. If we want to recruit a diverse workforce, that works against us. And it's sort of a chicken and egg. What comes first? Do you attract diverse audiences first, or do you invest in a diverse workforce? And then how do you invest in a diverse workforce, if those people don't have the connection. That those people you want to recruit, don't have that connection to the parks. I don't know if you're familiar with the work of Shelton Johnson at all, in Yosemite, but he's done quite a bit of work on that topic. I'd be happy to share some more material, if it'd be of interest.

JB: Yeah, no, definitely. That would be amazing. Thank you.

DM-M: They're absolutely intertwined and connected. I think it's not an either or, it's a both and. How can we welcome diverse, non-traditional audiences to parks, and create pathways to employment for more people from across the spectrum of the American public?