
Study Methodology

APPENDIX A

This appendix explains the process we followed to conduct the best practices review of managing computer systems. It describes the steps we took, the timeline we followed, and the involvement of local government representatives.

BACKGROUND RESEARCH

To explore issues relevant to managing computer systems, we gathered information from a variety of sources. We began with an extensive review of literature and Web sites, reviewing materials from professional associations, academic and private research centers, and other groups with expertise in computer system management, such as Gartner, Inc. and the CERT[®] Coordination Center at Carnegie Mellon University.

At the beginning of the study in June 2001, we held a roundtable discussion to help define the scope of the review. We invited individuals representing a variety of viewpoints, including administrators and information technology managers from school districts, cities, and counties; state officials, including the Office of Technology; legislators and legislative staff; and others interested in managing computer systems. At this meeting, 26 participants offered ideas.

To supplement our background research, we conducted personal interviews. We visited and interviewed representatives of most intergovernmental computer collaborations in the state, including three county groups, one city consortium, a school district collaborative, two service cooperatives, and two regional management information centers. Those we did not visit in person were interviewed via telephone or electronic mail. We also interviewed state officials about the state's role in providing a telecommunications infrastructure backbone.

We participated in seminars and Web-based training on computer management, with a particular focus on digital security. Seminars included a National State Auditor Association conference on information technology security in September 2001 and the Minnesota Government Information Technology Symposium in December 2001. Web-based events included sessions on computer system architecture and security.

TECHNICAL ADVISORY PANEL

Early in the project we formed a technical advisory panel to provide expertise and comment on draft materials throughout the review. As shown in Table A.1, the

Table A.1: Technical Advisory Panel Members, 2001-2002

Merton Auger, City Administrator, City of Buffalo

Jim Campbell, Information Technology Director, Dakota County

Barbara Gallo, Technology Services Director, League of Minnesota Cities

Mike Garris, Director, Local Government Information Systems (LOGIS)

Tom Hannon, Information Technology Director, City of St. Cloud

Bob Hanson, Information Technology Director, Hennepin County

Doug Johnson, Technology Administrator, Mankato Area Schools

Bob Knafla, Information Systems Director, Sherburne County

Fred Logman, Chief Information Director, Department of Information Services, Ramsey County

Marcia Love, Superintendent, Plainview Public Schools

Rhonda Lynch, Information Services Director, Carver County

Gail Miller, County Recorder, Renville County

Rae Montgomery, Extension Educator, University of Minnesota Extension Service

Patrick Plant, Director of Technology, Anoka-Hennepin Independent School District #11

Mike Ryan, System Architect, Office of Technology, Minnesota Department of Administration

Lee Whitcraft, Co-Executive Director, Technology and Information in Education Services (TIES)

16-member panel consisted mainly of county, city, and school district staff who were either information technology professionals or otherwise involved in technology issues. They came from jurisdictions representing a mix of sizes and geographic regions. Other members represented the state's Office of Technology, the University of Minnesota Extension Services, intergovernmental computer collaborations, and the League of Minnesota Cities.

Panelists volunteered their time for five meetings to offer their feedback as the study progressed. They reviewed and commented on the draft report. We are grateful to panel members for their advice and help. Panel members may or may not agree with the recommendations of our study, and the Legislative Auditor's Office remains responsible for the report's contents.

INDICATORS OF PERFORMANCE FOR MANAGING COMPUTER SYSTEMS

To help identify effective practices for managing computer systems, we researched guidelines and standards recommended by organizations involved in computer system management and Internet security. From this research, we compiled indicators of performance related to effectively planning and

maintaining computer systems. In September 2001, our technical advisory panel reviewed the indicators, and we later modified some based on its feedback.

The best practices for successful computer system management discussed in Chapter 3 evolved from the performance indicators. In November 2001 our technical advisory panel reviewed and commented on the best practices, and we modified them accordingly.

SURVEY METHODOLOGY

As part of a related study on e-government, we surveyed counties, cities, and school districts to understand the degree to which they offer e-government. Although the survey was primarily on e-government, it included several questions about local governments' use of computers and computer networks. We also asked about arrangements for daily maintenance of the computer system, including reliance on in-house staff, vendors, or computer collaborations. Copies of the survey instruments and their aggregate results are available on our Web site at <http://www.auditor.leg.state.mn.us/ped/2002/pe0209.htm>.

We developed two formats for the survey and gave respondents the choice of either completing it on-line using the Internet or filling out a paper version and returning it by mail. The survey questions were identical in both formats. Before mailing the surveys, we pretested survey questions as well as the use of the on-line survey with members from our technical advisory panel and with other staff in our office.

In early October 2001, we mailed the questionnaires along with cover letters explaining the study and requesting recipients' help. The surveys went to either information technology directors or county administrators (or their equivalent) in each of the 87 counties.

For cities and school districts, we selected random samples based on size and geographic region. To survey cities and school districts, we grouped them by six geographic regions. Within each region, we further grouped first cities and then school districts by size to achieve a balance of smaller, mid-sized, and larger jurisdictions. From within these groups divided by region and then by size, we randomly selected 521 of Minnesota's 854 cities and 310 of 345 school districts. We sent the city surveys to information technology managers or other technology contacts; where we did not have names for those individuals we mailed the survey to city managers, administrators, or clerk-treasurers and asked them to forward the survey to the appropriate persons. The school district surveys went to technology coordinators in districts where we had those coordinators' names; otherwise, the surveys went to district superintendents with requests to forward the survey to the appropriate individuals.

The deadline for completing surveys was October 23, 2001. We mailed follow-up letters and surveys to counties, cities, and school districts that had not responded by the first due date and extended the deadline to November 6, 2001.

Seventy-eight of the 87 counties responded to the survey (with 44 of them responding on-line), for a response rate from counties of 89.7 percent. Table A.2 lists the counties that responded to the survey. We received responses from 429 of the 521 cities surveyed (with 117 responding on-line), for a city response rate of

Table A.2: Counties Receiving Survey

*Aitkin County	*Freeborn County	*Meeker County	*Scott County
*Anoka County	*Goodhue County	*Mille Lacs County	*Sherburne County
Becker County	*Grant County	Morrison County	*Sibley County
*Beltrami County	*Hennepin County	Mower County	*Stearns County
*Benton County	Houston County	*Murray County	*Steele County
*Big Stone County	*Hubbard County	*Nicollet County	*Stevens County
*Blue Earth County	Isanti County	*Nobles County	*Swift County
*Brown County	*Itasca County	*Norman County	*Todd County
*Carlton County	*Jackson County	*Olmsted County	*Traverse County
*Carver County	*Kanabec County	Otter Tail County	*Wabasha County
*Cass County	*Kandiyohi County	Pennington County	*Wadena County
*Chippewa County	*Kittson County	*Pine County	*Waseca County
*Chisago County	*Koochiching County	*Pipestone County	*Washington County
Clay County	*Lac Qui Parle County	*Polk County	*Watsonwan County
*Clearwater County	*Lake County	*Pope County	*Wilkin County
*Cook County	*Lake of the Woods County	*Ramsey County	*Winona County
*Cottonwood County	Le Sueur County	*Red Lake County	*Wright County
*Crow Wing County	*Lincoln County	*Redwood County	*Yellow Medicine County
*Dakota County	*Lyon County	*Renville County	
*Dodge County	*Mahnommen County	*Rice County	
*Douglas County	*Marshall County	*Rock County	
*Faribault County	*Martin County	*Roseau County	
*Fillmore County	*McLeod County	*St. Louis County	

NOTE: Asterisks (*) depict counties from which we received completed surveys in time for analysis.

82.3 percent. Table A.3 lists the cities receiving the survey and denotes those that responded. Of 310 school districts surveyed, we received responses from 272 (with 156 responding on-line), for a school district response rate of 87.7 percent. Table A.4 lists the school districts receiving the survey and denotes those that responded.

Based on the response rates and degree of variation in responses, the margin of error for the county survey is plus or minus 3.6 percentage points; for the city survey it is 3.3 percentage points; for the school district survey it is 2.9 percentage points. The margin of error may be larger for responses to particular questions where the number of respondents is low. Survey results may also reflect additional sources of error that cannot be measured. For example, the wording and order of the survey questions can affect results.

In a limited number of cases, we called jurisdictions when information they reported appeared to conflict. Beyond that, we did not independently verify the accuracy of the information respondents provided.

Table A.3: Cities Receiving Survey

*Ada	*Brooklyn Center	*Dayton	*Goodhue
*Adams	*Brookston	*De Graff	*Goodview
*Afton	*Brooten	*Deephaven	*Graceville
*Akeley	*Browerville	Deer River	*Granada
*Albert Lea	Browns Valley	Delhi	Grand Marais
*Alden	*Brownsdale	*Dellwood	*Grand Rapids
*Alexandria	*Bruno	*Denham	*Granite Falls
*Alpha	*Buckman	*Dennison	*Grasston
*Alvarado	*Buffalo	*Dent	*Green Isle
*Amboy	*Buffalo Lake	*Dodge Center	*Greenbush
*Andover	*Burnsville	*Doran	*Greenfield
*Anoka	*Burtrum	Dover	*Greenwald
*Arco	Butterfield	*Duluth	*Hadley
*Arden Hills	*Byron	*Dumont	*Hallock
Arlington	*Callaway	Dundee	*Halma
*Ashby	*Calumet	*Dunnell	*Ham Lake
*Atwater	Canby	Eagan	*Hamburg
*Audubon	*Carlos	*Eagle Bend	*Hammond
*Aurora	*Carlton	East Grand Forks	*Hampton
*Austin	*Cass Lake	¹ Easton	*Harding
¹ Avoca	*Cedar Mills	*Echo	¹ Hardwick
*Avon	*Center City	*Edgerton	*Harmony
*Backus	*Centerville	*Eitzen	*Hartland
¹ Barnesville	*Champlin	*Elgin	*Hastings
*Barnum	*Chandler	*Elkton	*Hawley
*Barry	*Chatfield	*Ellendale	Hayward
*Baxter	*Chisholm	*Ellsworth	*Hazel Run
*Bayport	Circle Pines	*Elmdale	*Hector
*Beardsley	*Claremont	*Ely	*Heidelberg
*Beaver Bay	*Clarissa	*Erskine	*Henderson
*Beaver Creek	*Clarkfield	Evan	*Hendricks
*Becker	*Cleveland	*Evansville	Hendrum
*Bejou	*Climax	*Eveleth	*Henning
*Belgrade	Clinton	*Excelsior	*Henriette
*Belle Plaine	Clontarf	*Fairmont	*Hermantown
Bellingham	*Cloquet	Faribault	¹ Heron Lake
*Beltrami	*Coates	*Farwell	Hillman
*Belview	*Cobden	*Fergus Falls	*Hills
*Bemidji	*Cohasset	*Fertile	*Hilltop
*Benson	*Cokato	Fifty Lakes	*Hinckley
Bertha	Coleraine	*Finlayson	*Hitterdal
Big Lake	*Columbia Heights	Fisher	*Hokah
*Bigelow	*Comfrey	*Flensburg	*Hollandale
*Bingham Lake	¹ Comstock	*Floodwood	*Holloway
*Birchwood	*Corcoran	Forest Lake	*Holt
*Bird Island	*Correll	*Foreston	*Hopkins
*Biscay	Cottage Grove	*Fosston	*Howard Lake
*Blackduck	Cottonwood	*Franklin	*Hoyt Lakes
*Blaine	Crookston	Frazee	*Hugo
Blomkest	*Crosslake	*Freeport	*Humboldt
*Bloomington	*Crystal	*Fridley	*Hutchinson
*Blue Earth	*Currie	*Garfield	*Ihlen
Bluffton	*Cyrus	*Garvin	*Inver Grove Heights
*Bock	*Dakota	*Gary	Iona
Borup	¹ Dalton	*Geneva	*Iron Junction
*Bovey	*Danube	*Georgetown	*Ironton
*Boyd	*Darfur	*Gibbon	*Ivanhoe
*Breckenridge	*Darwin	*Glencoe	*Jackson
*Bricelyn	*Dawson	Golden Valley	*Janesville

Table A.3: Cities Receiving Survey (continued)

*Jasper	*Mayer	*Owatonna	*Sargeant
*Jeffers	Maynard	*Palisade	*Sartell
*Karlstad	*Mazepa	*Parkers Prairie	*Sauk Centre
*Kasota	*McIntosh	*Paynesville	*Sedan
*Kasson	Meadowlands	*Pelican Rapids	*Shafer
*Keewatin	*Meire Grove	*Pemberton	*Shelly
*Kennedy	*Menahga	*Perham	*Sherburn
¹ Kent	Mendota	Perley	*Shevlin
*Kenyon	*Mendota Heights	*Pierz	*Shoreview
*Kerkhoven	Middle River	*Pillager	Silver Bay
*Kilkenny	Miesville	*Pine City	¹ Silver Lake
*Kimball	*Milaca	*Pine Island	¹ Skyline
*Kinbrae	*Milan	*Pine River	*Sleepy Eye
*Kingston	*Millerville	*Pine Springs	Sobieski
Kinney	*Millville	*Plainview	*Solway
*La Crescent	*Milroy	*Plummer	*South Haven
*La Prairie	*Minneapolis	*Plymouth	*South St. Paul
*La Salle	Minneiska	Preston	*Spicer
*Lafayette	Minnetrista	*Princeton	*Spring Grove
Lake Benton	*Montevideo	Prinsburg	*Spring Hill
*Lake Bronson	*Montgomery	*Prior Lake	Spring Lake Park
*Lake City	*Monticello	*Proctor	*Spring Valley
*Lake Crystal	*Montrose	*Racine	*Springfield
*Lake Elmo	*Moorhead	*Ramsey	*Squaw Lake
¹ Lake Henry	Mora	Red Lake Falls	*Starbuck
*Lake Park	*Morristown	*Regal	*Steen
*Lake Shore	*Motley	Rice	Stephen
*Lake Wilson	*Mound	*Richmond	*Stewart
*Lakeland	*Mounds View	*Riverton	*Stewartville
*Lakeland Shores	Mountain Lake	*Rochester	Storden
*Lakeville	*Nevis	*Rockford	*Strandquist
*Lancaster	*New Hope	*Rockville	*Strathcona
*Lastrup	*New London	*Rollingstone	Sturgeon Lake
*Lauderdale	*New Market	Ronneby	*Sunfish Lake
*Le Roy	*New Prague	Roscoe	Swanville
*Le Sueur	New Trier	*Roseau	*Taconite
*Leonidas	*New Ulm	*Rosemount	*Tamarack
*Lester Prairie	*New York Mills	*Rothsay	*Taopi
*Lewisville	*Newport	*Round Lake	*Taylors Falls
*Litchfield	*Nicollet	*Royalton	Tenney
Little Canada	*Nimrod	*Rush City	*Thomson
*Littlefork	*Nisswa	*Rushford	*Tonka Bay
¹ Long Beach	*Norcross	*Rushford Village	*Tower
*Longville	*North Branch	¹ Rutledge	*Trail
*Lonsdale	North St. Paul	*Sabin	*Trommald
*Loretto	*Northfield	*St. Augusta	*Trosky
*Lowry	*Northrop	*St. Bonifacius	Twin Lakes
*Lucan	*Oak Park Heights	*St. Clair	*Tyler
¹ Luverne	*Oakdale	*St. Hilaire	*Ulen
*Lyle	*Odin	*St. Leo	*Underwood
*Madelia	*Ogilvie	*St. Louis Park	¹ Upsala
*Madison	*Onamia	*St. Martin	*Urbank
*Madison Lake	*Orono	St. Mary's Point	*Utica
*Manchester	*Oronoco	*St. Paul	Vadnais Heights
¹ Manhattan Beach	*Orr	*St. Rosa	¹ Vergas
*Maple Lake	*Osakis	*St. Stephen	*Vermillion
¹ Marble	*Oslo	*St. Vincent	*Verndale
*Marietta	Osseo	*Sanborn	*Vernon Center
*Marine On St. Croix	*Otertail	*Sandstone	*Victoria

Table A.3: Cities Receiving Survey (continued)

Villard	Watertown	*Willernie	*Wrenshall
*Vining	*Waterville	Williams	*Wykoff
Wabasha	*Watson	*Willmar	*Wyoming
*Wabasso	Waubun	*Willow River	*Zemple
*Wadena	*Waverly	*Wilmont	*Zimmerman
*Wahkon	*Wayzata	*Wilton	*Zumbro Falls
*Waite Park	*Wendell	*Windom	*Zumbrota
*Waldorf	*West St. Paul	*Winger	
*Walker	*West Union	*Winnebago	NOTE: Asterisks (*) depict cities
*Walnut Grove	*Westbrook	*Winton	from which we received
*Waltham	*Whalan	*Wolf Lake	completed surveys in time for
*Warren	Wheaton	*Woodland	analysis.
*Warroad	*White Bear Lake	*Woodstock	
*Waseca	*Wilder	*Worthington	¹ Returned survey too late to be
			included in our analysis.

Table A.4: Independent and Special School Districts Receiving Survey

*A.C.G.C.	*Buffalo	*Elgin-Millville	*Hibbing
*Ada-Borup	*Buffalo Lake-Hector	*Elk River	*Hills-Beaver Creek
*Adrian	*Burnsville	*Ellsworth	*Hinckley-Finlayson
*Aitkin	*Butterfield	*Ely	*Holdingford
*Albany	*Cambridge-Isanti	*Evansville	*Hopkins
Albert Lea	*Campbell-Tintah	*Eveleth-Gilbert	*Houston
¹ Alden	*Canby	*Fairmont Area	*Howard Lake-Waverly-Winsted
*Alexandria	*Cannon Falls	*Faribault	*Hutchinson
*Annandale	*Carlton	Farmington	*International Falls
*Anoka-Hennepin	*Cass Lake	*Fillmore Central	*Inver Grove
*Ashby	*Cedar Mountain	*Fisher	*Isle
*Austin	*Chaska	*Floodwood	*Ivanhoe
*Badger	Chatfield	*Foley	Jackson County Central
*Bagley	*Chisago Lakes	Forest Lake	*Janesville-Waldorf-Pemberton
*Balaton	*Clearbrook-Gonvick	*Fosston	*Jordan
*Barnesville	*Cleveland	*Franconia	*Kasson-Mantorville
Barnum	*Clinton-Graceville-Beardsley	*Frazee	*Kelliher
*Battle Lake	*Cloquet	Fridley	*Kenyon-Wanamingo
*Becker	Columbia Heights	*Fulda	*Kerkhoven-Murdock-Sunburg
*Belgrade-Brooten-Elrosa	*Comfrey	G.F.W.	*Kimball
Belle Plaine	*Cook County	*Glencoe-Silver Lake	Kingsland
*Bemidji	*Cromwell	*Glenville-Emmons	*Kittson Central
*Benson	*Crookston	*Goodridge	*Lac Qui Parle Valley
*Bertha-Hewitt	*Cyrus	*Granada Huntley-East Chain	La Crescent-Hokah
*Bird Island-Olivia-Lake Lillian	*Dassel-Cokato	*Grand Meadow	*Lake Benton
*Blackduck	*Dawson-Boyd	*Grand Rapids	*Lake City
*Blooming Prairie	*Deer River	*Greenbush-Middle River	*Lake Crystal-Wellcome Memorial
Bloomington	*Delano	Greenway	*Lake Of The Woods
*Blue Earth Area	*Detroit Lakes	*Grygla	Lake Park Audubon District
*Braham	*Dilworth-Glyndon-Felton	*Hancock	*Lake Superior
*Brainerd	*Dover-Eyota	*Hawley	*Lakeview
*Brandon	*Duluth	*Hayfield	*Lakeville
*Breckenridge	*Eagle Valley	*Hendricks	*Lancaster
*Brewster	*East Grand Forks	*Henning	*Lanesboro
Brooklyn Center	*Eden Prairie	Herman-Norcross	Laporte
*Browerville	*Edgerton	*Hermantown	*Le Center
*Browns Valley	*Edina	*Heron Lake-Okabena	*Le Roy

Table A.4: Independent and Special School Districts Receiving Survey (continued)

*Lester Prairie	*New London-Spicer	*Richfield	*Tracy
¹ Le Sueur-Henderson	*New Prague	*Robbinsdale	*Tri-County
*Lewiston	*New Ulm	Rochester	*Triton
*Litchfield	*New York Mills	*Rockford	*Truman
*Little Falls	*Norman County East	*Rocori	*Tyler
*Littlefork-Big Falls	*Norman County West	*Roseau	*Ulen-Hitterdal
Long Prairie-Grey Eagle	*North Branch	*Rosemount-Apple Valley-Eagan	*Underwood
*Luverne	*North St. Paul-Maplewood	*Roseville	*United South Central
*Lyle	*Northfield	*Rothsay	*Upsala
*Lynd	*Norwood	*Round Lake	*Verndale
*M.A.C.C.R.A.Y.	*Ogilvie	*Royalton	*Wabasha-Kellogg
*Mabel-Canton	*Oklee	*Rush City	*Wabasso
*Madelia	*Onamia	*Rushford-Peterson	*Waconia
*Mahnomon	Orono	*Russell	*Wadena-Deer Creek
*Mahtomedi	*Ortonville	*Ruthon	*Walker-Hackensack-Akeley
*Maple Lake	*Osakis	*St. Anthony-New Brighton	*Warren-Alvarado-Oslo
*Maple River	*Osseo	*St. Charles	*Warroad
*Marshall	*Owatonna	*St. Clair	*Watertown-Mayer
*Marshall County Central	*Park Rapids	*St. Cloud	*Waterville-Elysian-Morristown
*Martin County West	*Parkers Prairie	St. Francis	*Waubun
*McGregor	*Paynesville	*St. James	*Wayzata
*McLeod West	*Pelican Rapids	St. Louis County	*West Central Area
*Melrose	*Pequot Lakes	St. Louis Park	*West St. Paul-Mendota Heights-Eagan
*Mesabi East	Perham	*St. Michael-Albertville	*Westbrook
*Milaca	Pierz	*St. Paul	*Wheaton Area
Milroy	*Pine City	*St. Peter	*White Bear Lake
*Minneapolis	*Pine Island	*Sartell	*Willmar
*Minneota	*Pine Point	*Sauk Centre	*Windom
*Minnetonka	*Pine River-Backus	Sebekka	*Win-E-Mac
*Minnewaska	¹ Pipestone-Jasper	*Shakopee	*Winona
Montevideo	*Plainview	Sibley East	*Worthington
*Monticello	*Plummer	*Sleepy Eye	*Wrenshall
*Moose Lake	*Princeton	*South St. Paul	*Yellow Medicine East
¹ Mora	Prinsburg	South Washington County	*Zumbrota-Mazeppa
*Morris	*Prior Lake	Southland	
*Mounds View	*Proctor	*Spring Grove	
*Mountain Iron-Buhl	*Randolph	*Spring Lake Park	
*Mountain Lake	*Red Lake	*Staples-Motley	
Murray County Central	*Red Lake Falls	*Stephen-Argyle Central	
*N.R.H.E.G.	*Red Rock Central	*Stewartville	
*Nashwauk-Keewatin	*Red Wing	*Swanville	
*Nett Lake	*Redwood Falls	Thief River Falls	
*Nevis	*Renville County West		

NOTE: Asterisks (*) depict school districts from which we received completed surveys in time for analysis.

¹Returned survey too late to be included in our analysis.

SITE VISITS OF SELECT LOCAL JURISDICTIONS

For information on how local governments made their arrangements for managing computer systems, we selected ten jurisdictions to visit for in-depth interviews: three each of counties and cities and four school districts. Half were smaller jurisdictions; four were located in the seven-county metropolitan area and six were in outstate Minnesota. The mix included jurisdictions with simple computer systems and others with very complex systems. The examples of best practices in chapters 2 and 3 are based on information gathered during these visits.

We visited the sites in October and November 2001. On these visits, we asked about staff use of computers, policies for managing the computer system, security procedures, information technology staffing, training and user support, and arrangements with vendors or collaborations. To collect the information systematically, we used a standard questionnaire with ten open-ended questions. All of those we interviewed had an opportunity to review and correct the summaries written for the report.

LOCAL GOVERNMENT ADVISORY COUNCIL

In April 2001, this study was recommended by the Local Government Advisory Council, along with a study on e-government. Table A.5 lists the individuals currently serving on the council. When the Minnesota Legislature established the best practices reviews program in 1994, it created the council and charged it with recommending local government services for review. The Advisory Council recommended the topics of managing computer systems and e-government to the Legislative Audit Commission, which approved the council's recommendation in May 2001. Council members also reviewed and commented on a draft version of this report.

Table A.5: Local Government Advisory Council Members, 2001-2002

Charles Meyer (chair), St. Louis Park City Manager
Don Helmstetter, Spring Lake Park Schools Superintendent
Tim Houle, Morrison County Coordinator
Kay Kuhlmann, Red Wing City Council Administrator
Scott Neal, Northfield City Administrator
Jack Paul, Hubbard County Coordinator
Doug Reeder, South St. Paul City Administrator
Terry Schneider, Minnetonka City Councilman
Dave Unmacht, Scott County Administrator
Lothar Wolter, Jr., Norwood Young America Township Clerk
