

1. Survey after survey has shown that people who get out into nature have a stronger desire to save the environment. Fostering this love of nature means finding ways to excite people with different backgrounds who may not simply want to slowly hike through our open spaces. But, we know that more users means more impact. Where do you draw the line in terms of increased access for groups who may want to enjoy our open spaces in different ways like picnic areas, biking trails, fishing, etc? Can we increase and improve the recreation opportunities on Boulder's open space and also save our more-wild places like designated wilderness areas?

I am an advocate for more people of color having the opportunity to enjoy our natural environment. The United States has had a history of limiting the enjoyment of the outdoors by black people in particular - limiting blacks to 'negro day' at national parks, for example. Programs like Black Girls Hike (headquartered in Denver) encourage women of color to explore the great outdoors. I am an advocate for equitable enjoyment of the outdoors while prioritizing resources to maintain our natural environment.

2. The North Sky Trail, a vital multi-use connector trail between Boulder City and open space areas to the north, was approved after lengthy discussion during the North Trail Study Area process but has been stalled for nearly five years. If elected to council, how would you un-stick this process and complete the trail within your first term?

Through my business, McCord Consulting Group, I teach board of directors best practices so that they can govern effectively, support the CEO, and advocate for the mission of the organization. Through my experience, I understand that it is the job of a board, in this case the city council, to set the direction for an organization and allow the CEO to determine how the organization will achieve the goals set by the governing board. When elected to council, I will use my experience as a consultant for boards and organizations to ensure the city council is setting clear direction and the city manager is working with staff to craft a way to implement the direction council has set.

3. What is your position related to acquisition versus maintenance of our current OSMP land stock? On what grounds should we acquire new properties?

I am an advocate for the prioritization of the maintenance of existing OSMP land.

4. How would you address increased visitation of OSMP?

My interest lies in the equitable enjoyment of our natural resources for all residents. For this reason, I am very proud of the partnership between Boulder Housing Partners and OSMP through the Walk2Connect program. This program supports a walking, hiking, and wildlife identification program for children and residents of Boulder Housing Partners properties so that they can take advantage of the natural environment of our community.

5. What role does recreation play in a healthy society? How would you support that in future policy?

I will support policies that increase the access of marginalized communities to city recreation facilities.

6. Where do you see yourself on the conservation vs. recreation spectrum with regards to Open Space? Specifically, as a council member would you likely vote against an OSMP-recommended new trail or other recreation facility because of conservation or environmental concerns, or would you support it if the research showed that those concerns were insignificant or could be mitigated?

As the lobbyist for the Michigan Department of Environmental Quality, I worked closely with my colleagues in the Department of Natural Resources. The DEQ was responsible for protecting our natural environment and the DNR was responsible for permitting and enforcement of laws so that citizens could recreate in the state.

While a lobbyist for the DEQ, I passed the Great Lakes Water Compact. This compact between 8 states and 2 Canadian provinces details how the states manage the use of the Great Lakes Basin's water supply. This means means these states must come to agreement before approving large freshwater withdrawals from the Great Lakes. The DEQ was concerned about the protection of the quality of the Great Lakes while the DNR wanted to make sure the Great Lakes would be protected for recreation uses like boating, fishing, and hunting. It was important for the DNR and the DEQ to get on the same page before we could then negotiate with the other states and provinces to create a comprehensive, interstate compact.

What does this experience mean to you as a voter? I have had experience working with colleagues whose job it is to promote recreation on waterways while balancing the environmental protection of those waterways. You want a policy maker with this specific negotiating skill set as we talk about balancing budget priorities, advocating tourism, and protecting our natural environment.

7. Do you feel that hikers, mountain bikers, trail runners, equestrians, and other trail users can all have a positive experience on a shared multi-use trail in OSMP?

I do.

8. Several multi-use regional trails have been proposed over the years (including the Front Range Trail, the Boulder-to-Erie Union Pacific Rail-Trail conversion, and others) but the

connectivity stalls when there is a need to include OSMP land in the process. Would you support these regional trails, and why or why not?

The role of the City Council is to design the overall direction and strategy of the city. The City Manager is responsible for overseeing the day-to-day operations of the city. I support the role of the city manager to work with staff to create recreation opportunities that can be equitably enjoyed by the entire community.

9. One of BATCO's initiatives is the Trail Around Boulder, a 34 mile multi-use trail encircling the City of Boulder, which would allow access to, and appreciation of, Boulder's amazing geographic setting. It would connect neighborhoods and would offer transportation alternatives to the car, encourage a healthy lifestyle, attract visitors to Boulder, and make trails fun again. It would link existing trails, 80% of which are already in place, and would require only about 7 miles of new trails all of which could be carefully designed to avoid sensitive habitats. Yet the City of Boulder (OSMP) has resisted all attempts to complete the Trail Around Boulder. Would you support this trail, and why or why not?

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10. Recent articles in the local media have spotlighted communication issues within several City departments, including Planning, Public Works, and Transportation. A consulting firm hired by the City found that arduous, slow, and unpredictable decision making, a lack of discipline in implementing procedures, and lack of support from Council, resulted in staff dissatisfaction. The same problems plague Open Space and Mountain Parks but the issue is much larger than staff dissatisfaction. Many members of the public have contributed thousands of hours of volunteer time, expertise, and effort to OSMP management -- only to experience similar frustration with Council overriding sensitive negotiations in seemingly arbitrary votes that promote a different preconceived agenda. As a Council member, how would you improve relations between the City and the public?

When I worked for the Department of Environmental Quality in Michigan, I was a state employee. I understood there were people in the state who thought state employees were lazy and incompetent. But I was proud to be a state employee and I respected my colleagues. The department was made up of scientists and non-scientists, all of whom could have made a lot more money in the private sector. But they had a commitment to the environment and to the people of the state of Michigan. As a lobbyist, it was my job to tell a story legislators could care about based upon the technical and scientific information that staff relayed to me. When staff gave me technical implication related to legislation, I knew I could trust their insight.

As your next city councilwoman, I plan to give city staff inspiration to meet our goals and perform to their highest standards. I value the respect I received when I was a public employee and I plan to return that respect as a fellow public servant.

11. Do you feel that recreation is adequately represented on the current OSBT?

I am an advocate for diverse representation on boards that reflects the overall community served. My business, McCord Consulting Group, provides board of director governance, diversity, and recruitment services to for- and non-profit boards, and leads diversity and inclusion initiatives for organizations. As a professional and as a council member, I will be an advocate for meaningful representation of diverse individuals on city boards based on race, gender, sexual orientation, ability, and age, among others.