

Ombudsmen: Confronting the Prickly Issues



UNITED STATES OMBUDSMAN ASSOCIATION 36TH ANNUAL CONFERENCE

Pre-Conference: October 12 and 13, 2015

Conference: October 14, 15, and 16, 2015

CHAPARRAL SUITES HOTEL, SCOTTSDALE, ARIZONA

REGISTRATION PACKET

Ombudsmen: Confronting the Prickly Issues



The Arizona Ombudsman-Citizens' Aide Office, Salt River Project Ombudsman Office and the Board of Directors of the United States Ombudsman Association (USOA) invite you to join us in Arizona for the 36th Annual USOA Conference. You are in for a treat as the conference is located in Scottsdale, Arizona—one of the world's premier spots to visit in the nice weather of October. Check out all that Scottsdale has to offer: <http://www.experiencescottsdale.com/>

The conference program is varied as we hope to appeal to ombudsmen, those involved in conflict resolution, and others who work with the public. **YOU DON'T HAVE TO BE AN OMBUDSMAN TO ATTEND!** The conference week will feature sessions on handling conflict situations, serving citizens with mental health illnesses, making ethical decisions, working with one's oversight authority, writing skills and investigative report writing, leveraging social and traditional media to benefit investigations, and using apology effectively. We will also look at the role of the ombudsman as an "advisor" and using technology in an ombudsman office.

Prior to the main conference, USOA will offer two pre-conferences with lunch and break refreshments. USOA is again presenting its highly regarded two-day New Ombudsman Training as a pre-conference workshop. Four long-time ombudsmen, representing both legislative and executive branches, teach this popular two-day workshop. Participants will learn about the origin, characteristics, and standards of an ombudsman office. Instructors will discuss intake, interviewing, investigation techniques, and report writing. They will examine the role of the ombudsman in promoting an ethical climate in our organizations. Workshop participants will also have the opportunity to discuss best practices, time saving tips, and tools of the trade with a group of experienced, successful ombudsmen.

Additionally, USOA is sponsoring internationally recognized speaker Bill Eddy for a one-day pre-conference workshop on how to effectively deal with high conflict personalities. Mr. Eddy is President of the High Conflict Institute, LLC; and Senior Family Mediator at the National Conflict Resolution Center. He is a Certified Family Law Specialist, a licensed Clinical Social Worker, a professional mediator, former professor at San Diego School of Law, and author of numerous articles and books—including "High Conflict People in Legal Disputes" and "It's All Your Fault!" This workshop should appeal to ombudsmen, social workers, mediators, attorneys, the judiciary, and anyone who deals with challenging people.

Conference attendees will have many opportunities to network with each other during the opening reception on Tuesday night, the conference lunches and breaks, and the banquet on Thursday evening. The Tuesday reception at the conference hotel, Scottsdale Chaparral Suites, will have hosted cocktail foods. Attendees staying at the conference hotel will be able to partake of the complimentary breakfasts and evening receptions that are available daily.

For the Thursday banquet, we will venture about five miles from the conference hotel to the striking setting of the Phoenix Zoo in Papago Park. A tram will carry us through the main center of the zoological gardens to a remarkable pavilion venue nestled at the lower hillside of the Bighorn Buttes. There, we will enjoy a catered banquet and no-host bar. The setting will provide an opportunity to enjoy the surrounding desert vistas, bighorn sheep and other animal sightings, sunset, and even a central patio fire pit.

We hope you find the conference educational and exciting, make new and renew old friendships, and enjoy the Valley of the Sun and the great state of Arizona!

For more information visit: www.visitarizona.com · <https://tourism.az.gov/> · www.experiencescottsdale.com



**“EARLY” CONFERENCE AND HOTEL REGISTRATION
HAVE DISCOUNTED \$\$ FEES!
REGISTER EARLY AND SAVE MONEY!**

Conference Registration at <http://www.usombudsman.org/>
(You don't have to work in the ombudsman profession to attend the conference.)

About USOA

Founded in 1977, the United States Ombudsman Association (USOA) is the national organization for public sector ombudsman professionals. USOA is also North America's oldest national ombudsman association with members from ombudsman offices in local, state, and federal government and affiliated ombudsman offices. Under its bylaws, USOA is organized to operate exclusively for educational, scientific, and charitable purposes.

USOA exists to help ombudsman and ombudsman organizations improve their operation and services throughout the United States. Additionally, USOA dedicates itself by educational and social means to promote and encourage the establishment of ombudsman offices at the state, local, national, and international levels.

Questions or Need Assistance?

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808-587-0770

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Chaparral Suites – Conference Venue



Ombudsmen: Confronting the Prickly Issues

PRE-CONFERENCE AGENDA

(May be subject to change)

MONDAY, OCTOBER 12, 2015 AND TUESDAY, OCTOBER 13, 2015

7:30 AM - 5:00 PM PRE-CONFERENCE REGISTRATION AND CONFERENCE REGISTRATION
8:00 AM - 5:00 PM PRE-CONFERENCE WORKSHOPS
12:00 PM - 1:00 PM LUNCH

MONDAY, OCTOBER 12, 2015

(PRE-CONFERENCE #1)

New Ombudsman Training - DAY 1 OF 2

This popular two-day workshop is designed for individuals who are relatively new to the role of government ombudsmen, regardless of the level or branch of government or the jurisdiction of the office. The training is also for persons who are interested in pursuing a career as a government ombudsman. The instructors are experienced ombudsmen from legislative/general jurisdiction and executive branch/agency-specific ombudsman offices. Participants will learn about the origin, characteristics, and standards of an ombudsman office. The instructors will discuss basic techniques of intake, interviewing, investigating, writing reports, and link these techniques to a case study to enable participants to apply knowledge to practice. The workshop will examine the role of the ombudsman in promoting an ethical climate, as well as review ethical challenges ombudsmen may face. Workshop participants also will have the opportunity to discuss best practices, time saving tips, and tools of the trade. USOA will issue a certificate of completion to those in attendance for both days. Attendance cannot be split.

INSTRUCTORS:

Kristie Hirschman, Senior Assistant, Iowa Office of Ombudsman

Linda Lord-Jenkins, Ombudsman, State of Alaska

Robin K. Matsunaga, Ombudsman, State of Hawaii

Gerald R. Papica, Ombudsman, Tennessee

Commission on Children & Youth

TUESDAY, OCTOBER 13, 2015

(PRE-CONFERENCE #1)

New Ombudsman Training – DAY 2 OF 2

(Continuation of the two-day training)



(PRE-CONFERENCE #2)

High Conflict Personalities: Managing and Mediating their Disputes (One-Day Session)

You know who they are! They frustrate all of us, but there are methods that are effective for assisting most of them. This workshop will focus on new skills for managing high-conflict individuals, as well as mediating their disputes with others. After a brief overview of five high-conflict personalities and some helpful brain research, the morning session will focus on the “CARS Method,” with practice exercises for dealing with individuals by **Connecting** with EAR Statements; **Analyzing** Options using Proposals; **Responding** to Hostility and Misinformation with BIFF Responses; and **Setting Limits** with Choices and Consequences. After lunch, the afternoon session will focus on skills for mediating disputes with one or more high-conflict personalities, by shifting their focus from blaming to problem solving in four simple steps. There will be further opportunities for practice of these new techniques, fresh from the High Conflict Institute.

PRESENTER:

Bill Eddy, LCSW, JD, President and Co-

Founder, High Conflict Institute®

<http://highconflictinstitute.com/>

PRE-CONFERENCE REGISTRATION FEES:

New Ombudsman Training and **High Conflict Personalities: Managing and Mediating their Disputes** registration fees are on page 11. These fees cover course materials, lunch, and refreshment breaks.



Ombudsmen: Confronting the Prickly Issues

CONFERENCE AGENDA

(May be subject to change)

TUESDAY, OCTOBER 13, 2015

5:30 PM -7:30 PM OPENING RECEPTION

Please join us for an informal meet-and-greet featuring light appetizers and cash bar at the Scottsdale Chaparral Suites. **Note:** Attendees can purchase guest tickets during registration or at the conference.

POST RECEPTION DINNER ON YOUR OWN



WEDNESDAY, OCTOBER 14, 2015

- 7:30 AM - 5:00 PM REGISTRATION**
- 8:30 AM - 9:30 AM CONFERENCE OPENING AND WELCOME REMARKS**
- 9:30 AM - 9:45 AM BREAK**
- 9:45 AM - 10:45 AM SESSIONS 1A AND 1B**

CONCURRENT SESSION 1A

Confessions of a New Ombudsman and a Retired Ombudsman

This session will share the experiences of Bermuda's second national Ombudsman, who transitioned from a litigator at the Bermuda Bar to the world of public sector Ombuds. It will be an insightful, practical, and informative reflection of her first year in office. The presentation will touch on an array of topics that a new Ombudsman typically confronts who has taken up the mantle from a predecessor.

On the other end of the spectrum, a retired ombudsman will provide insight regarding the lessons he learned during his 15-year term. Both speakers will address the challenges and triumphs they experienced during their tenure.

PRESENTERS:

Victoria R.M. Pearman, Ombudsman, Office of the Ombudsman for Bermuda
Patrick Shannahan, former Ombudsman, Arizona Ombudsman-Citizens' Aide Office

CONCURRENT SESSION 1B

Asset vs. Liability - Hiring and Managing Employees

Undoubtedly, an office runs smoothly and efficiently with qualified and happy employees. Participants will learn from three seasoned ombudsmen how they hire, manage, and retain the best and brightest. The panel will share field-proven strategies and techniques on:

- Hiring and training
- Performance evaluations
- Avoiding employee burnout
- Creating happy and enthusiastic employees
- Dealing with problem employees

PANELISTS:

Amy Calderwood, Ombudsman, King County Ombudsman's Office
Patrick Dowd, Director, Office of the Family and Children's Ombudsman, State of Washington
Linda Lord-Jenkins, Ombudsman, State of Alaska

10:45 AM – 11:00 AM BREAK



Ombudsmen: Confronting the Prickly Issues

WEDNESDAY, OCTOBER 14, 2015

11:00 AM - 12:00 PM SESSIONS 2A AND 2B

CONCURRENT SESSION 2A

Ethical Decision-Making When Values Clash

The nature of an ombudsman's job requires that ombudsmen and their staff conduct themselves at the highest level of ethical standards at all times. Absent specific written ethics guidelines, ethical behavior can simply be described as a judgment call based on one's personal experience, feelings, and opinions. Potential ethical pitfalls for Ombudsmen abound; political interference, personal bias, conflict of interest, retaliation, and difficult complainants. Our presenter will offer practical advice on how an ombudsman can be the best that they can be when faced with ethical decisions. This interactive session will also engage participants in discussion of sample ethical dilemmas relevant to the ombudsman profession.

PRESENTER:

Art Hinshaw, Clinical Professor of Law, Director, Lodestar Dispute Resolution Program, Sandra Day O'Connor College of Law, Arizona State University

CONCURRENT SESSION 2B

Making the Most of Technology - Development and Refinement of Website and Case Management Systems

An office can increase its effectiveness, efficiency, and productivity by maximizing the use of technology. This session will focus on the two important technology tools for any office; its website and its case management system. The website is often the first place the public goes to learn about an ombudsman office. It needs to convey the scope of services you provide and provide resources to help users advocate for themselves. Internally, a good case management system can help increase productivity and capture case and statistical information efficiently. This session will share the lessons learned by the Arizona Ombudsman-Citizens' Aide Office in revamping both their website and their case management system.

PRESENTER:

Arizona Ombudsman-Citizens' Aide Office

12:00 PM - 1:15 PM LUNCH

KEYNOTE: BOB BURNS, ARIZONA CORPORATION COMMISSIONER AND FORMER SENATE PRESIDENT

Commissioner Burns was instrumental in establishing the Arizona Ombudsman Office. He will reflect on the ups and downs of that process and the benefits of ombudsman offices to citizens, elected officials, and agencies.

1:15 PM - 1:30 PM BREAK



Ombudsmen: Confronting the Prickly Issues

WEDNESDAY, OCTOBER 14, 2015

1:30 PM - 3:00 PM SESSIONS 3A AND 3B

CONCURRENT SESSION 3A

Working With – Or Against – Your Office’s Oversight Authority

Three ombudsmen will share their “prickly” experiences with their oversight agencies and/or appointing authority. This session will include discussion on their struggles to maintain independence and impartiality, funding challenges, and threats to reappointment.

PANELISTS:

Fiona Crean, Ombudsman, Office of the Ombudsman, City of Toronto

Dennis Goodwin, Ombudsman, Office of Colorado’s Child Protection Ombudsman

Diane Wellborn, Ombudsman and Executive Director, Dayton-Montgomery County Ombudsman’s Office



CONCURRENT SESSION 3B

Arguments that Work: Making the Case for Our Conclusions and Recommendations

After investigating a complaint, finding the probable facts, conducting appropriate analysis, and developing conclusions and recommendations, the ombudsman confronts the task of reporting and explaining his/her reasoning to decision-makers in a way that will secure agreement and action. The aim is to persuade decision-makers, using rational arguments that will withstand critical challenges, and will satisfy complainants, overseers, and sometimes the public that our efforts meet professional standards. This session draws on the principles of effective argumentation to offer useful tips on how to build stronger cases. We will address:

- Key concepts for supporting conclusions about facts and values that are logically sound and also clear and accessible to lay audiences.
- Two tried and true models for supporting recommendations for action or policy.
- How to use “framing” to make arguments and recommendations more compelling.
- How to use language to communicate objectively and professionally without becoming distant and bureaucratic.

PRESENTER:

Michael Dues, Professor of Communication, College of Social and Behavioral Sciences, University of Arizona

3:00 PM - 3:15 PM

BREAK



Scottsdale offers something for everyone – contemporary to rustic style.



Ombudsmen: Confronting the Prickly Issues

WEDNESDAY, OCTOBER 14, 2015

3:15 PM - 5:00 PM USOA Chapter Meetings

USOA members have different areas of authority, interest, and expertise in their jobs. For this reason, a number of specialized chapters are organized within USOA to share experiences, resources, accomplishments, and to problem-solve. This time also allows chapter members to develop a plan of action for the upcoming year. You do not have to be a chapter member to attend any of these sessions.

- ❖ **Corrections Chapter**
- ❖ **Children and Families Chapter**
- ❖ **Education Chapter**
- ❖ **Municipal Chapter**
- ❖ **Healthcare Chapter**

5:30 PM - 6:30 PM INTERNATIONAL OMBUDSMAN INSTITUTE (IOI) MEETING



THURSDAY, OCTOBER 15, 2015

7:30 AM - 5:00 PM REGISTRATION

8:30 AM - 9:45 AM PLENARY SESSION

Ombudsman's Challenge: Equitably Serving Citizens with Mental Health Issues

With shifting demographics come new challenges for service providers. The communities ombudsmen serve are changing as we come into increasing contact with citizens/consumers who have a range of mental health issues. As the population ages, there is a rapid increase in persons with dementia and one in four Americans are experiencing a mental health challenge...and many are seeking ombudsmen services.

How can we ensure that those with diminished capacity or mental health issues are receiving the best possible service and assistance? What new skills do we need in addressing challenging behaviors of citizens living with mental health issues? This workshop will give a solid grounding in key issues relating to social vulnerability and responsibilities we hold regarding the provision of service. It will enhance our skills and provide a framework for good practice.

PRESENTER:

Fiona Crean, Ombudsman, Office of the Ombudsman, City of Toronto

9:45 AM -10:00 AM BREAK

10:00 AM - 11:30 AM OMBUDSMAN'S CHALLENGE: EQUITABLY SERVING CITIZENS WITH MENTAL HEALTH ISSUES (CONTINUED)



ARIZONA

Scenic hills, golfing, pools, spas, shopping, oh my!



Ombudsmen: Confronting the Prickly Issues



THURSDAY, OCTOBER 15, 2015

- 11:45 PM - 1:15 PM** **LUNCH**
USOA ANNUAL MEETING AND 2016 CONFERENCE ANNOUNCEMENT
- 1:15 PM - 1:30 PM** **BREAK**
- 1:30 PM - 3:00 PM** **SESSIONS 4A AND 4B**

CONCURRENT SESSION 4A

Watchdogs Bark: Leveraging Social and Traditional Media to Benefit Your Investigations and Improve Your Public Profile

This session will focus on helping participants get the message out via traditional news media, Internet, and social media. Discussion will include strategies for getting and keeping the public's attention through good media relations and monitoring, report packaging, news conference planning and the strategic use of social media. Participants will learn how to interact with the public and track issues on social media, how to use Twitter, Facebook and other digital tools during investigations, and how to make sure your voice is heard in the crowd. This session will include a case study of how the Ontario Ombudsman effectively used social media to investigate one of the most "massive violations of civil rights" in Canadian history during the G20 summit in Toronto.

PRESENTER:

*Andre Marin, Ombudsman,
Office of Ontario Ombudsman*

CONCURRENT SESSION 4B

Professional Writing Skills

Have you ever read a poorly written letter? What was it about the communication that led you to this conclusion? Did the author use ostentatious words? Did one sentence run on forever? Was the grammar and punctuation awful? Possibly, most importantly, what impression did this lead you to form of the author? Think about your writing. What impression and message are the readers of your letters getting? The goal of this session is to help you identify the shortcomings and weaknesses in your writing skills and to provide you with the tools to be a better, more effective writer.

PRESENTER:

*Susan Salmon, Assistant Director of Legal Writing
& Associate Clinical Professor of Law,
James E. Rogers College of Law,
University of Arizona*



Ombudsmen: Confronting the Prickly Issues

THURSDAY, OCTOBER 15, 2015

3:00 PM - 3:15 PM BREAK

3:15 PM - 4:45 PM SESSIONS 5A AND 5B

CONCURRENT SESSION 5A

Ombudsman as Advisor: A Solution for Optimal Public Sector Organizational Governance

An Ombudsman serves as an important organizational resource by providing a focal point for informally resolving individual and systemic issues. At the same time, the tenets that govern the work of Ombudsman practice – independence, impartiality, confidentiality, and a credible review process – naturally allow an Ombudsman to serve as a trusted advisor in guiding the public sector organization, its leaders and employees towards optimal governance. This presentation describes how the existence of an Ombudsman function within the public sector organization is consistent with excellent governance.

PRESENTER:

Sharon Asar, Associate Ombudsman, U.S. Consumer Financial Protection Bureau

CONCURRENT SESSION 5B

The Barren Desert: Writer's Block

Let's face it – investigative report writing - whether 10 pages or 100 pages in length - is challenging and for some, intimidating. The presenters for this session, both former journalists by trade, will provide examples of how routine complaints evolved into major investigations in their office. They will then guide participants through the process of creating a succinct, readable, powerful document.

Participants will learn how to:

- Effectively gather and organize information
- Formulate recommendations
- Format the report for readability
- Write to the audience
- Publicize the report

PRESENTERS:

Jeff Burnham, Senior Assistant Ombudsman, Iowa Office of Ombudsman

Bert Dalmer, Senior Assistant Ombudsman, Iowa Office of Ombudsman

5:10 PM SHARP! – MEET IN HOTEL LOBBY FOR BUS RIDE TO THE ZOO BANQUET

5:30 PM - 9:00 PM SOCIAL EVENT/BANQUET – PHOENIX ZOO

We will largely have the zoo to ourselves! Attendees may walk or have a tram carry them through the zoological gardens to a remarkable tented pavilion venue nestled at the lower hillside of the Bighorn Buttes for a catered banquet and no-host bar. Enjoy a beautiful Arizona sunset, a nice dinner party and then gather around the fire pit with music while the night winds down. Zookeepers will bring out a couple of the friendly inhabitants for our further enjoyment.

Note: Banquet Guest tickets can be purchased at registration or at the conference registration table.



Ombudsmen: Confronting the Prickly Issues

FRIDAY, OCTOBER 16, 2015 - NOTE: LATER START TIME

9 AM - 10:30 AM PLENARY SESSION

Sorry Works! – The Importance of Empathy in Resolving Complaints

For far too long professional people—especially attorneys, risk managers, and claims professionals—have thought saying "sorry" implied guilt or wrong-doing. Saying sorry does not necessarily mean you did anything wrong! It is all about context! There is a difference between empathy and apology, and in this session, attendees will learn how and when to use empathy, and understand how empathy combined with good listening skills, body language, and pro-active behavior can resolve most conflicts. The Sorry Works! methodology is successfully used in medical malpractice complaints and is applicable to a wide range of disputes.

PRESENTER:

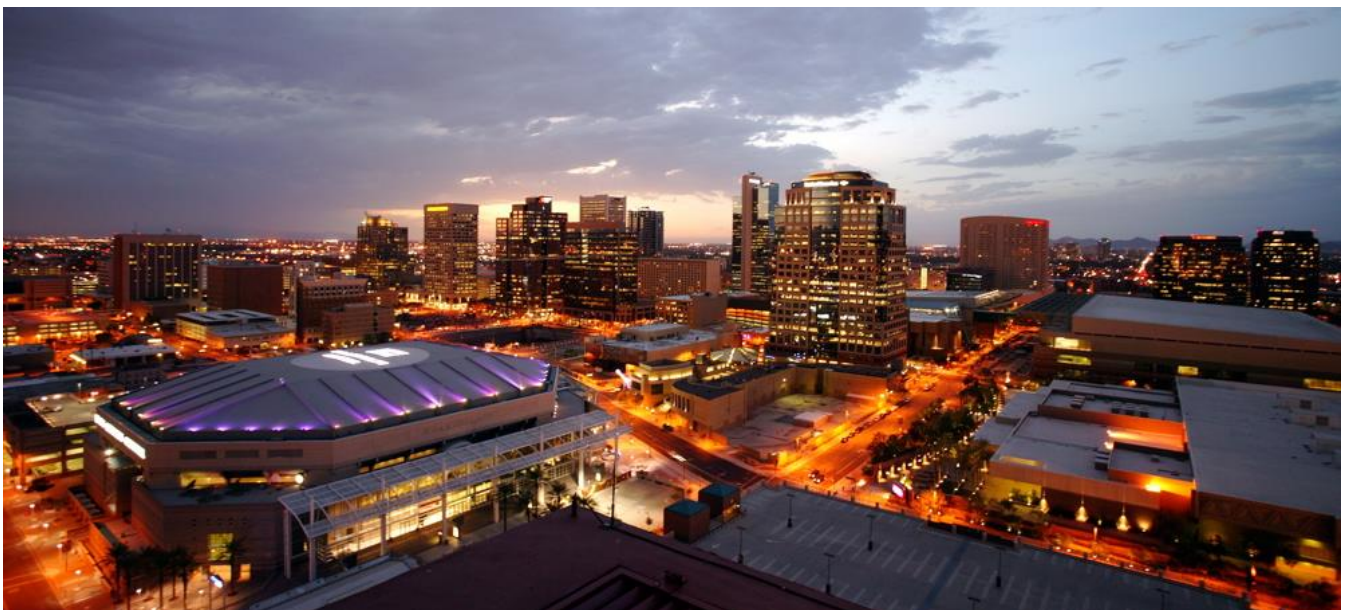
Doug Wojcieszak, Founder, Sorry Works!

10:30 AM - 10:45 AM BREAK

**10:45 AM - 11:45 AM SORRY WORKS! – THE IMPORTANCE OF EMPATHY IN RESOLVING COMPLAINTS
(CONTINUED)**

11:45 AM - 12:00 PM CONFERENCE CLOSING/EVALUATION

**CONFERENCE ATTENDEES WILL BE PROVIDED A
CERTIFICATE OF ATTENDANCE AT THE END OF THE
CONFERENCE**



Ombudsmen: Confronting the Prickly Issues

REGISTRATION FEES

Contact usoa@assocserv.com for information on group rates.

Full Conference Registration October 14, 15 and 16, 2015		
<i>Includes the Tuesday evening reception, Wednesday and Thursday lunch, and breaks, Thursday evening banquet and a break on Friday morning.</i>		
	On or before September 11	After September 11
Member	\$475	\$525
Non-Member	\$600	\$650
Student*	\$300	\$300

*Proof of full-time enrollment required.

Single-Day Conference Registration October 14 and/or October 15, 2015		
<i>Single day registrations for Wednesday and/or Thursday – includes lunch, and refreshment breaks!</i>		
	On or before September 11	After September 11
Member	\$225/day	\$250/day
Non-Member	\$250/day	\$275/day

Single-Day Conference Registration October 16, 2015		
<i>Single-day registration for Friday – includes morning refreshment break!</i>		
	On or before September 11	After September 11
Member	\$100	\$125
Non-Member	\$125	\$150

Pre- Conference Registration “New Ombudsman Training” October 12 and October 13, 2015		
<i>The pre-conference registration fee – includes lunch and refreshment breaks on Monday and Tuesday!</i>		
	On or before September 28	After September 28
Member	\$375	\$385
Non-Member	\$475	\$485
Student*	\$240	\$240

*Proof of full-time enrollment required.

Pre- Conference Registration “High Conflict Personalities: Managing and Mediating their Disputes” October 13, 2015		
<i>The pre-conference registration fee – includes lunch, and refreshment breaks on Tuesday!</i>		
	On or before September 28	After September 28
Member	\$215	\$225
Non-Member	\$240	\$250

Non-Conference Participant/Guest Reception and Banquet Tickets	
Reception - Tuesday Evening	\$25
Banquet and bus transportation - Thursday Evening	\$60

The registration process will also give you the option of selecting between receiving your conference material in a binder or on a flash drive.

[ON-LINE REGISTRATION LINK](#)

If you are unable to register on-line, or experience any problems, please contact the USOA Business Office at:
usoa@assocserv.com



GENERAL CONFERENCE INFORMATION

DRESS/ATTIRE

The dress for the conference is “business casual.”

HOTEL ACCOMMODATIONS

We have contracted with **Chaparral Suites Hotel** for a reduced rate for conference attendees. The room rate is \$106/night for either two double beds or one king size bed plus 13.92% state and local taxes. Subject to availability, these rates are effective from October 8, 2015 through October 18, 2015. Check-in is 3 p.m. and check-out is at 12 p.m. Guest rooms include complimentary:

- Full breakfast every morning.
- Daily evening reception.
- Airport shuttle service (6 a.m. to 9 p.m. – see details below under *Ground Transportation*.)
- Complimentary wired and wireless Internet service in guest suites and meeting space.
- On-site parking.

Please book directly with the hotel no later than Friday, September 11, 2015, the cut-off date for the USOA room block. (All reservations received after this date will be accepted on a space available basis only.) After the cutoff date, the hotel will release unused rooms to the public.

- Reservations by Phone: Call **1-866-534-1797** and ask for the United States Ombudsman Association Annual Conference 2015 group rate.
- On-line Reservations: Click this link [US Ombudsman Association](#) OR access the hotel’s website at [Chaparral Suites Hotel](#) and enter the group code 6816 to secure the group rate.

For more information on the accommodations, please visit the hotel’s website at [Chaparral Suites Hotel](#)

HOTEL ADDRESS: **CHAPARRAL SUITES SCOTTSDALE**
5001 N. Scottsdale Road
Scottsdale, AZ 85250
Telephone: 480.949.1414
Fax: 480.947.2675
Email: info@chaparralsuites.com

AIRPORT

Phoenix Sky Harbor Airport (PHX) is the one of the busiest airports in the USA (#9 to #11, depending how one counts) and the 27th busiest in the world. It provides services to all major USA airlines. The next closest airport is Phoenix-Mesa Gateway Airport in Mesa, Arizona and is about a 45 minute drive to the conference location. Flights into the Phoenix-Mesa Gateway Airport are available through Allegiant Airlines.



GROUND TRANSPORTATION

Chaparral Suites Hotel provides free shuttle services to and from Phoenix Sky Harbor Airport between 6:00 am and 9:00 pm. After you collect your luggage from the baggage claim, contact the hotel directly at (480) 949-1414 to arrange shuttle service.

The Scottsdale Trolley is a free, year-round downtown Scottsdale shuttle that runs every 15 minutes from 11 a.m. to 6 p.m. daily. There is a stop at the Scottsdale Fashion Square, which is an easy 10 minute walk from the hotel. There are also golf cart services that operate via tips – the hotel concierge can provide more information.



The following taxis and shuttles services will pick up from both Phoenix Sky Harbor Airport and Phoenix-Mesa Gateway Airport: AAA/Yellow Cab (480-888-8888) and Super Shuttle (800-258-3826). Additionally, the following taxis are contracted to pick up passengers at Phoenix Sky Harbor: Apache Taxi (480-557-7000) and Mayflower Cab (602-955-1355). You can also find transportation through Uber who operates in Phoenix.

While in Scottsdale, cab service is available from many companies, including: Discount Cab (602-200-2000), Tru Cab (480-300-5000), and VIP Taxi (602-300-3000).

Rental cars are available at both airports and the hotel. **NOTE:** Chaparral Suites Hotel has Dollar Rental Car on-site. It is usually more economical to take the shuttle from the airport and rent the car at the hotel.

CONFERENCE RESERVATION CANCELLATION/REFUND POLICY

Notice of cancellation must be in writing. Cancellation by telephone will not be accepted. Notice of cancellation may be e-mailed to usoa@assocserv.com. If you cancel your registration, we encourage you to send a substitute to take your place. Please contact the USOA Business Office at usoa@assocserv.com of any changes so we can arrange for a name badge and certificate.

If you cannot find a substitute to take your place, the following cancellation policy will apply:

Cancellation on or before September 11:	100 % refund, less \$25 cancellation fee
Cancellation from September 11 – October 13:	50 % refund, less \$25 cancellation fee
Cancellation after October 13:	No refund

USOA reserves the right to change programs and conference offerings at any time as warranted and without prior notice.

Questions about the conference? Email kristie.hirschman@legis.iowa.gov or jmacdonnell@azoca.gov

