



TOWN OF
BRECKENRIDGE

Town Council Special Meeting
Tuesday, May 16, 2023, 8:00 AM
Beaver Run Resort and Conference Center
Imperial Ballroom
620 Village Rd, Breckenridge, Colorado

This meeting will be held in person at Beaver Run Resort Conference Center and will also be broadcast live over Zoom. Login information is available in the calendar section of our website: www.townofbreckenridge.com. If you will need special assistance in order to attend any of the Town's public meetings, please notify the Town Clerk's Office at (970) 547-3127, at least 72 hours in advance of the meeting.

BREAKFAST AND COFFEE (8:00-8:30am)

CURRENT AND FUTURE LOCAL AMENITY NEEDS (8:30-10:00am)
(Recreation, Arts, Open Space)

BREAK (10:00-10:10am)

CURRENT AND FUTURE LOCAL AMENITY NEEDS (10:10-11:00am)
(Recreation, Arts, Open Space)

PARKING AND TRANSIT VISIONING AND METRICS (11:00am-12:00pm)

LUNCH (12:00-12:30pm)

VISION FOR RIVERWALK PATHWAY (12:30-1:30pm)

Riverwalk Pathway Presentation

GOOD GOVERNANCE - PART II (1:30-2:15pm)

Good Governance Presentation

BREAK (2:15-2:25pm)

COMMITTEES AND COMMISSIONS (2:25-3:00pm)

GENERAL DISCUSSION ITEMS (3:00-3:30pm)

Memo

To: Breckenridge Town Council Members
From: Town Staff
Date: 5/11/2023
Subject: Riverwalk Visioning



At the Council retreat, we will be dedicating time to hear from the Council on their collective vision for the Blue River Walkways and Rec Path project. This exercise will complement the upcoming community outreach that is planned to begin in June. To establish a new vision for the Riverwalk, it is important to reflect on the past visions and projects that have created this special amenity in our downtown core.

Engineering department files date back nearly 40 years to the late 1980's for the Blue River Walkway Project and discussions of the project easily date back as far back as 1970's or earlier. The first public projects implemented on the Riverwalk looked to rehabilitate the Blue River, add pedestrian connectivity between the parking lots and downtown, a bike path on the west side of the river, and hardscaping and landscaping to create river access points throughout the corridor from Ski Hill Rd to Adams Avenue. The vision of the Riverwalk has grown to include the Riverwalk Center, improvements to the commercial frontages, public art, and expanding connectivity to the S. Gondola Parking Structure. The below timeline was created using available Engineering Department files to provide a reference for Council on how the Riverwalk was developed.

Riverwalk Project History

1990's: The early projects included realignment, lining, and naturalization of the river channel from Ski Hill Road to the Skelly Pond, the addition of pedestrian bridges at key connection locations such as the plaza and Skelly Pond, and a north-south paved bike path on the west side of the river from the covered bridge in the Ice House Lot running west of the event lawn to S. Park Avenue.

The Riverwalk Center was constructed in ~1992 and the outdoor tent, affectionately known as the Madonna Dome, supported summer-only events at the lawn and amphitheater.

In the mid-nineties Town-owned dumpster buildings, currently named Peaks 8, 9 & 10, were constructed on the limited Town-owned land on the southern end of Town adjacent to the river. These facilities were established to consolidate service locations, increase efficiencies with contractors servicing the facilities, and improve the aesthetics on the west side of the S. Main Street businesses.

The Blue River Plaza improvements, designed and constructed circa 1995, realized the vision of a large gathering space adjacent to both Main Street and the Blue River.

2000's: The early 2000's brought redevelopment on the west side of the businesses adjacent to the river in the 100-400 blocks of Main Street through development incentives and partnerships between the Town and landowners. A 2005 ordinance added a code provision <https://breckenridge.town.codes/Code/9-1-19-37A> to incentivize commercial business to improve visibility and access to the Riverwalk, with the Riverwalk defined as *"The area bounded by Ski Hill Road on the north, South Park Avenue on the south, Main Street on the east and the easterly bank of the Blue River on the west where the town has constructed or intends to construct public improvements in order to make the area more attractive for use by the residents of, and visitors to the town"*. The lawn space on the 200 Main Street block adjacent to the Welcome Center is an example of such a project.

In 2008 the Madonna Dome was replaced by a permanent structure and addition to the Riverwalk Center, now allowing for multi-season programming.

Following recommendations of the 2016 Nelson\Nygaard Transportation, Parking, and Urban Design Study, the pedestrian connection from S. Park Avenue at W. Washington Avenue was redesigned to meet ADA, added a heated walkway to increase safety and to support walkability in winter from the Four O'clock Road bed base, and created a small gathering plaza to incorporate the Albert Paley Syncline sculpture in 2017.

The S. Gondola Parking Structure was completed in fall of 2021, followed by a second phase that constructed the Watson Avenue roundabout in 2022. Phase 3 of the S. Gondola project is enhancing the pedestrian connections from the S. Gondola Parking Structure to downtown. As part of the Phase 3 of the S. Gondola Parking Structure project Council directed staff to begin looking at multimodal improvements and extending the Riverwalk concept to Watson Avenue.

In 2022 a new Rec Path extension from Watson Avenue to Ski Hill Rd was constructed by reconfiguring the Sawmill Parking Lot (net loss of ~10 parking spaces), circulation changes were made in the Gold Pan Alley, and designated pedestrian walkways were created as part of a pilot project dubbed "The Living Lab". These Living Lab improvements were installed using temporary low-cost solutions to allow evaluation and establishment of new pedestrian patterns emerging from the development around the gondola lots. The current Riverwalk project was born from scope expansion of the initial Phase 3 concepts of the S. Gondola Parking Structure Project.

The current Riverwalk project, the *Blue River Walkways and Rec Path Project* (we welcome feedback on this new working title), is underway with planning and design efforts between Watson and S. Park Avenues. The current project has been broken down into segments to allow for focus on individualized project tasks as follows:

- Establishment of Project Goals– **Completed February 2023**
- Continuation of the pilot program, the "Living Lab" – **Summer 2023**
- Community Outreach. This effort includes a community-wide survey alongside focused meetings with stakeholders and property owners. – **June 2023**
- Upcoming Town Council work session topics:
 - o Watson Ave. Materials Management Center options
 - o Schoonover Site re-development design options
 - o Ice House Lot materials management
 - o Peak 9/Peak 10 materials management enclosures (located between Adams Ave. and Jefferson Ave., 400 S. Main Street block, adjacent to the river)
 - o

Goals vs. Vision

Visions and goals are often confused. Goals are actionable and attainable. They are the steps we take to make our vision a reality. They are often the means to the end. Visions look into the future often at five, ten, or even 40 year intervals. A vision speaks to what we want to accomplish at the end of the project.

At the February 22, 2023 work session Town Council established the project goals (shown below) in alignment with our Community Goals. At the Council retreat, we are looking to take a step back and hear from the Council on their collective vision for the Riverwalk for the next 40 years. This exercise will complement the upcoming community outreach that will begin in June. Understanding both the Council and community visions will allow staff to develop comprehensive project plans and public project

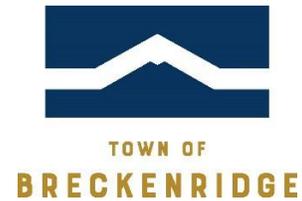
recommendations that can be implemented to achieve the project goals and realize the updated vision for the Riverwalk.

Community Goals:

- More Boots & Bikes, Less Cars
- Leading Environmental Stewardship
- Deliver a Balanced Year-Round Economy
- Hometown Feel & Authentic Character

Project Goals:

- **Safety:**
Reducing, pedestrian, bike, and vehicular conflicts
- **Connectivity:**
Having a way for bikes to get all the way through Town
- **Environment:**
Improve the health of the river, materials management, and reducing pollution
- **Placemaking:**
Enhancing the pedestrian experience along the river
- **Community Engagement:**
Understanding all stakeholder needs



Memo

To: Town Council

From: Kirsten J. Crawford, Town Attorney

RE: Policy on Advocacy Rules for State and Federal Policy and Legislation

Date: April 26, 2023

Policy Statement

In order to be effective in furthering the best interests of the community, the Town must have a coordinated and cohesive approach to working with lobbyists, legislators and government agencies at all levels of government. When Town elected/appointed officials or individual employees engage with state or federal officials, lobbyists, special interest groups or undertake advocacy activities directly and without coordination, there is a risk of inconsistent positions that will dilute the effectiveness of the Town’s advocacy efforts.

Advocacy means activities and services carried out for the purpose of advancing the Town’s position on proposed policies or legislation through contacts with federal or state legislative or executive branch officials, staff or agency representatives.

The final decision as to whether and how to advocate on the Town’s behalf lies solely with the Town Council and its appointed Legislative Policy Review Committee, described below. This policy governs both direct contact with state and federal officials but also with engaging the services of lobbyists and advocacy firms, including consultants and contractors whose activities on behalf of the Town may overlap in these areas.

Applicability

The Town’s legislative policy governs all Town officials, including elected and appointed officials, staff and boards and commissions (hereinafter “Town representatives”). The policy applies to both state and federal policies. Because state legislation and policies more frequently impact the Town, references hereinafter are to state, but are equally applicable to federal policies.

Legislative Policy Review Committee

The Legislative Policy Review Committee (“LPRC”) will be comprised of a member of Town Council approved by the Mayor, the Town Attorney, and a member of the Town administration. The purpose of the LPRC is to gather input from internal and external stakeholders and make recommendations on policies in a rapidly moving environment.

The LPRC will meet each week during the Colorado General Assembly's Regular Session. The LPRC will make recommendations to Town Council as to whether there is cause to take a position on Bills and present those recommendations to Town Council at its regular business meeting. The LPRC is authorized to make decisions about positions on Bills without seeking input from Council in circumstances where a Bill is being heard between Council meetings. The LPRC will make recommendations and decisions as the case may be as to whether there should be resources and time spent on taking action on a policy or bill. Such action may include drafting position letters, adopting Council proclamations, providing hearing testimony, or making contact with state legislators, etc.

Rules Governing Advocacy

1. *Bill Proposals or Drafts Prior to Introduction:* The Town will not offer an official position on draft legislation until it is introduced. While nothing precludes providing input and thoughts on draft bills, this policy discourages the Town from offering any official position on a policy, concept or even draft legislation before it is introduced.
2. *Bill Tracking Dossier:* Once a bill is introduced and assigned a bill number, if the Bill has an operational impact on the Town, the Bill will be added to the Town's tracking sheet. In order to preserve the strength of the Town's advocacy efforts, the Town will not expend resources on Bills that do not impact the Town operationally, unless there are other circumstances warranting otherwise as determined by Town Council. By way of example, the Governor has signed into law SB23-190 which makes it a deceptive trade practice for a health care provider to advertise or perform a practice known as abortion reversal. While this may be a law that the Town may support, it has no operational impact on the Town and, thus, under this policy, the Town would not advocate or take a position otherwise on this law.
3. *Stakeholder Input:* The Town has numerous constituents that are interested in state and federal policies both internal within the governmental organization and external groups and Town partners. By way of example:
 - *Internal stakeholders* may include Town Council, Town Administration, Town Boards and Commissions, Municipal Court, and internal Town agencies. It is common that different Town agencies will have different perspectives on the pros and cons of a proposal.
 - *Special Circumstances with Board and Commissions.* Appointed members of a Town board or commission may be asked by Council or may desire to weigh in on a particular policy for other reasons. Appointed boards may not engage in advocacy without authorization from Town Council or the LPRC. Unless a request is made by Town Council, a board or commission must contact the LPRC before adding a discussion of state policies to a public agenda. LPRC

will work with the board and Town Council to determine the appropriate next steps.

- *External stakeholders* may include special interest groups we communicate with regularly about state and federal policies and may include officials of Summit County, municipalities within Summit County, CAST, CCUA, Municipal Clerk's Association, Colorado Association of Chiefs of Police, IACP, etc.

The Town may request that stakeholders fill out a position request form (copy of Request Form attached) to better inform the Town's position. When receiving requests from external stakeholders, the Town will initially determine whether the Bill has an operational impact to the Town. Any feedback that Town representatives receive from internal and/or external stakeholders on state bills that have an operational impact to the Town will be forward to the Town Attorney to include in the Tracking Dossier (sample Dossier attached).

4. *Authorized Advocacy Representatives:*

The Colorado Municipal League: The Town along with 269 other cities and towns is a member of the Colorado Municipal League, a nonprofit, nonpartisan organization which provides lobbying services to us. Major policies of CML are established by the membership at the annual business meeting and by the CML Executive Board and various committees. The Town Attorney currently serves as the Town's representative on the CML policy committee and is the point of contact during the state legislative session. The Town will look first to CML for lobbying on our behalf as they will identify any bills that may undermine the Town's home rule authority or "local control." Historically, state legislators seek input from CML early and often when proposing policies that may impact local authority.

Contract Lobbyists and Use of Town Resources for Lobbying and Advocacy.

[NTD at Retreat]

5. *Communication Loop*

Most commonly, CML will be the lead entity advocating on Bills that impact the Town. When Town Council or the LPRC determine there is a need to augment those efforts, the Town will determine the appropriate strategy. Examples of when and how this might occur are as follows:

- CML may contact the Town if there is a Bill unique to certain municipalities and request the Town assistance which can be provided in a number of forms such as:
 - Opposition Letters
 - Calls and Contacts to State Representatives and Senators
 - Staff Testimony
 - Attorney Assistance with Review, Analyzing, or Proposing Draft Bill Language.

- Town has a different position than CML. Because CML represents all municipalities in the state, it must take positions on Bills that consider a variety of local government interests from urban, rural, and mountain resort communities. There are times when CML may take a position on a Bill that is different from what the Town deems appropriate. In those circumstances, LPRC will make recommendations to Council to formulate the Town's position and strategy.
- SB23-213 example: In the 2023 session, we saw an unprecedented attempt by the Governor and his appointees to work directly with local elected officials in lieu of working through CML. Where CML is not in a lead advocacy position, like the situation presented in 213, there will be an extraordinary demand on Town resources to engage in independent advocacy.

6. *Town Representatives Speaking in their Individual Capacities.* Nothing prohibits a Town representative from communicating with state or federal officials about policies that impact them in their personal capacity. Nevertheless, it is important to keep in mind, especially with respect to an elected official, that the lines can easily blur as to whether an individual is speaking on behalf of the Town or from their personal views. Therefore, whenever a Town representative is involved in policymaking outside the scope of their employment and in their personal capacity, it is critical to preface your position, testimony or communication by explicitly stating that you are "*representing your individual interests and not authorized to speak on behalf of the Town or Town Council.*"

Effective Governance And Staff/Council Relations



Building on CIRSA Suggestions for Success And Reducing the Risk of Liability

Tenets underlying the policy/administration dichotomy:

- Municipal Charter defines the job description of the administration and the elected body.
 - Article IV: Council
 - Article VII: Town Administration
- Council sets policy and the administration manages the projects, implements the programs.
- Adhering to the roles and responsibilities in the charter prevents liability.
- *See* CIRSA Nine Practice of Highly Ineffective Councils.

Governing Body

What is the policy/administration dichotomy?

How do we best manage staff resources?

How do we account for the governance that came before us?

What are the special issues with individual interests and expertise?

How do individual members exercise authority as a body?

How do individual members support the will of the majority?

Administration

How do we best serve the entire elected body?

How do we leverage the work of the subject matter experts?

How do we ensure policies can be implemented by staff?

How do we ensure evenness of information to all members?

How do we provide balanced and fair information?

Transparency

How do we ensure decisions and deliberations take place in an open meeting?

What is the purpose of the executive session?

How do we ensure the public is informed?

What are the special issues with open records and Town official email?

See CIRSA Email Suggestions for Elected and Appointed Officials

Questions? Suggestions?

NINE PRACTICES OF HIGHLY INEFFECTIVE COUNCILS AND BOARDS

by Tami Tanoue, CIRSA Executive Director

Recently, CIRSA management staff became acquainted with John Carver's Policy Governance® model (Model) for boards of public and nonprofit bodies. This month's column provides some observations about the tough job of governing body members, and some of the ways in which a council or board can allow its effectiveness to be diminished or compromised. To understand the Model, how it works, and how it is implemented, Carver's book, *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations* (3rd ed. 2006), is highly recommended reading.

For those who've labored in local government for any length of time, *Boards That Make a Difference* will provide some laugh-out-loud moments of self-recognition. It describes a number of common practices that are a drain on the effectiveness of the governing body and a source of frustration for both the body's members and the staff who serve it.

Do Any of These Practices Ring a Bell?

Spending time on the trivial. As the author describes it, "Major program issues go unresolved while boards conscientiously grapple with some small detail." How many times have you gotten mired in the tiniest detail of a purchasing decision, or the proposed budget?

Foreshortened time horizons. The board's decision-making time horizons should be the most distant of anyone in the organization. Yet, as Carver says, "we find boards dealing mainly with the near term and, even more bizarre, with the past." How many times have the pennies spent in the prior months, as reflected in the "bills for approval" portion of the agenda, received undue attention at your meeting?

Reactive rather than proactive stance. Is the idea that the board should make proactive decisions, rather than merely react to staff initiatives, completely foreign? Would, as the author says, your board "cease to function" if it were asked to create its own agenda?

Going over what the staff has already done. "Reviewing, rehashing, redoing," is what the author calls it. Some boards spend a great deal of their time going over what the staff has already done. But as the author says, "reviewing, rehashing, and redoing staff work – no matter how well – do not constitute leadership"!

Problem-based prescriptions. If you prescribe a specific solution based on the details of a specific problem that has occurred in the past, you may wind up with a "pendulum swing" that creates unintended consequences in the future. As Carver says, "Correcting insufficiencies by looking backward at what they have been simply invites the next, perhaps opposite error. It's like trying to drive down the highway with a firm grip on the rearview mirror."

Accountability being allowed to leak. Have you established a City/Town Manager or Administrator position? If so, great! But are you still continuing to encourage or allow council/board member interactions with subordinate staff, or subordinate staff members to bypass their supervisors and directly go to council/board members with their issues or complaints? If so, you may be keeping the Manager/Administrator from being able to do his or her job, or you may be interfering in such a manner that you can no longer credibly hold him or her accountable for performance.

Diffuse authority. When the governing body's and staff's respective areas of responsibility are not clearly delineated, the staff's knee-jerk response for every issue in a gray area may be, "Let's take it to the council." If you allow this, you'll continually increase your own workload without ever clarifying the appropriate boundaries between council/board governance and staff decisions.

The "Approval Syndrome." Does your agenda call for the governing body's approval of documents containing a multitude of paralyzing details (line item budgets, detailed personnel and administrative policies, job descriptions, etc.)? How does this make you feel? The document has already been created, and you're just reacting to it. Then, to avoid feeling like "rubber stamps," board members may start nitpicking. But as the author says, "no matter how much intelligence goes into playing this reactive role, it is clearly not leadership." Moreover, by its approval, the board has been co-opted into assuming ownership of the document, and staff is let off the hook in terms of accountability for the results expected from the document!

The "seductive intrigue of organizational activity." You know how, when you're faced with a huge project, sometimes the easiest way to procrastinate is to divert your attention to desk-cleaning or some other trivial task? That's the "seductive intrigue" that can pull you into involvement in the organization's internal minutiae. It can be a heck of a lot easier to divert your attention to those details than to grapple with the big issues involved in governing your entity. But governance shouldn't be about bringing the council/board more knowledgeably into the process of administration. A governing body need not and should not tag along behind management, or try to become "superstaff" in a "conscientious attempt to tag along more professionally." You've got grander things to do as the governing body!

So What's The Answer?

Well, no doubt John Carver would say, "Adopt and implement my Model!" Of course, that will require time and effort, an unswerving commitment, and probably the help of a Policy Governance® consultant. In the meantime, here are a few suggestions from *Boards That Make a Difference* to ponder.

- **View yourselves as an extension downward from ownership, rather than an extension upward from management.** As mentioned, your job is not to be "superstaff," much less "supermanagement." As the representative body for the citizens – the true "owners" of the community – your job is to exercise ethical and trusteeship responsibilities on behalf of the ownership. Viewed in that light, it becomes apparent that neither the championing of management decisions, nor substituting your judgment for that of staff, are part of those responsibilities. To be true leaders, you need to "develop a taste for t' grand expanse of the larger context," as Carver says.

- **You determine the “ends.” Leave the “means” to the staff.** It’s important to read *Boards That Make a Difference* in order to understand fully what Carver means by “ends.” Briefly, “ends” are the results or outcome to be obtained or the impact to be made, for whom, and at what cost or relative worth. You could call the “ends” the “what and the why.” Everything else falls into “means,” or the “how.” Once you determine the “ends,” give staff the latitude to determine the “means.” After all, they were hired for their skill and expertise in means, weren’t they? Aren’t they in the best position to determine the means? If the governing body becomes involved in means, you may be simultaneously impairing your staff’s ability to exercise their best judgment, and crippling your ability to hold them accountable for the achievement of the ends. Who’s to blame if you dictated the “how” and the result was a shortfall in achieving the “what”?
- **Set appropriate boundaries on the “means.”** Leaving the means to staff doesn’t mean unbridled discretion. We all know that there’s a limit to the idea that “the ends justify the means.” Carver maintains that the governing body’s legitimate involvement in means is to prohibit any means that are imprudent or unethical. But the way to do that is not with a set of *prescriptions* – what must be done. Rather, the right way to do that is with *proscriptions* – what must *not* be done. Why? Well, there aren’t enough hours in the day or enough specialized knowledge on the board to define all the things that must be done. But the board certainly has a legal, moral, and ethical compass. That’s why defining what’s prohibited as imprudent or unethical is a more effective and efficient means of putting a boundary past which means cannot go.
- **Govern yourself before governing others.** Carver recommends that the governing body take the time to design and codify its own processes, including a board member code of conduct. One of the many helpful examples in *Boards That Make a Difference* is a sample code of conduct. Anyone who’s experienced dysfunctional behavior within a governing body knows that negative interpersonal dynamics can destroy the governing body’s effectiveness as well as its credibility with its constituents. But how can a board deal with inappropriate behavior among its own if it hasn’t first determined what constitutes appropriate behavior? With a sound and mutually agreed process, personality need not become the dominant force in shaping issues and dealing with disagreements and confrontations.

What’s This Have to do with Liability Anyway?

Since this is a CIRSA *Coverage Line* article, you may be wondering what linkage to liability issues justifies its existence on these pages. Well, it’s easy to see that the problems identified by Carver as obstacles to good governance are also problems that can lead to increased liability for elected officials. For instance, if your role in relation to staff’s is unclear, how are you or staff going to know what is within the scope of your authority and what is within the scope of theirs? Falling outside the scope of your lawful authority is one of the sure ways to lose your liability protections. And it follows that Carver’s approach to good governance also provides excellent risk management suggestions. Both board and staff can flourish within their respective spheres of authority without stepping on one another, maintain appropriate accountability, and ensure that the work of the public entity will be carried out within the boundaries of prudence and ethics.

Conclusion

This article has pulled out bits, albeit helpful bits, of *Boards That Make a Difference* for you to consider. Reading the book is highly recommended, because the Model really makes the most sense when viewed in its entirety.

CIRSA Training: Email Suggestions for Elected & Appointed Officials

By Sam Light, CIRSA General Counsel

The use of email by elected or appointed officials to discuss public business raises issues under both the Colorado Open Meetings Law (“OML”), C.R.S. § 24-6-401 et seq., and the Colorado Open Records Law (“CORA”), C.R.S. § 24-72-201 et seq. The OML recognizes that discussions by email can trigger notice and openness requirements. Specifically, the OML provides that any meeting of a quorum, or three or more members of a local public body (whichever is less), at which public business is discussed or at which formal action may occur must be open to the public. Also, the meeting must be preceded by proper notice if a quorum will be present, or any action will be taken. A meeting can include a discussion that occurs by phone or email.

Additionally, CORA recognizes that public records can include emails of elected and appointed officials where the communications involve City/Town business or public funds and are made, maintained or kept by the City/Town as part of its operations. Under CORA, emails may be public records even if they do not trigger open meetings rules. Based on these rules, the following are suggested email “dos and don’ts:”

Email – Okay to Do

- Have a one-on-one discussion with another council/board member.
- Respond to constituent emails consistent with “role discipline.”
- Correspond directly with City/Town staff.
- Email other council/board members concerning scheduling and availability, or posing a question for later discussion, or sharing “FYI” only information. But, such communications must not morph into a discussion of the merits or substance of any public business.
- Copy other council/board members on an email, subject to the same limitation.
- Do use your City/Town-assigned email address and device, if applicable.

Email – Don’ts

- Do not use email (or similar technology) to discuss the merits or substance of any matter of public business among a quorum or more than two members (whichever is less), whether simultaneous and/or serial or not.
- Do not use email as a substitute for open public meeting discourse.
- Do not use email as a substitute for taking any official action.
- Do not “reply to all” on emails sent to more than two council/board members, excepting only emails that clearly have no policy purpose (e.g., “FYI” emails).
- Do not send messages that discuss both personal matter and public business.
- Most importantly, do not use email to discuss pending quasi-judicial matters.

