



The Modern Ombudsman: Changes, Challenges, and Opportunities

UNITED STATES OMBUDSMAN ASSOCIATION

35TH ANNUAL CONFERENCE

Pre-Conference: October 13 and 14, 2014

Conference: October 15, 16 and 17, 2014

LINCOLN, NEBRASKA



REGISTRATION PACKET

The Modern Ombudsman: Changes, Challenges, and Opportunities

Featured on the cover of this year's USOA Conference Registration packet is the Nebraska Hall of Fame in the State Capitol. Busts of those Nebraskans who faced the odds and built the state fill the hall. Indian leaders and statesmen, poets, philosophers, buffalo hunter showmen, scientists, and war heroes, are but a few of the Nebraskans displayed in this hall. The perseverance symbolized here is symbolic of the proud history and of the ombudsman profession. This year's USOA conference offers attendees the ideas and tools for making changes, addressing challenges, and seizing opportunities. Conference sessions will provide ideas for centralizing and improving the intake process, share skills and insight on dealing with complainants, and offer simple but effective strategic planning tools for our agencies. Attendees will learn how ombudsman offices have been inspired and challenged by complex cases. Sessions on communication techniques and outreach to our constituencies will help attendees address challenges in these areas. In these modern times, it's only fitting that we will offer sessions on gathering information on the Internet and social media. We also will offer a demonstration on Lincoln's online & "smart phone" complaint reporting system. Finally, we will offer a session on self-care to help us keep ourselves and our rigorously recruited and highly trained staff mentally prepared to face the challenges we encounter each day.

We are pleased that USOA's 35th conference is being held in Lincoln, the "Community of Opportunity." Lincoln is the second largest city in Nebraska but it combines small town charm with big city culture—a perfect setting for USOA's Annual Conference. Check out all that Lincoln has to offer at <http://www.lincoln.org/>

We hope you'll join us in the City of Lincoln in October!

Sincerely, USOA Conferences and Training Committee

EARLY CONFERENCE AND HOTEL REGISTRATION ARE HIGHLY RECOMMENDED

Questions or Need Assistance?

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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 was 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.

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PRE-CONFERENCE AGENDA

(Subject to change)

MONDAY, OCTOBER 13, 2014

- 7:30 AM – 5 PM PRE-CONFERENCE REGISTRATION AND CONFERENCE REGISTRATION
7:30 AM – 8 AM BREAKFAST FOR NEW OMBUDSMAN TRAINING PRE-CONFERENCE ATTENDEES
8 AM – 5 PM **PRE-CONFERENCE WORKSHOP**

NEW OMBUDSMAN TRAINING - DAY 1

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. A certificate of completion will be issued to those in attendance for both days.

INSTRUCTORS:

Kristie Hirschman, Senior Assistant, Iowa Office of Ombudsman
Linda Lord-Jenkins, Ombudsman, State of Alaska
Robin K. Matsunaga, Ombudsman, State of Hawaii
Beverly Reeves, District Ombudsman, Austin (TX) School District

TUESDAY, OCTOBER 14, 2014

- 7:30 AM – 5 PM PRE-CONFERENCE REGISTRATION AND CONFERENCE REGISTRATION
7:30 AM – 8 AM BREAKFAST FOR PRE-CONFERENCE ATTENDEES
8 AM – 5 PM **PRE-CONFERENCE WORKSHOPS**

NEW OMBUDSMAN TRAINING – DAY 2 (Continuation of the two-day training.)

UNDERSTANDING AND MANAGING HIGH CONFLICT PERSONALITIES (ONE DAY SESSION)

In our jobs, we all interact with people who have very difficult, disruptive, and challenging personalities. While the individual's behavior might be deplorable, yours need not be. This session will help attendees understand the dynamics of personality disorders in conflict resolution settings and presents skills for handling those with high conflict personalities. The presenter will address issues of ethics, collaboration with other professionals, and handling disputants. The attendees will also engage in practice exercises for handling common difficult issues presented by these personalities. This session will help give you the strategies to not only cope and reduce your stress, but to be effective and confident in the face of adversity.

This session has been approved by the Nebraska Supreme Court Mandatory Continuing Legal Education Commission for 7 hours of continuing legal education credit or .25 hours of Professional Responsibility credit.

PRESENTER: *Megan Hunter, MBA, Co-Founder High Conflict Institute®*
<http://highconflictinstitute.com/>

PRE-CONFERENCE REGISTRATION FEES:

Registration fees for the **New Ombudsman Training** and **Understanding and Managing High Conflict Personalities** are outlined on page 11. The registration fee covers course materials and breakfast, lunch and refreshment breaks.



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CONFERENCE AGENDA

(May be subject to change)

TUESDAY, OCTOBER 14, 2014

5 PM -7 PM **OPENING RECEPTION**

Please join us for an informal meet-and-greet featuring light appetizers and cash bar at the Cornhusker Hotel.

Note: Guest tickets can be purchased during registration before or at the conference.

POST RECEPTION **DINNER ON YOUR OWN**

WEDNESDAY, OCTOBER 15, 2014

7:30 AM - 5 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 **CONCURRENT SESSION 1A**



INTAKE AND THE OMBUDSMAN'S OFFICE

When was the last time you took the opportunity to analyze how well your office's intake process is working? Intake is the first step—and a critical part—of the complaint handling process in all ombudsman offices. The first part of this session will address basic intake principles and goals. The second part will share the Alaska Ombudsman office's experience with centralized intake; the benefits, the basic requirements, and cautions. Participants will learn how to evaluate the quality of their office intake practices and training, as well as identify intake strategies that will improve overall office efficiency and staff satisfaction.

PRESENTER:

Megan Gosda, Intake Assistant, Alaska State Ombudsman's Office

CONCURRENT SESSION 1B

OUTREACH – GETTING THE WORD OUT

This workshop will present various techniques to inform citizens about the work of ombudsmen. The session will explore how to overcome distance and cultural barriers and how to get the word out to the various populations who can benefit from ombudsman services. The use of local newspapers, television, social media, website, and public speaking at community events to bring out information and resources to citizens will be explored. The experience of Ombudsman staff providing training sessions to agency workers will also be presented.

PRESENTERS: Joint Office of Citizen Complaints, Dayton, Ohio

Diane D. Welborn, Ombudsman

Rachel Barnett, Assistant Ombudsman

Laura Pippenger, Assistant Ombudsman



10:45 AM - 11 AM

BREAK

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11 AM - 12 PM



CONCURRENT SESSION 2A

YOU ARE WHO YOU ARE BECAUSE

Understanding how people think and what motivates them is crucial in being an effective communicator. This presentation will help you recognize your strengths and the strengths of others. How we interact with people influences our relationships with them. The ability to communicate effectively with others is affected by our ability to understand how they process information and make decisions. This presenter uses experience-based research to create an exciting approach to communication that is extremely accurate, understandable and easy to apply in everyday life. You won't want to miss this opportunity to become a better communicator!

PRESENTER:

Sandra K. Stockall, Professor Emeritus, University of Nebraska Extension

11 AM - 12 PM



CONCURRENT SESSION 2B

CREATIVE CASE STRATEGIZING

Two ombudsman offices will present a case analysis from intake to resolution and will explain how their case progressed, how they identified and analyzed problems incurred throughout the case and how they chose further action in order to ensure an effective outcome. The presenters will also consider the time, energy, and resources expended in the case.

PRESENTERS:

Joanne MacDonnell, Deputy Ombudsman, Arizona Ombudsman-Citizens' Aide

Roberta Opheim, Ombudsman, Minnesota Office of the Ombudsman for Mental Health and Developmental Disabilities

12 PM - 1:15 PM

LUNCH

KEYNOTE SPEAKER: *Nebraska Senator Ernie Chambers*

1:15 PM - 1:30 PM

BREAK

1:30 PM - 2:45 PM

PLENARY SESSION A

CO-OPTED OR FINDING COMMON GROUND?

An Ombudsman office must be adequately independent from the structures it investigates if it is to maintain the confidence of those who seek its services. This independence, however, should not be an impediment to reaching a successful case conclusion. If the Ombudsman is to provide immediate redress and prevent future acts of maladministration, they must impact both the individual decision and the administrative actions and policies well beyond the original decision. One method that can be used is for the Ombudsman office to work with the entity through the investigative, recommendation and resolution phases of the case. This workshop will present a model of cooperative influence that can be used in case and systemic investigations and project work. This workshop will provide concrete examples of the model at work, outline the advantages and disadvantages of the model and speak to the requirements of maintaining and protecting the independence of the Ombudsman when engaging the model.

PRESENTER:

*Mary McFadyen, Ombudsman and Public Interest Disclosure Commissioner,
Province of Saskatchewan, Canada*



2:45 PM - 3 PM

BREAK

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3 PM - 5 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

Terry Weber, Facility Administrator, Lancaster County Department of Corrections (DOC), Lincoln, Nebraska The DOC is responsible for the detention of individuals charged with various local and state offenses. Recently, the DOC opened a new facility to address the overcrowding issues of their previous two facilities. This move allowed the DOC to consolidate into one operation and discontinue the practice of out-sourcing detainees to other jails. A unique design in itself, the facility also allowed the DOC to separate its population mix and create a mental health/special needs housing unit. Mr. Weber will lead a tour of the facility and participate in a Q & A session on the challenges the DOC faces with housing the mentally ill/special needs population.

CHILDREN AND FAMILIES CHAPTER

Julie L. Rogers, Inspector General of Nebraska Child Welfare The Office of Inspector General (OIG) was created in 2012 to conduct audits, inspections and other reviews of Nebraska's Child Welfare system. The OIG also investigates incidents resulting in death or serious injury that occur in foster homes, private agencies, child care facilities or other programs under contract with the Department of Health and Human Services. Ms. Rogers will discuss her experiences starting a new office, her goals and the important special projects OIG is undertaking to improve Nebraska's child welfare system. The session will end with a roundtable discussion.

EDUCATION CHAPTER

Beverly Reeves, Ombudsman, Austin (TX) Independent School District (AISD) Ms. Reeves will present an overview of the role of the ombudsman in resolving problems, complaints, conflicts, and other school-related issues when normal procedures have failed. Topics will include gaining trust, the importance of independence and confidentiality, and pitfalls to avoid. AISD's student enrollment of over 85,000 students guarantees many examples. During the second half of the session, Ms. Reeves will facilitate discussion among local school officials and attendees regarding their experiences and how a school ombudsman can complement the work of the school district and staff.

MUNICIPAL CHAPTER

Lin Quenzer, Ombudsman, City of Lincoln, Nebraska As Lincoln's Ombudsman, Quenzer is responsible for investigating constituent concerns regarding the application of Lincoln Municipal Codes for departments of City government. Quenzer is also the Title VI and ADA Compliance investigating official, as well as manager of the ACTION Center, the city's online & "smart phone" complaint reporting system. The Municipal Chapter will meet at the City/County Building in the Mayor's office for a demonstration of the ACTION (Acting with Citizens To Improve Our Neighborhoods) Center and for a tour of the building. The office is located a brief, four block walk from the Conference Hotel. Quenzer has been Lincoln City Ombudsman for 15 years and is a sole executive ombuds practitioner.

HEALTHCARE CHAPTER

Michael Elsken, Staff Attorney, Disability Rights Nebraska (DRN) Mr. Elsken will speak about client rights and the types of client rights violations they have identified, including Olmstead-related issues. He will also discuss DRN's monitoring efforts of the Beatrice State Development Center and other residential facilities in Nebraska. The session will end with a roundtable discussion.



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5:15 PM - 6:15 PM

INTERNATIONAL OMBUDSMAN INSTITUTE (IOI) MEETING

6:30 PM - 8:30 PM

DINE AROUND WITH LINCOLN DIGNITARIES

Sign up at the registration desk to dine with local dignitaries for an evening of interesting conversation! Dinner is at your own expense.

THURSDAY, OCTOBER 16, 2014

7:30 AM - 5 PM

REGISTRATION

8:30 AM - 10:30 AM

CONCURRENT SESSION 1A

CONFLICTS, EMOTION, INCIDENTS & BEHAVIOR: TRANSFORMING UNDERSTANDING THROUGH SOME SIMPLE IDEAS

The work of ombudsmen routinely involves challenging and complex inter-related issues: harassment, bullying, unfairness, personal conflict, blame, and responsibility, to name but a few. It can be difficult to communicate with others as we formulate defensible analyses and recommendations, articulate our decisions, and decide on next steps in specific cases. This presentation will introduce a set of simple, highly accessible constructs that have proven useful in talking with people about difficult situations with clarity and effectiveness. These key concepts are helpful in understanding the dynamics of complex conflict, why these issues can be so difficult to address, and best practices that really work.

After completing this session, the participant will be able to:

- Explain the difference between “conflicts” and “disputes”
- Identify and apply strategies and best practices for addressing “conflicts”
- Explain and apply a theory of emotions to better understand the dynamics of conflict
- Explain the difference between “labels” and “behaviors”
- Explain the difference between “issues” and “incidents”
- Identify and apply strategies and best practices for transforming conflict by focusing on “behaviors” and “incidents”
- Explain and apply a theory of decision-making to better understand conflict dynamics

PRESENTER:

*Richard Hart, Director & Vice President of Global Business Development,
ProActive ReSolutions, Inc.*

CONCURRENT SESSION 1B

STRATEGIC PLANNING FOR ANY SIZE OMBUDSMAN’S OFFICE

This session will provide participants the opportunity to develop a strategic plan for any size office, from the one-person office and larger. Developing a strategic plan will enable you to: set expectations for your organization and the community that you assist; establish priorities; and meet your objectives to best serve as an advocate for a fair process. Participants will learn a simple four-step strategic planning process. Next, the presenter will lead a mock strategic planning exercise to see how it works. Participants then will work through the process in a workshop format to practice developing a mini-strategic plan. Finally, the presenter will share how she facilitated strategic planning for her office, the resulting strategic goals, and the office’s accomplishments to date with the strategic plan.

PRESENTER:

Wendy Kamenshine, Ombudsman, U.S. Consumer Financial Protection Bureau



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10:30 AM - 10:45 AM BREAK

10:45 AM - 11:45 AM

CONCURRENT SESSION 2A

COMPLEX HIGH PROFILE CASES: IMPACT ON PUBLIC SECTOR OPERATIONS

Have you looked at other ombudsman office's major investigative reports and wondered how the report was developed and how they found the time and resources to conduct such an investigation? This presenter will share how a specialized ombudsman office conducted a complex and high profile investigation into the circumstances surrounding the death of a 19-year old girl in the federal correctional system. The session will discuss investigation planning, allocation of resources, communication and reporting requirements and working with stakeholders who may have competing interests. Participants will be able to identify and list risks related to significant investigations in which there is a heightened public interest. In addition, participants will learn how the presenter's office mitigated these risks. The presentation will conclude with lessons learned and suggestions for other offices faced with similar challenges.

PRESENTER:

*Howard Sapers, Correctional Investigator of Canada,
Office of the Correctional Investigator*

CONCURRENT SESSION 2B

TIPS AND TRICKS FOR ONLINE RESEARCH

Gathering information about issues, problems, people, and places is at the heart of the work of an ombudsman. This session will explore the many opportunities for discovering useful information on the Internet, official government sites, as well as some not-so-obvious methods. Attendees are likely to learn a few tips and hopefully share a few of their own with others!

PRESENTER:

Tom Casady, Director of Public Safety, Lincoln, Nebraska

12 PM - 1:30 PM

LUNCH

USOA ANNUAL MEETING AND 2015 CONFERENCE ANNOUNCEMENT

1:30 PM - 1:45 PM

BREAK - TRANSITION TO THE NEBRASKA STATE CAPITOL

1:45 PM - 2:45 PM

PLENARY SESSION A

WISDOM FOR THE AGES

Marshall Lux has worked for the Nebraska Office of Ombudsman for 37 years, 33 as the Ombudsman. Mr. Lux and his staff will begin this session with a brief history of their office, and then will discuss the office's trials and tribulations over the years. Lastly, Mr. Lux will offer participants sage advice honed from years of experience.

PRESENTER(S): Nebraska Office of Ombudsman

Marshall Lux, Ombudsman

Carl Eskridge, Deputy Ombudsman

Oscar Harriott, Deputy Ombudsman

2:45 PM - 3 PM

BREAK



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3 PM - 4 PM



PLENARY SESSION B

THE STATE OF MENTAL HEALTH SERVICES

On a daily basis, ombudsman offices deal with mentally ill complainants. A group of local panelists will offer a variety of perspectives on the delivery of mental health services in Nebraska. The panelists will share their observations on how the availability and gaps in services impacts the clients we serve. The session will also offer ideas for reforms and change. Time will be allotted for participants to ask questions.

4 PM -5 PM



PLENARY SESSION C

A LEGISLATIVE PERSPECTIVE ON OMBUDSMANSHIP

Nebraska Legislators will share their perspectives and experiences on working with the Nebraska Ombudsman's office and the effectiveness of that relationship in terms of the impact and the importance of the Legislature. Tours of the Nebraska State Capitol will also be available.

PRESENTERS:

Nebraska Senators Bill Avery and Senator Don Wesely

6 PM -8 PM



SOCIAL EVENT/BANQUET – ROCOCO THEATRE

The Rococo Theatre, located three blocks from the conference hotel, has been restored to its 1929 condition. This beautiful venue is the perfect setting for a casual event filled with food and entertainment. <http://www.rococotheatre.com/>

Note: Guest tickets can be purchased on the registration form or during the conference at the registration table. Please inform the conference co-chairs if you need transportation to the venue.

FRIDAY, OCTOBER 17, 2014 - NOTE: LATER START TIME

9 AM - 10:30 AM



PLENARY SESSION A

WALKING THE WALK: CREATIVE TOOLS FOR TRANSFORMING COMPASSION FATIGUE AND VICARIOUS TRAUMA

We pay an emotional price for doing the work that we do. Some of us hear difficult stories daily and are frequently exposed to traumatic details from families we are working with. We are not always able to help everyone who comes to us for help—the demands often outweigh what we can offer. Compassion fatigue has been called “a disorder that affects those who do their work well.” The level of compassion fatigue a helper experiences can ebb and flow from one day to the next. Even very healthy workers with optimal life/work balance and self-care strategies can experience compassion fatigue. This workshop incorporates a combination of individual and small-group activities. Participants will improve their understanding of compassion fatigue, vicarious trauma and burnout effects, symptom recognition, and tools for self-care.

PRESENTERS:

Kay Glidden, M.S., Certified Compassion Fatigue Specialist, Kearney, Neb.

Beth Reynolds-Lewis, B.S., Certified Compassion Fatigue Instructor, Kearney, Neb.

10:30 AM -10:45 AM

BREAK

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10:45 AM – 12 PM

**WALKING THE WALK: CREATIVE TOOLS FOR TRANSFORMING COMPASSION
FATIGUE AND VICARIOUS TRAUMA (CONTINUED)**

12 PM - 12:15 PM

CONFERENCE CLOSING/EVALUATION

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



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REGISTRATION FEES

Full Conference Registration October 15, 16, and 17, 2014		
Includes the Tuesday evening reception, Wednesday and Thursday breakfast, lunch, and breaks, Thursday evening banquet and a break on Friday morning.		
	On or before September 12	After September 12
Member	\$425	\$475
Non-Member	\$500	\$550
Student*	\$250	\$250

*Proof of full-time enrollment required.

Single-Day Conference Registration October 15 and/or October 16, 2014		
Single day registrations for Wednesday and Thursday include breakfast, lunch, and breaks.		
	On or before September 12	After September 12
Member	\$200/day	\$250/day
Non-Member	\$225/day	\$275/day

Single-Day Conference Registration October 17, 2014		
Single-day registration for Friday includes breakfast and morning break.		
	On or before September 12	After September 12
Member	\$100/day	\$125/day
Non-Member	\$125/day	\$150/day

Pre- Conference Registration New Ombudsman Training October 13 and October 14, 2014	
The pre-conference registration fee includes breakfast, lunch, and breaks on Monday and Tuesday.	
Member	\$325
Non-Member	\$375
Student*	\$187.50

*Proof of full-time enrollment required.

Pre- Conference Registration Understanding and Managing High Conflict Personalities October 14, 2014		
The pre-conference registration fee includes breakfast, lunch, and breaks on Tuesday.		
	On or before October 3	After October 3
Member	\$200/day	\$250/day
Non-Member	\$225/day	\$250/day

Non-Conference Participant/Guest Reception and Banquet Tickets	
Reception - Tuesday Evening	\$25
Banquet - 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.” Please remember to pack a jacket as Lincoln weather can be brisk this time of year.

HOTEL ACCOMMODATIONS

We have contracted with **The Cornhusker – A Marriott Hotel** for a reduced rate for conference attendees. The room rate is \$89/night for single/double occupancy, plus state and local taxes. Subject to availability, the rate applies through October 17, 2014. The Cornhusker provides complimentary high-speed internet access. On-site parking is \$9 per day. Check-in is 3 p.m. and check-out is at 12 p.m.

Please book directly with the hotel no later than Friday, September 26, 2014, the cut-off date for the USOA room block. After the cutoff date, the hotel will release unused rooms to the general public. For reservations, contact the hotel at 1-866-706-7706 and ask for the US Ombudsman group rate of \$89 click this link to book on-line:

[US Ombudsman Association](#). For more information on the accommodations, please visit the hotel’s website at [The Cornhusker – A Marriott Hotel](#).

HOTEL ADDRESS	The Cornhusker – A Marriott Hotel 333 S 13 th Street Lincoln, Nebraska Tel: 402-474-7474 Fax: 402-474-6006
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AIRPORT

The closest airport to the conference is the Lincoln Airport. Flights into the Lincoln Airport are available through United Express and Delta Airlines. The next closest airport is Eppley Airfield in Omaha, Nebraska, is about an hour’s drive from Lincoln and provides service to all major airlines.

GROUND TRANSPORTATION

The Cornhusker provides free shuttle service from the Lincoln Airport. The Cornhusker usually has a shuttle at the Lincoln Airport for every flight but you can call 402-474-7474 at any time to arrange shuttle service.

If you fly into Eppley Airfield in Omaha, there are two major shuttle services that run daily routes between Omaha and Lincoln.

- Eppley Express, has three connections each direction every weekday and fewer on weekends. <http://www.eppleyexpress.com>.
- OMALiNK <http://www.omalink.com/>.

Rental cars are available at both airports.

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 12:	100 % refund, less \$25 cancellation fee
Cancellation from September 12 – 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 LQuenzer@lincoln.ne.gov