



County Board Work Session

January 27, 2026
Anoka County Government Center

1:00 PM

Conference Room 710
2100 3rd Ave, Anoka, MN 55303

1. Review and discuss Strategic Priorities – **see attached**
2. Review and discuss draft Board Operating Procedures and Guidelines – **see attached**
3. Official Compensation discussion and update
4. Other – Administration Updates

Anoka County

2025 Strategic Leadership Framework Outcomes Summary

1. Mission

Commitment to Excellence: Through collaborative efforts, we seek to improve lives and serve with care, integrity, and professionalism.

2. Values

Respectful, Innovative, Fiscally Responsible

3. Strategic Principles

Public Safety: Protect and serve the community in a manner that respects rights and preserves public trust.

Transportation: Enhance and protect life by improving road safety, mobility, connectivity and reducing congestion.

Community Services: Empowering individuals and communities to achieve their full potential.

Workforce: Attract, develop, and retain a skilled workforce that creates a supportive culture that promotes collaboration

Communication: Provide transparent, accurate, timely, and accessible information to connect and engage internal and external stakeholders with County priorities, actions, and opportunities.

Digital Experience: Leverage innovative solutions to enhance organizational efficiency, streamline services, and deliver safe, secure quality customer experiences.

Livability: Enhance quality of life through preserving natural resources and providing accessible parks, trails, and recreational opportunities.

4. Short-Term Goals – three-year target

1) Maintain and manage workforce system and strategy

Targets/Metrics:

- Retention and turnover percentage
- Time-to-fill rate
- Succession plan, by department/division
- Market competitiveness – class/compensation system maintenance
- Budget availability and timing strategy
- Analysis/Evaluation of performance evaluation strategy/process
- Engagement Survey
- Employee Professional Development and Training (metrics/data)
- Recruitment – Internal/Promotion vs. External

2) A safe and suitable jail and parking facility for Anoka County

Targets/Metrics:

- Build to serve the County for 40+ years
- Resolve design and location issues with the City by end of 2025
- Break ground for parking in 2026, complete by 2027
- Current ramp demo by end of 2027
- Break ground for jail in early 2028
- Move inmates no later than 2030

3) Improve Budget Process

Targets/Metrics:

- Manage Core Reserves now at 38.5%
- Commit to a multi-year budget and projections
- Commit to a X% of gross tax levy
- Review of budget amendments

4) Modernize Communications

Targets/Metrics:

- Simplify Data – website, pages, etc.
- Study and create a process to produce regular analytics
- Centralize communications
- Consistent messaging, top-down, through a created process
- Increase digital engagement, i.e., hot topics

5) Develop Data Strategy for Digital Transformation

Targets/Metrics:

- Develop a digital roadmap
- Develop a data roadmap
- Establish milestones and measure progress of key performance indicators towards the milestones.
- Satisfied customer experiences

6) Connect Anoka County/Zayo

Targets/Metrics:

- Complete 2025 renewals from partners, renew now to 2030
- Measure Anoka County responsibility/opportunities/benefit in 2030
- Establish ROW fee
- Private Sector opportunity
- Security

7) Modernize County Contract Administration

Targets/Metrics:

- Review and audit existing contracts by end of 2026.
- Standardize County preferred terms and conditions in various practice areas
- Train attorneys and staff on contract negotiations and drafting
- Track contracts, compliance, payments, expirations, and renewals – i.e., improvements to systems

8) Increase Recycling and Waste Management

Targets/Metrics:

- Expand current household waste facility
- Build a centralized management building (Environmental Center)
- Increase curbside organics collection

5. Opportunities - goals that have organizational support, to be pursued when opportunity is available.

- Lobbying Efforts**
- Reduce crashes and fatalities towards zero deaths**
- Modernize facilities and workspaces**
- Eliminate at-grade intersections on Hwy. 65**
- County/Community critical infrastructure vulnerability assessment**
- Study/Understand County demographic changes**

Anoka County Board of Commissioners Operating Procedures and Guidelines

I. Overview

The County Board functions within the statutory framework of Minnesota law. General duties, powers, and responsibilities are found in Minnesota Statutes Chapters 370, 373, and 375, among others. Minnesota Statutes supersede all bylaws, rules, and policies established by the County Board of Commissioners.

The County Board makes decisions through the adoption of policies, ordinances, and resolutions, through votes at public meetings.

II. County Board Meetings

A. Meetings of the Board

At the first meeting of each year, the County Board shall adopt a schedule of regular board meetings and committee of the whole (COW) meetings for the year. The schedule may be amended during the year as needed by a vote of the board at a regular meeting. Special meetings may be added to the board's schedule as necessary to provide for additional public input and participation on specific responsibilities and functions of Anoka County.

As required by law, at the first meeting of the year, the County Board shall provide for the oath of office for its members (if required) and elect a chair and vice-chair for the year.

All regular meetings of the County Board will be conducted at the Anoka County Government Center, 2100 3rd Ave. Anoka, Minnesota, unless otherwise stated in the public notice of the meeting.

B. Board Chair and Vice Chair

The County Board will rotate the positions of Chair and Vice-Chair among its members. At the first meeting each year, the County Administrator shall provide a document listing the individuals who have served as Chair and Vice-Chair for at least the previous five years, along with their district numbers. Beginning in 2027, the Chair and Vice-Chair positions will be presented based on seniority in office and ratified by the Board. Any member may decline to serve; if so, the next most senior member will be offered the opportunity to be considered. To serve as Chair, a member must first have served as Vice-Chair. The sitting Vice-Chair will advance to the Chair position the following year.

Members that have a pattern of not following the Code of Conduct contained in section IV below, may at the discretion of the board may be placed out of the rotation for one year.

C. Role of the Board Chair

The board chair is responsible for leading the County Board meetings, including board work sessions, in a manner that maintains order and allows for the opportunity for all members and the public (when applicable) to be heard. The chair may represent the county at legislative hearings and public functions and may act as the chief spokesperson for the county when appropriate. The board chair signs resolutions, contracts, letters, and other documents as directed by and on behalf of the board. The board chair shall review and approve the agenda prior to its publication. The vice-chair of the board shall take on the responsibilities of the chair in the chair's absence.

D. Board Procedures/Rules of Order

Although not adopted formally, the County Board generally utilizes the parliamentary procedures found in the most recent edition of Robert's Rules of Order during the meetings of the board. The County Board recognizes that as a small board (seven members), it may benefit from some flexibility from the formalities

found in Robert's Rules of Order. The County Board also recognizes that utilizing the procedures found in Robert's Rules of Order allows for the efficient processing of county board work and promotes decorum. The meetings of the county commissioners of the County of Anoka shall be conducted in accordance with Robert's Rules of Order (newly revised), with the following specific exceptions:

1. Resolutions presented in writing by any member or members of the board including the chair shall be acted upon without a second, and upon a resolution being so offered, the chair shall introduce the discussion in relation to the resolution and put the questions in the same manner as it would if those matters involved a motion after a second has been made to the motion. This rule shall not prevent written resolutions from receiving seconding action prior to its adoption. With the consent of the author, any member(s) may timely join in offering a resolution.
2. The chair of the county board may declare meetings of the county board adjourned and such declaration shall be effective unless contested by four or more members of the board.
3. Nominations to fill vacancies on various boards over which the county board has appointed authority, including positions to be filled from among membership of the county board, may be acted upon without a second to such nomination.
4. The chair of the board may make a motion, second a motion made by another member of the board and may vote on all matters.
5. Unless a commissioner signifies an abstention or votes in the negative on any given issue, the clerk of the board shall be directed to record that each commissioner has voted in the positive on that matter which is before the board.
6. The chair of the board shall have the authority to appoint members of the board to standing and special committees. Elected commissioners and commissioners-elect will discuss in December of the previous year standing and special committee responsibilities for the subsequent year. Standing and special committee responsibilities will be approved at the organizational meeting.
7. Pursuant to Minn. Statutes § 375.07, no business shall be done unless voted for by four or more members of the board.
8. Anoka County will provide office space for elected officials. County commissioners may utilize an office on the 7th floor of the Anoka County Government Center.
9. The following committees are established as Standing Committees of the Whole of the Anoka County Board and have jurisdiction over the departments or units/areas:

Committee of the Whole - Government Operations

Committee of the Whole - Human Services

Committee of the Whole – Management

Committee of the Whole - Public Safety

Committee of the Whole - Transportation/Parks

In addition, unless otherwise noted on a board item, the County Board requires:

- All motions to be seconded.
- All actions that authorize the spending of funds are to be voted on by a roll call vote.
- All resolutions are to be voted on by a roll call vote.
- All members are to be recognized by the chair prior to making a motion or speaking on an issue.
- The use of the amendment process to change or alter a motion or resolution.

E. Video Recording of Regular Board Meetings

In addition to the creation and formal approval of minutes from each board meeting, unless otherwise directed by law, all regular meetings of the Anoka County Board of Commissioners are video recorded and livestreamed through the county's website. If a meeting cannot be video recorded, best efforts will be made to capture it with another recording device. The video recordings are not the official minutes of the board meeting.

F. Board Meeting Minutes

Following each board meeting, official minutes shall be prepared by the board clerk. The minutes should identify all the actions and votes taken by the board on each item. The minutes are not a verbatim transcript of the meeting but rather a compilation of the official actions that occurred during the meeting (Minn. Stat. § 331A.01). The official minutes of a meeting shall be adopted at a subsequent meeting and as required by law, will be retained permanently. County Board meeting summaries shall be published in the official county newspaper and shall be available in the Office of Administration and on the county website.

G. Public Participation

The public is invited and encouraged to attend and participate during a public hearing and/or the public input section of the County Board meetings. Notice is provided for all meetings as required by law.

During the public input section, visitors may share their comments or concerns on any issue that is the responsibility or function of Anoka County Government, whether the issue is listed on an agenda or not. People who wish to address the County Board are requested to sign in before the meeting begins; the board clerk or the county administrator will notify the County Board Chair. The County Board chair will ask speakers to come to the podium, state their name and city of residence, and present comments. Comments must be addressed exclusively to the board chair and the full Board of Commissioners. Comments addressed to individual board members will not be allowed. Individuals are encouraged to limit their presentation to no more than two minutes. The board chair reserves the right to limit an individual's presentation if it exceeds the allowable time limit, becomes redundant or repetitive, overly argumentative, or if it is not relevant to an issue that is part of Anoka County's responsibilities.

H. Disruption of Meeting

If any meeting of the board is willfully interrupted or disrupted by a person or group of people to render the orderly conduct of the meeting unfeasible, the chair may recess the meeting or order the person or group willfully interrupting the meeting to leave the meeting or be removed from the meeting.

I. Requested Resolutions and Proclamations

The Anoka County Board of Commissioners is a nonpartisan body that does not advocate for or against positions or policies that do not have a direct, unambiguous, and explicit relationship to the county's programs, services, policies, or budget.

The County Board may consider resolutions regarding state or federal policy that are directly related to the county budget, programs, and services. The board may also consider proclamations or resolutions that honor individuals who have served in public office, public awareness campaigns, or arts and cultural celebrations.

The County Board will not consider resolutions or proclamations related to the following:

- Expressing an opinion on matters of political or ideological controversy.
- Expressing an opinion on issues generally identified and known as supported by one political party and/or opposed by a political party.
- Expressing an opinion or position on topics that have no direct, unambiguous, and explicit relationship to the County's programs, services, policies, or budget.

This policy does not and is not intended to impact an individual Anoka County Commissioner's First

Amendment rights or any other rights under the Constitution of the United State of America or the State of Minnesota. This policy also does not and is not intended to impact the Anoka County Board of Commissioners' responsibility to collectively and actively advocate for fiscal and public policy to support Anoka County's mission and constituents.

A request for a board action on a proclamation or resolution of support should be made to the county administrator or other staff in the Office of Administration. Staff shall consult the guidelines and determine the appropriateness of the request. The county will provide a reply to the requester. These guidelines do not prevent anyone from being heard or bringing their concerns to the board. Anyone may contact an individual board member(s) or appear before the board under public comments.

III. County Board Agenda

A. Preparation and Distribution

It is the responsibility of the county administrator to prepare the proposed agenda and supporting material for each meeting of the board. The proposed agenda is shared with the board chair prior to distribution for their review and approval. The board agenda must be published for the public to view at least three days prior to the board meeting. The board agenda should be shared with the County Board members and department directors a day prior to publication to the public.

B. Board Agenda Preview

The county administrator shall prepare and distribute to County Board members weekly a preview of upcoming board items, actions and workshops. The preview does not include all board actions and items but is intended to provide advance notice of significant items and issues that will be coming before the board.

C. Requests for Agenda Items

Individual board members may make a request to the board chair or county administrator for an item to be placed on an upcoming board meeting agenda. If, after a request has been made, the item has not been placed on an agenda, the board member may make a request at a regular meeting of the board during their commissioner report or General Administration for the item to be added to an upcoming agenda. If there is consensus from the board or an affirmative vote of the board to direct the item to be placed on an upcoming agenda, the item shall be placed on an agenda by the county administrator.

D. Orders of Business

The order of business for each regular meeting of the County Board shall be as follows:

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Consider Regular Claims
5. Approval of Minutes
6. Chair's Remarks
7. Committee Reports
8. Regular Agenda Items
9. Commissioner Reports
10. Other business
11. Adjournment

Any Committee of the Whole meetings or work sessions to be held on the same day as a County Board meeting shall be either prior to or after the adjournment of the regular meeting.

E. County Board Committees of the Whole

The County Board regularly utilizes Committees of the Whole meetings to review county issues and items that may appear on subsequent regular board agendas. Committees of the Whole meetings are open to the public and noticed pursuant to Minnesota Statutes Chapter 13D. The public is invited and can attend Committees of the Whole meetings, there is a public input opportunity at the beginning of each meeting. The following are the standing Committees:

-Government Operations

-Human Services

-Management

-Public Safety

-Transportation/Parks

COW meetings will be conducted in available conference rooms and may be rotated to various sites. COW meetings are where divisions/departments/offices present and answer questions regarding activities and requests of the board. The COW will make recommendations for the next regular board meeting. From each meeting, a COW recommendation report will be presented at the next county board meeting for appropriate action.

F. Committee of the Whole Recommendation Report Consent Agenda

The consent agenda will consist of routine agenda items that are not likely to require additional debate and discussion. Examples include, but are not limited to, contract approvals and renewals, appointments to citizen boards and commissions, and policies or actions previously reviewed and recommended by a COW.

A board member may ask for an item to be removed from the consent agenda to allow for discussion, debate, and an individual vote on that item.

G. Closed sessions

The County Board or COW may only meet in closed session as allowed under state law. Examples include meetings for purposes of labor negotiations, discussion of physical or information technology security briefings and reports, review of appraisals related to property acquisition, discussion of active litigation, and providing direction related to labor negotiation strategy.

Closed sessions, except for those closed under the attorney-client privilege, must be recorded and retained as required by state statute.

No members who are part of closed-session discussions shall disclose the content of those discussions until or unless the information becomes public under state statute.

H. Commissioner Reports

Commissioner Reports are intended as an opportunity for board members to update other members and the public on county activities and issues. Commissioner reports should be brief and summary in nature. Reports may include topics and issues of county significance from advisory boards or committees that board members are appointed to by the County Board. Commissioners should refrain from reporting on partisan or election-related activities or events, except for reporting on county election administration activities or events.

I. General Meeting Guidelines & Expectations

County Board members shall preserve order and decorum during meetings and follow the rules of the governing body.

The board chair or the assigned COW chair shall preside over debate, ensuring equality and fairness in the discussion. The chair should be referred to as “Chair (last name)” and members of the board should be addressed as “Commissioner (last name).”

The county administrator, or their designee, attends and participates in all board meetings and COW meetings. The county administrator, or their designee, may participate in the discussion, answer questions from board members, and recommend actions or resolutions to an issue as appropriate.

A County Board member desiring to speak shall address the chair and not proceed until being recognized.

A County Board member, once recognized, shall not be interrupted when speaking, unless it is to call that member to order, or to ask the member to stop, cease, or pause speaking by the board chair. No member shall interrupt another in debate without her/his consent. To obtain such consent, a member shall first address the chair.

Upon recognition of the chair, the board member making the motion has precedence to address the board first in discussion to explain the reason or reasons why the motion was made. The member who seconded the motion may be called upon next for discussion. Subsequently, any member may address the board.

County Board members should show respect for other viewpoints and refrain from verbal attacks on other board members, county staff, or members of the public. Board members should be allowed adequate time to present their views and opinions. Discussion should be confined to the current issue or policy being debated.

County Board members should be prepared to contribute meaningfully by reviewing materials prior to the meeting.

County Board members should actively participate by contributing ideas, asking questions, sharing their perspectives, and focusing on finding the best solution for the county.

County Board members should stay on topic, communicate respectfully, and avoid interruptions.

Following the adoption of a position or decision by the full board, that position becomes the position of the board.

IV. Code of Conduct

A. Ethical Actions and Considerations

Effective county government operations require leadership from the elected board members, which is to be respected by the public and staff. Anoka County expects its employees to abide by its Personnel Rules and Regulations, which include the Respectful Workplace Policy, the Sexual Harassment Policy and other pertinent policies. While Personnel Rules and Regulations do not apply to board members, County Board members are expected to operate and communicate in a respectful and ethical manner in all interactions with the public, county staff, and other board members.

In execution of their official duties, all County Board members shall strive to:

- Adhere to the laws, rules, and policies that govern the county.
- Maintain and respect the confidentiality of private and confidential information.
- Avoid discrimination against any person based on race, color, creed, religion, national origin, sex, gender identity, marital status, disability, status regarding public assistance, sexual orientation, familial status, or age; and others defined by law.
- Comply with the ethical obligations imposed by law, including Minnesota Statutes 10A.07 (Conflicts of Interest), Chapter 13D (Open Meeting Law), 10A.071 (Gift Prohibition), 382.18 (Interest in Contracts), 471.87-.895 (Sales, Contracts, & Gifts), including when appropriate, disclosing conflicts of interest, abstaining from decision making, eliminating conflicts of interest, and declining gifts.

- Work to create a positive environment in public meetings where all individuals may feel comfortable in their roles as observers or participants.
- Avoid offensive behavior that has a negative impact on the work environment of the board, such as rudeness, exclusionary behavior, angry outbursts, bullying, inappropriate joking, vulgarities, obscenities, personal attacks, name-calling, and disrespectful language.
- Allow citizens, staff, or colleagues to have sufficient opportunity to present their views.
- Be tolerant, respectful, and attentive.
- Avoid comments, body language, or distracting activity that conveys a message of disrespect for the presentations or comments from the public, staff, or other County Board members.
- Avoid questioning the motives of and refrain from personal attacks on another County Board member, member of the public, or county staff member.
- Understand the position of others and disagree professionally and respectfully.
- Support the position of the County Board after a vote is taken and a board position is adopted.
- Support and represent the decisions by the board when speaking on behalf of the county to federal, state, or local officials. A member may note that they did not support the position when the vote was taken, but that the vote by the board is the county position. Members are expected not to undermine or sabotage the implementation of ordinances, policies, or rules that have been passed by a majority vote of the board.
- Respect, not belittle, minority opinions and votes of County Board members
- Remain focused on the board's role of setting the direction and policy for the county and understanding the county staff's role in managing county operations and implementing board direction.

B. Interacting with Department Heads and County Staff

County employees work for the county and at the direction of the board, not at the direction of individual County Board members. Individual County Board members should not give direct orders to or supervise county employees, unless directed to by the County Board.

County Board members are encouraged to work with county staff to address constituent questions and concerns. Requests for assistance can be made to the county administrator, deputy administrator, or support staff in the Office of Administration.

If a County Board member contacts a department head related to a constituent request or county issue, it is requested that the board member inform the county administrator or deputy county administrator to ensure a timely response.

If a County Board member contacts a county staff person within a department, it is requested that the County Board member also notify or inform the chief officer or department head prior to contacting the staff person. If the contact is made by email, the County Board member should copy the chief officer or department head.

Unless it is an emergency or an issue requires immediate attention, a County Board member should refrain from contacting staff by phone or text message (except for the county administrator or deputy county administrator) outside of normal work hours (8 a.m.-4:30 p.m. Monday through Friday).

A County Board member may send an email outside of normal work hours to a staff person with the expectation that staff will follow up or reply by the following business day.

In the event of any emergency or urgent matter arising, county staff should utilize a phone call or text message to communicate with a board member, when possible. Email should not be utilized, especially after normal working hours or over a weekend.

It is expected and acceptable for County Board members to communicate directly with county staff related to issues of scheduling or the operations of committees, boards, or commissions on which they serve, and when working directly with a staff person who has been assigned to support the board member in addressing a constituent question or concern.

It is expected that County Board members will review and respond to county staff emails to their county email within two business days of receipt.

It is expected that County Board members should regularly check voicemail messages on their county office and mobile phone and ensure their voicemail inbox has sufficient space to accept new messages.

C. Accountability

It is the responsibility of County Board members to hold each other accountable for acting in a respectful and ethical manner. A County Board member should discuss with another member if they feel a comment, statement, action, or behavior of that member does not meet the expectations laid out in this section. After communicating or attempting to communicate with the other member, a member may notify the board chair if they feel another member's actions contradict this section.

D. Other

Board members may choose to utilize the county's Employee Assistance Program (EAP). EAP provides confidential, short-term counseling at no cost for personal concerns that may affect your work (or home) life.

State law provides official immunity to protect board members from lawsuits based on discretionary actions performed in the course of their official duties. Official immunity may not protect a board member if a member acts outside the scope of their duties.

The County Board shall review this document annually, and the County Board shall adopt its operating procedures and guidelines each year during the first meeting in January.