Government Finance Officers Association

112th Annual Conference
May 6–9, 2018 • St. Louis, Missouri

Go to www.gfoa.org to register today!
Earn more than 20 CPE credits
#GFOA2018
About St. Louis

In the heart of a revitalized downtown, a vibrant new hospitality district continues to grow and thrive. With world-class hotels, restaurants, museums, and entertainment venues that will make your stay a memorable one. St. Louis is an accessible and affordable destination that will keep you entertained with magnificent cultural institutions, theatre, live music, sports, and much more.

In St. Louis, the month of May is characterized by rising high temperatures, with daily highs from 72°F to 81°F over the course of the month and rarely exceeding 89°F or dropping below 61°F.

For more information on what to do while in St. Louis, visit https://explorestlouis.com/gfoa/.

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Blues music in St. Louis
City Garden
Milles Fountain
Saint Louis Zoo McDonnell Polar Bear Point
Join Us!

Dear Colleague:

I invite you to GFOA’s 112th Annual Conference, May 6–9, 2018, in St. Louis, Missouri. GFOA’s Annual Conference is a great opportunity to learn new skills, share real-world experiences with your peers, and join the larger conversation about how we can be advocates for our communities at the federal level.

As finance officers we are involved in the core functions of our organizations—budgets and accounting, economic development, debt management, treasury and cash management, labor relations, and risk management. Within these broad functions, the finance officer is viewed as the professional who can approach problems with precision, accuracy, and a long-term view. We are often brought in as the “experts”—the problem solvers/advisors, and, ultimately, the final arbiters of the analysis that our principals and elected officials turn to.

In our increasingly complex world, we need to be ever more nimble and adaptable. By attending GFOA’s Annual Conference, you’ll gain resources and learn tools you need to better serve your communities.

See you in St. Louis!

Patrick J. McCoy
GFOA President
Director of Finance
Metropolitan Transportation Authority, New York

MY FIRST GFOA CONFERENCE

“My first GFOA conference was in 2003, in my hometown of New York City. I volunteered with the local host committee, and what a great experience it was. I continued my involvement with GFOA, attending conferences and joining the Committee on Governmental Debt Management. Since then, I have increasingly relied on GFOA resources in my role as the finance director of the Metropolitan Transportation Authority in New York. Being a GFOA member has been a source of pride, and it has made me more effective within my organization.”

-Patrick J. McCoy
WHY ATTEND?

CONCURRENT SESSIONS. A rich array of concurrent sessions cover a broad range of topics, allowing participants to tailor their conference experience to their own needs and circumstances.

PRECONFERENCE SESSIONS. Special preconference sessions provide an opportunity to explore selected topics of interest in even greater depth.

GENERAL SESSIONS. Experience direct contact with nationally recognized speakers addressing topics important to public finance professionals.

DISCUSSION GROUPS. Meet peers and discuss topics directly relevant to school districts, utilities, large governments, small governments, and the next generation of finance officers.

NETWORKING OPPORTUNITIES. Renew contacts and build your professional network.

SOCIAL EVENTS. Wind down from a full day of learning and connect with colleagues during GFOA’s Welcome Reception and Closing Event.

CPE CREDIT. Earn more than 20 CPE credits at the annual conference, with even more credits available for those who elect to participate in preconference sessions.

EXHIBIT HALL. GFOA’s exhibit hall will put participants in contact with vendors that offer practical tools and solutions for a broad range of professional challenges. Stroll through the hall to view new products, ask questions, and see live demonstrations of services that can save your government time and money. Join us on Sunday morning to kick off this year’s hall with music and a ribbon cutting ceremony! Watch for new events in the exhibit hall!

If you know vendors that should be exhibiting at this year’s show, please e-mail conference@gfoa.org.

SCHEDULE OF EVENTS

Preconference Seminars

May 4, 2018
8:30 am – 4:30 pm
8:30 am – 12:30 pm
1:00 pm – 5:00 pm

May 5, 2018
8:30 am – 12:30 pm
1:00 pm – 5:00 pm

Concurrent Sessions (continued)

May 8, 2018
8:30 am – 10:00 am — General Session, including Keynote speaker and Annual Business Meeting
10:20 am – 12:00 pm
12:15 pm – 1:15 pm — Lunch
2:00 pm – 3:15 pm
3:35 pm – 4:50 pm

May 9, 2018
8:30 am – 10:10 am
10:30 am – 12:10 pm

Welcome Reception

May 6, 2018
5:00 pm – 6:30 pm

The following events (unless otherwise noted) will be held at America’s Center Convention Complex, 701 Convention Plaza, St. Louis, Missouri 63101.

Exhibits

May 6, 2018
9:30 am – 1:30 pm — To open the hall, festivities will include a ribbon cutting ceremony, giveaway prizes to the first 112 delegates (excludes guests and children) to enter the hall, and refreshments.

4:30 pm – 6:30 pm — The Exhibit Hall will continue to stay open during GFOA’s Welcome Reception

May 7, 2018
11:30 am – 5:30 pm

May 8, 2018
10:00 am – 2:30 pm

Closing Event

May 8, 2018
7:30 pm – 10:30 pm — This event will take place at the Peabody Opera House
The Annual Conference is an incomparable opportunity for professional growth, and we want all GFOA members to have the chance to attend. For that reason, we are pleased to offer the First-Time Annual Conference Attendee Scholarship program to GFOA active government members. In four years, the scholarship has enabled almost 1,700 recipients to attend their first Annual Conference.

**DETAILS**

- GFOA will award up to 50 scholarships per state or province.
- Applicants must be GFOA active government members who have never attended an Annual Conference. We’ve made it easy—applicants who are not yet GFOA members can use the scholarship application to join GFOA all in one step!

**BENEFITS**

- The scholarship covers the full conference registration fee.
- Scholarship recipients will participate in GFOA’s mentorship program during the Annual Conference as an introduction to the event and also the many ways to become more involved with GFOA.
- Scholarship recipients are invited to kick-off their experience at the First-Timers Brunch. Attendees will have the opportunity to network with their peers and mentors, GFOA’s Executive Board, and staff.

GFOA active government members who have never attended the Annual Conference before are encouraged to submit an application request to firstannualconference@gfoa.org.
NEW THIS YEAR –
GFOA TO ADD THIRD FEATURED “KEYNOTE” SPEAKER

GFOA’s 112th Annual Conference will include three featured keynote speakers. In addition to GFOA’s traditional schedule of keynote presentations to lead off Monday and Tuesday, GFOA will be adding a featured presentation on Sunday afternoon just prior to the Welcome Reception. Keynote presentations will focus on delivering a perspective about current events, public finance knowledge, and essential leadership skills that can benefit all finance professionals. Speakers will be announced on GFOA’s website.

FEATURED SUNDAY SESSION
Sunday, May 6 — 3:45 pm – 4:45 pm

OPENING SESSION
Monday, May 7 — 8:30 am – 10:10 am

GENERAL SESSION AND BUSINESS MEETING
Tuesday, May 8 — 8:30 am – 10:00 am

Session Tracks

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

In recent years there have been numerous changes to accounting and auditing standards. Consequently, government finance officials need to make sure that they and their staff are current with new developments. GFOA advocates that state and local governments prepare financial statements in accordance with generally accepted accounting principles (GAAP), and is dedicated to providing participants with information to better understand the changing requirements. The conference will include sessions that will focus on accounting and financial reporting topics ranging from new Governmental Accounting Standards Board (GASB) pronouncements to how to prepare for an audit.

Featured sessions will include:

• Accounting and Auditing Year in Review — This session, long a staple at the annual conference, will provide a comprehensive overview of the key developments in accounting, auditing, and financial reporting that affect state and local governments.

• New Lease Accounting — The GASB has issued a new accounting and financial reporting standard for leases. This session will highlight the changes to lease accounting and what state and local governments need to know to implement the new standard.

• OPEB — With 2018 being the first year for many government employers to implement the new other post-employment benefit (OPEB) reporting standards, sessions will include how to address the implementation challenges of OPEB and how to understand actuarial information.

• Prepare for the Audit — Session presenters will provide participants with some helpful tips to make the audit process less time consuming and more efficient for the auditee. The session will look at the planning, fieldwork, and wrap-up stages of the audit process, including how to respond to findings that may arise.

BUDGETING AND FINANCIAL PLANNING

An organization’s budget process sets policy, identifies operational goals, and provides a financial plan for all spending throughout the period. The budget also acts as a building block for establishing long-term fiscal sustainability, organizational resilience, financial stewardship, and public trust. GFOA has long been a proponent of best practices in budgeting, focusing on long-term financial planning, program budgeting, performance management, citizen engagement, and budget transparency. Sessions at the conference will include how to build technical skills as well as enhance leadership strategies for improving an organization’s budget process.
Budget transparency goes beyond printing or posting a budget document on social media. Attend this session to learn about effective strategies that go beyond the budget document to ensure that budget decisions and information are communicated and understood.

DEBT MANAGEMENT AND CAPITAL FINANCE

Effective financing of infrastructure and capital equipment is a core aspect of public finance and is critical to having the appropriate capacity to deliver government services, develop strong communities, and ensure fiscal sustainability. Finance officers play a critical role in managing a government’s capital program and need to be able to maintain existing assets, develop long-term plans, finance new projects, and manage the complex environment in which governments issue and manage debt obligations. Sessions will focus on GFOA’s best practices and on implementing policies and procedures to execute effective management of capital programs, debt management strategies, and disclosure requirements, as well as providing attendees with overall insights on the current market.

Featured sessions will include:

- **Developing Goals and Defining Priorities** — Budgeting starts with having well-defined goals that can be used to reinforce an organization’s mission and align spending. This session will provide practical strategies for working with department heads and elected officials on establishing those priorities.

- **Business Continuity and Finance** — In a world of never-ending uncertainty and fiscal challenges, governments need to be able to recover from unexpected events, including natural disasters and economic disturbances, and have leaders in place who recognize the importance of financial resilience and its link to the budget. This session will explain how to build principles of business continuity into budgeting and planning.

- **Capital Project Budgeting** — Finance officers play a key role in coordinating capital projects, estimating project costs (often over multiple years), and identifying appropriate funding streams. This session will feature leaders in capital budgeting discussing lessons learned and tools needed for developing capital project budgets.

- **Budget Transparency** — Budget transparency goes beyond printing or posting a budget document on social media. Attend this session to learn about effective strategies that go beyond the budget document to ensure that budget decisions and information are communicated and understood.

- **Improving Your Bond Rating** — As bond rating agencies update their rating criteria, governments should be aware of these changes and become acquainted with the factors the agencies look for when rating their government’s bonds. Panelists will discuss how to put your government’s best foot forward in rating presentations, ongoing rating surveillance, and when you should look to improve your entity’s ratings.

- **Bond Market Update** — The market has seen greater fluctuations over the last year than in the recent past. Experts will address the factors that are affecting the market and the types of products that are being used by governments to manage a changing interest-rate environment.

- **Disclosure Update** — The Municipal Securities Rulemaking Board (MSRB) and the Securities and Exchange Commission (SEC), as well as investors, continue to stress the importance of good disclosure practices. This session will review GFOA’s best practices related to disclosure, provide insights about how to improve your entity’s disclosure and investor outreach programs, as well as increase your awareness about what may be on the horizon regarding regulatory action and issuer disclosure practices.

TREASURY AND INVESTMENT MANAGEMENT

At its core, treasury management involves implementing appropriate procedures for the receiving and dissemination of funds and having an investment strategy that protects the safety, liquidity, and yield of a government’s financial assets. Managing those assets, however, also requires detailed knowledge in investment strategy, cash management, internal control, and risk mitigation, and working effectively with a network of service providers, including banks, advisors, and other financial service providers. Sessions at GFOA’s annual conference will focus on providing information for challenges facing finance officers from governments of all sizes.

Featured sessions will include:

- **Investment Strategies** — GFOA recently released best practices on many facets related to a government’s investment program, stressing the importance of having robust and clear investment policies. This session will provide a discussion about the components of an investment policy, as well cover investing options that address the pros and cons for various strategies used by governments of all types and sizes.

- **Analyzing Bank Fees** — Governments procuring banking services face a daunting task of understanding the often complex and confusing series of bank service fees. This session will work to decode the mystery and provide tips for governments to gain a level of transparency in banking service procurements.
Governments have traditionally recognized the underlying pension and OPEB liabilities as two of the most pressing challenges facing governments. Recent changes in accounting rules have highlighted the financial impact of these employee benefits, but the reality of pension and health-care cost trends have been clear for years. Both will continue to increase as a percentage of government spending, creating issues for long-term financial sustainability if not addressed. GFOA conference sessions will present information on market trends, strategies for addressing challenges and lowering costs, and guidance on reforms that will help keep these essential components of public-sector compensation sustainable and effective as tools for recruiting and retaining these essential workers.

### PENSION AND BENEFIT ADMINISTRATION

GFOA members have identified health-care costs and pension liabilities as two of the most pressing challenges facing governments. Recent changes in accounting rules have highlighted the financial impact of these employee benefits, but the reality of pension and health-care cost trends have been clear for years. Both will continue to increase as a percentage of government spending, creating issues for long-term financial sustainability if not addressed. GFOA conference sessions will present information on market trends, strategies for addressing challenges and lowering costs, and guidance on reforms that will help keep these essential components of public-sector compensation sustainable and effective as tools for recruiting and retaining staff — while ensuring the fiscal health of governments.

#### Featured sessions will include:

- **Price Transparency in Health Care** — As consumers, governments are at a significant disadvantage in shopping for health care. Price information is not transparent, and making comparisons across options is not easy. Attend this session to better understand the issues and to learn what steps governments can take to get the information they need to make more informed decisions about their health-care benefits.

- **Myth versus Reality in Wellness Plans** — Governments have been implementing wellness plans for years as a strategy for increasing engagement, reducing health-care costs, and improving overall employee health — with mixed results. This session will highlight lessons learned and discuss the facts governments need to know about wellness plans in the public sector.

- **Pension and OPEB Funding Strategies** — Achieving sustainable funding for their pension and OPEB plans is one of governments’ main fiscal concerns. Attendees at this session will learn the essential strategic elements, starting with the most essential practices for avoiding volatility and higher contributions.

### RISK MANAGEMENT

Governments face a number of risks, including legal, economic, political, and environmental, along with other factors that may affect their financial position. Risk management involves identifying potential events and developing plans and strategies to mitigate the potential impact and provide for continued business operations, long-term fiscal sustainability, and organizational resilience. Sessions will focus on the finance officers’ specific role in risk management and helping prepare their organizations for the forces and challenges facing it.

#### Featured sessions will include:

- **Be Prepared for Your Next Disaster** — We always hope the next hurricane, flood, fire, or “unknown unknown” will not hit us, but governments have to be prepared for the worst. In this session, attendees will learn effective strategies for creating a resilient disaster plan, from capital planning to social media.

- **Cyber Insurance** — Governments have traditionally bought cyber insurance at a much lower rate than the private sector, but should we be reconsidering? Cyber-attacks on governments are becoming more frequent and more sophisticated, creating a risk that governments can no longer afford to ignore. In this session, you will learn how cyber insurance works, covering expenses, including legal defense costs, computer forensics, and breach notification and remediation.

- **Health-Care Cost Containment** — Health-care benefits account for a huge percentage of a government’s expenses, so failing to manage them effectively is not an option. This session will explain some of the keys to containing costs long term, including price transparency, virtual care, and population health management.

- **Fund Balance Policies** — To operate sustainably, governments have to maintain adequate levels of fund balance to effectively mitigate and manage current and future risks. In this session, attendees will learn how to establish a formal policy for restricted and unrestricted fund balance, and will review examples of effective financial policies.
TECHNOLOGY
Finance officers depend on technology, and must understand how to leverage technology to improve financial outcomes. GFOA’s technology sessions will focus on core technologies essential for day-to-day operations of a finance office, and will discuss and explore emerging trends, new developments, and the ever-evolving relationship between information technology for finance.

Featured sessions will include:
• Technology and Security – The Finance Officer’s Guide — As systems become integrated and more government information is housed on the Internet, finance officers must be aware of the security risks and mitigating strategies for safeguarding sensitive information. This session will feature Internet security experts to provide an overview of key elements of a security strategy.
• Five-Year Technology Forecast — If you question how fast technology can evolve, think about what cell phone technology looked like ten years ago. No one can predict the future, but GFOA will assemble a panel of experts to offer a glimpse into the future and will cover trends and potential developments. From cloud technologies to the Internet-of-things to blockchain, the panel will discuss the potential impacts on public finance.
• Technology Roundtable — This session will feature an interactive discussion that will focus on answering members’ questions related to technology. A panel of subject matter experts, practitioners, and other leaders will answer your most pressing technology questions.

LEADERSHIP DEVELOPMENT
GFOA understands the role of the finance offices in providing organizational-wide leadership. GFOA is committed to enhancing the leadership skills of finance officers and promoting practices that lead to more efficient processes, improved communication, better managed teams, and cross-department collaboration that is necessary for high-performing organizations. Sessions at the annual conference will include speakers from innovative governments and other experts who will help build leadership and communication skills.

Featured sessions will include:
• Building Trust in Your Organization and in Government — Government leaders cannot “order” stakeholders to behave in a sustainable way. Instead, they must inspire pride, loyalty, and enthusiasm among stakeholders so that followers will want to help make the organization financially sustainable. This session will explore strategies from effective leaders in building trust.
• Culture and the Workplace — Generational change technology and overall shifts in “traditional” work environments, such as work-from-home and new workspace design, are changing workplace culture. This session will feature discussion about building an effective workplace culture in a modern work environment.
• Ethics and the Finance Office — Today’s world presents not only technical challenges for today’s finance leader, it also presents ethical challenges. This session will provide timely insight on ethics and what it means to act with a high degree of integrity.
• Managing Human Capital — As finance officers, we are trained to generate return on investment from our financial assets, develop process improvements that generate efficiencies, and manage infrastructure so that it provides optional service over its lifespan. However, many finance officers lack training in maximizing their staff or “human capital.” This session will explore strategies that managers can use to aid in the professional development of employees working in the finance office.

ANALYTICS
Whether the issue relates to budget estimates, cash flow forecasts, cost benefit analyses, fiscal impact studies, or policy analysis, finance officers must be able to deliver accurate and reliable analyses along with factual information for decision making. GFOA understands that skills related to data analysis, forecasting, and — most importantly — communication, can be continually refined and improved. Sessions will focus on practical strategies for not only improving the quality of projections, but for ensuring that decision makers truly understand the message.

Featured sessions will include:
• Economic Development Analysis — GFOA recommends that finance officers have a seat at the table to analyze the fiscal and economic impacts of development incentives and programs. This session will provide practical strategies and tools for analyzing economic development proposals.
• ERP Business Intelligence — “Smart” Cities, Data-Driven Decision Making, and Performance Management rely on having data. ERP systems have that data, but often lack the tools to make it accessible to analysts, managers, and policy makers. This session will explore the capabilities of business intelligence in modern ERP systems and how to unlock that potential for your government.
• Data Visualization — Analysis is not always about numbers, complex formulas, and pivot tables. Often, analysts need to think creatively about how to effectively communicate budget information. This session will cover how to use websites, infographics, images, dashboards, videos, and more in communicating your message.
PRINCIPLES OF PUBLIC FINANCE

GFOA exists to promote excellence in state and local government financial management and publishes a series of best practices that provide guidance to governments and finance officers. GFOA has best practices across a variety of topics, including accounting, auditing, financial reporting, budgeting, capital planning, debt management, economic development, pension and benefit administration, and treasury and investment management that serve as the foundation for communicating the principles of sound financial management in the public sector.

Featured sessions will include:
- Accounting and Auditing Best Practices — This session will focus specifically on the best practices that GFOA has developed relating to accounting, auditing, and financial reporting. Key best practices will be discussed with emphasis on governments providing lessons learned on how to effectively implement the best practices.
- Budgeting Best Practices — GFOA’s best practices in budgeting focus on the four steps in the National Advisory Council on State and Local Budgeting (NACSLB) framework. The session will provide an overview of budget best practices.
- Debt Management Best Practices — This session will highlight GFOA’s best practices related to debt issuance. Attendees will hear from their peers whose experiences demonstrate the importance of developing and implementing debt policy and procedures. GFOA’s best practices will be highlighted for members to better understand the ins-and-outs of debt issuance and management, and assembling the financing team.
- Treasury Management Best Practices — This session will focus on the suite of best practices and advisories developed by GFOA to help finance officers better understand policies, procedures, and optimal techniques related to their cash management and investing duties.

TARGETED NETWORKING SESSIONS

GFOA’s annual conference provides numerous opportunities for networking with your peers. Many GFOA sessions will feature roundtable panels or opportunities for discussion. GFOA social events also provide time to make connections and build your network. In addition, GFOA has planned special networking sessions for members looking to engage on specific issues.

Delegates working in any of the following arenas should attend these events specifically planned to bring them together with their peers:
- School Budgeting — GFOA’s Alliance for Excellence in School District Budgeting will meet to provide an opportunity for discussion centered on improving the budget process to best align to strategies for improving student achievement.
- Small Government Forum — GFOA’s Small Government Forum is a discussion group that identifies and explores topics of interest to governments with populations less than 25,000.
- Urban Forum — GFOA’s Urban Forum will provide networking opportunities and speakers on issues facing large organizations for GFOA attendees representing governments from metropolitan areas with over 1,000,000 people.
- Utility Finance Forum — Utility finance requires detailed knowledge in rate setting, enterprise accounting, asset management, and understanding regulations. This networking group is composed of GFOA members from utility organizations, and municipalities that operate utilities.
- Women’s Public Finance Network — The Women’s Public Finance Network is a voluntary association of elected and appointed officials, and other women finance professionals to encourage active involvement and full participation of women members in the organization, policy-making process, and programs of GFOA.
- Black Caucus — GFOA’s Black Caucus supports the aspirations and achievements of African-American public finance officers, helps them to pursue professional development opportunities, and sponsors projects to assist African-Americans seeking careers in government finance.
- Young Professional Networking Event — As more and more governments experience retirement of the “Baby Boomer” generation, young professionals are ascending to leadership roles. To support that rise, it is essential for young finance professionals to build and maintain their network. This group is focused on GFOA members under 40.

FULL PROGRAM SESSION DETAILS COMING IN JANUARY 2018.
GFOA’s preconference seminars provide an opportunity for attendees to get in-depth training on topics vitally important to finance officers. Come to St. Louis a day or two early and multiply the benefits you’ll get by signing up for these added training offerings. Preconference sessions will be held at America’s Center Convention Complex.

Friday, May 4, 2018

ALLIANCE FOR EXCELLENCE IN SCHOOL BUDGETING – SPRING CONFERENCE
Friday, May 4, 2018 | 8:30 am – 4:30 pm
GFOA’s Alliance for Excellence in School Budgeting is a networked group of districts working collaboratively to implement best practices in school budgeting. This session will provide practical strategies, lessons learned, and case study examples about HOW leading school districts from around the United States have implemented improved budget practices. GFOA’s best practices in school budgeting is a framework for enhancing a school district’s budget and planning processes. The framework includes practical recommendations on all aspects of the process from better collaboration, goal setting, strategy prioritization, utilizing cost effectiveness measurements to the development of a strategic financial plan and how to leverage the budget document as a communications device.

BEST PRACTICES IN PLANNING AND BUDGETING FOR CAPITAL PROJECTS
Friday, May 4, 2018 | 1:00 pm – 5:00 pm
GFOA’s recent member survey indicated that governments struggle most with implementing best practices related to capital planning and capital budgeting. This session is designed to provide an overview of GFOA’s best practices related to creating a multi-year capital plan that includes prioritizing capital project requests, developing a capital budget, and maintaining ongoing capital asset management. Speakers will include leading government practitioners who will provide case studies illustrating how the finance office can best manage the development of infrastructure, plan and budget for large capital purchases, manage current assets to achieve the best return on investment, and ensure the long-term financial sustainability of the organization.

LEADERSHIP FROM THE FINANCE OFFICE: BUILDING SKILLS FOR COMMUNICATION AND TEAMWORK
Friday, May 4, 2018 | 8:30 am – 12:30 pm
Teamwork and communication are essential for every finance office. Finance officers not only manage their own departments, but also play an effective role in establishing a collaborative team culture across the organization to better allocate resources, deliver effective programs, and ensure accountability. This session will be focused on two components: 1) identifying practical strategies and tips to better manage a team and create a collaborative culture, and 2) developing communication skills, which are critical to the success of every team.

LEADERSHIP FROM THE FINANCE OFFICE: NEGOTIATION WORKSHOP
Friday, May 4, 2018 | 1:00 pm – 5:00 pm
Finance officers face many scenarios where negotiation skills are critical. In many situations finance officers have a seat at the table or are looked to for their leadership. Such common instances occur while creating contract purchases or professional service contracts with vendors, establishing economic development, public-private partnership or intergovernmental agreements, or during collective bargaining with employees. In addition, finance officers have an opportunity to negotiate internally as part of the budget process, within their own spheres, as well as through their daily interaction with other departments. This session will be a “hands-on” skill-building workshop and will incorporate case studies and role playing to provide participants with practical tips on how they can represent their governments more effectively at the negotiating table.
DEBT MANAGEMENT 101
Saturday, May 5, 2018 | 8:30 am – 12:30 pm

The municipal marketplace is rapidly evolving due to market changes and following a recent push from investors and the federal government for stronger disclosures. This session will provide an overview for issuers, especially small and infrequent issuers, about how current debt issuance and management trends are affecting public-sector entities. Course instructors will guide participants through their responsibilities before, during and after bonds are sold, common transaction stakeholders, rating agency expectations, disclosure standards, as well as other functions of debt management. The course will feature practical examples, highlights of recent regulatory changes, and interactive discussion about each topic. Relevant best practices, advisories, and resources created by GFOA’s Committee on Governmental Debt Management will also be discussed. Session participants will gain a better understanding of the debt issuance process, managing their debt responsibilities and practical guidance about how to navigate an increasingly complex marketplace.

ESTABLISHING AN INVESTMENT PROGRAM
Saturday, May 5, 2018 | 8:30 am – 12:30 pm

Governments should have an investment policy in place to ensure the appropriate safeguarding of public funds. GFOA’s best practices on developing an investment program and investment policy identify essential components of a policy, including scope and investment objectives, suitable and authorized investments, investment diversification, risk and performance standards, and suggestions of how to work with outside professionals for comment or review. This session will cover GFOA’s best practices, provide guidance on how governments should approach developing or updating a current policy, and deliver key examples of how to implement an investment policy that addresses not only a government’s unique needs, but market products and conditions as well.

LEADERSHIP FROM THE FINANCE OFFICE: DISASTER PLANNING AND ORGANIZATIONAL RESILIENCE
Saturday, May 5, 2018 | 8:30 am – 12:30 pm

Local governments are beset by forces that threaten to impair both their financial position and ability to deliver services. These forces can take the form of an extreme event like a natural or man-made disaster, or an economic downturn. They could also come in the form of social or environmental stressors that slowly wear down a local government, such as crime, homelessness, drug abuse, deteriorating infrastructure, or climate change. The practice of resiliency is the art of being prepared for such events to mitigate at their devastating impact and to provide a structure that enables recovery as quickly as possible. At this session, you will learn from government leaders who have been on the forefront of developing resiliency plans and strategies and how the finance officer plays a role in disaster preparedness.

ACCOUNTING FOR A DISASTER
Saturday, May 5, 2018 | 1:00 pm – 5:00 pm

The impacts of a natural disaster can be devastating for a community and a government’s budget. The Federal Emergency Management Agency (FEMA) has programs in place to provide funding for areas impacted by disasters; however, they also require that governments follow strict rules in properly accounting for disaster costs. This is equally true with many private insurers and other state programs that may be available. Finance officials need to be ready to account for the losses and understand how to recoup funds prior to a disaster. In this session we will look at what governments need to do to be prepared to track costs associated with a natural disaster before it is too late. Topics will include establishing what needs to be tracked, training staff to understand requirements, tracking and documenting required cost information as part of your financial system, and how to properly complete reimbursement claims for FEMA. This session will also cover the accounting and financial reporting for temporary or permanently impaired capital assets that are likely to occur during a disaster.
Saturday, May 5, 2018 (CONTINUED)

HEALTH CARE PROCUREMENT IN THE CURRENT ENVIRONMENT

**Saturday, May 5, 2018 | 1:00 pm – 5:00 pm**

Increasing employee health care costs present many challenges for local governments as they strive to stretch budget resources further and further to provide essential services. Procurement of health care and planning and forecasting benefit costs have a large impact on the overall financial sustainability of an organization. This session will provide information to finance officers about how to approach procurement of health care, how to structure a competitive process, what to look for when analyzing proposals, and how to negotiate the best deal for your organization — including what is best for both employees and the long-term finances of the government.

TOURS

The following tours will be offered for GFOA attendees and guests. The tours have been chosen specifically for GFOA, and will allow you to explore the best of the city and surrounding regions:

- **Gateway Arch Walking Tour**
- **Baseball & Brews Tour** — (Busch Stadium – home of the Cardinals/Anheuser-Busch Brewery)
- **Forest Park** — “Meet Me in St. Louis” – (self-guided tours of St. Louis Zoo, Missouri History Museum, and Art Museum) – transportation will be provided complimentary by GFOA
- **The Grand Tour** — (Fox Theater/Missouri Botanical Garden)
- **A Little Taste of St. Louis** — (driving tour of St. Louis neighborhoods sampling signature food items)
- **Microbrewery Madness** — (Square One Brewery & Distillery/Schlafly Brewery)
- **The Anheuser-Busch Connection** — (Grant’s Farm – estate of August Busch, Jr./Anheuser-Busch Brewery)

Detailed information, including schedule, pricing, and ordering will be posted to [www.gfoa.org](http://www.gfoa.org).

CARDINALS BASEBALL

GFOA will be arranging group ticket options for the Sunday, May 6, 2018, baseball game versus the Chicago Cubs and the Monday, May 7, 2018, game versus the Minnesota Twins. Full details along with links to a purchasing site will be available to GFOA attendees in January (game times subject to change). **Tickets are limited.**
WELCOME RECEPTION AND CLOSING EVENT

Meet and Mingle Welcome Reception
(FOLLOWING THE KEYNOTE ADDRESS)

SUNDAY, MAY 6, 2018 • 5:00 PM – 6:30 PM

America’s Center Convention Complex

Complimentary to all registered attendees and guests

Help GFOA kick off the start to our 112th Annual Conference by joining us for a welcome reception! Enjoy beverages and appetizers in the convention center as you mingle with friends and colleagues and make some new acquaintances along the way. The exhibit hall will be open during this time, so take advantage of this opportunity to stroll the hall.

This informal reception will finish early enough to allow maximum flexibility for dinner plans or an evening to explore St. Louis. See you there!

Night at the Peabody

TUESDAY, MAY 8, 2018 • 7:30 PM – 10:30 PM

Peabody Opera House
(1400 Market Street, St. Louis, Missouri 63103)

Ticketed event, which includes live entertainment, beverages, and dessert
Space is limited

Join us in the beautifully restored Peabody Opera House for a night not to be missed!

We are very excited to welcome the talented Huey Lewis and The News for an exclusive concert for GFOA conference attendees and guests in a one-of-a-kind venue! Huey Lewis and The News are truly one of America’s great Rock & Roll bands. As they enter their 39th year together selling over 20 million albums in the process, their music has outlasted countless trends, and is as fresh today as ever. These Grammy Award winners have written and performed such classic Top Ten Hits as “Heart of Rock & Roll,” “Stuck With You,” “If This Is It,” “Hip To Be Square,” “Do You Believe In Love,” and “Workin’ For A Livin.” The group also wrote and performed “The Power of Love” and “Back in Time” for the hit film Back To The Future.

What better way to top off your conference stay than with great friends and entertainment—buy your tickets today!

You must be registered for the conference to purchase an evening event ticket. Ticket price includes entertainment, beverages, and dessert. Courtesy roundtrip shuttle service will be provided for GFOA attendees to the Peabody Opera House beginning at 7:00 pm.

Adults: $25
Children and young adults under 21: $10
Children under 5: complimentary
**REGISTRATION FEES INCLUDE**

- Concurrent sessions on Sunday through Wednesday (delegates only)
- Welcome Reception on Sunday night (delegates and guests)
- Access to the Exhibit Hall on Sunday through Tuesday (delegates and guests)
- General sessions on Monday and Tuesday mornings (delegates only)
- Luncheons on Monday and Tuesday (delegates only)
- Networking and discussion groups held throughout the conference (delegates only)

**REGISTRATION FEE DISCOUNTS**

Take advantage of the following discounts:

- Receive a 10 percent discount on your conference registration fee when three or more people from your jurisdiction register together (registrations must be submitted and paid together). This discount does not apply to preconference seminars.
- Qualify for the early registration fee discounts. Payment must be received by the deadline dates listed in this brochure.
- Join GFOA today and receive $25 off the conference registration fee with a paid new membership.

**CONFIRMATIONS**

Registration confirmations and invoices will be sent as PDF attachments via e-mail from training@gfoa.org to the registrant only. Please add this address to your allowed senders list.

**GUEST REGISTRATION**

There is no registration fee for guests or children, but they must be preregistered. Guests will be admitted to the Sunday Welcome Reception and to the exhibit hall during designated hours. Conference sessions and the luncheons on Monday and Tuesday are not open to guests and children.

**SUBSTITUTIONS**

(Government entities only)

A one-for-one substitution of a nonmember for an active member is allowed. If your organization has a current GFOA member on the staff who is not attending conference, a nonmember may attend in their place at the lower member rate. Please provide the name or the membership number of the GFOA member on the registration form.

**CANCELLATION AND REFUND POLICY**

**March 29, 2018**

No fee for cancellations received before this date.

**March 30, 2018**

Cancellations postmarked between March 30 and April 30 will be refunded, less a 25 percent service fee.

**May 1, 2018**

Cancellations postmarked between May 1 and May 5 will be refunded, less a 50 percent service fee.

**May 6, 2018**

No refunds will be issued this date forward.
AIRLINE DISCOUNT CODES

Flying to the St. Louis Lambert International Airport is a convenient way to visit St Louis. GFOA has arranged for discounts with the following airlines:

DELTA
(www.delta.com) Meeting ID – NMR4Z
When booking online, select Meeting Event Code and enter the Meeting ID in the box provided on the search flight page.

UNITED
(www.united.com) Z-code – ZEAD
Agreement code – 988710
To book travel online, enter the Z-code followed by the Agreement code (i.e., ZEAD988710) in the offer code box.

SOUTHWEST
Go to www.swabiz.com/flight/search-flight.html?cid=99622471 to save with discounted rates. Save 10% on Anytime & Business Select® fares and 3% on select Wanna Get Away® fares for travel to and from the conference. Book your travel between November 1 and April 15 to take advantage of the discounted rates. Discounts are available for travel April 29 through May 13. 50% bonus Rapid Reward points for attendee travel to and from the conference. (To enroll in the Rapid Rewards program, visit www.southwest.com/corporaterapidrewards.)

RAIL
METROLINK
Metro’s light-rail network, MetroLink, has been called one of the best mass transit systems in the country. The rail system offers multiple lines and stops through St Louis County and City and the Metro East stopping at or near many of St. Louis attractions.

To plan your trip, you can use their online Trip Planner, Google Transit, or download the Metro On The Go app (available on the App Store and Google Play) and plan your trip from your mobile device. www.metrostlouis.org/

DOCKTOWN & FOREST PARK TROLLEY
There is a more economical way to get around downtown St Louis these days, thanks to the Metro Downtown Trolley. Colorful Metro buses that have been painted to look like trolleys travel a circuit that links riders to many of downtown’s most popular destinations, including St Louis Union Station, Busch Stadium, the America’s Center Convention Complex, City Museum, and dozens of restaurants and hotels. http://www.stladventurepass.com/downtown-trolley.html

In addition to the Downtown Trolley, visitors can explore Forest Park onboard the Metro Forest Park Trolley. The Forest Park Trolley is a great way for Forest Park visitors to conveniently navigate through the Park and its many attractions. The Forest Park Trolley operates daily between 9:00 a.m. and 7:00 p.m. from April through September and will connect all of the popular Forest Park attractions with the Forest Park-DeBaliviere MetroLink Station.

Tickets for both Trolleys are $2 for adults and $1 for children (ages 5-12) for unlimited use all day.

RENTAL CAR
HERTZ
To reserve special meeting rates, please include the CV# when making reservations.
1-800-654-2240 or www.hertz.com CV# – 04SJ0006

TAXI SERVICE
Terminal 1: Exit Door 14 to Garage Yellow Level
Terminal 2: Exit Door 12
Exact fares depend on final destination. Each taxi will have an Airport Use Fee of $4.00 per pickup (approximate fare from airport to convention center is $50 with tip).
Airport taxis are regulated by the Metropolitan Taxicab Commission.
For more information regarding Airport Taxis, please visit www.stlouislamberttaxi.com.

AIRPORT SHUTTLE
GO BEST EXPRESS AIRPORT SHUTTLE
Provides a clean, safe, affordable way of getting from the airport to downtown hotels. This express, non-stop bus service runs every 30 minutes from 4:00 a.m. to 11:00 p.m. for only $25 one way www.gobestexpress.com/.
WHERE TO STAY IN ST. LOUIS

Reserve your room in GFOA’s official hotel block and you’ll have a great opportunity to network with other conference attendees outside the convention center. GFOA will run dedicated shuttle between the Pear Tree Inn and Drury Inn Union Station and the convention center. GFOA will run courtesy shuttle between the Westin, Hilton Ballpark, and Drury Plaza and the convention center.

All other hotels in the GFOA official block are within walking distance to the convention center. Specific routes and schedules will be posted on www.gfoa.org as they become available.

GUARANTEEING YOUR ROOM RESERVATION

Experient is the Official Housing Provider for GFOA’s 112th Annual Conference. GFOA has worked diligently with the hotels in St. Louis to establish room blocks for attendees and exhibitors. Solicitation of hotel reservations from any company or housing provider other than Experient is not approved by GFOA.

Reservations made by unaffiliated organizations may appear to be for lower rates; however, they may be illegitimate, have unreasonable cancellation or change penalties, or be completely non-refundable. Please be aware of and report any unauthorized solicitation to GFOA.

Reservations will be processed on a first-come, first-served basis. If available, a hotel will be assigned in order of your preference, or closest to event if not available. You can expect to receive a confirmation within two business days of booking your room reservation. If you have not received your acknowledgement within 10 days of mailing or faxing your housing reservation form, please contact GFOA’s Housing Department at GFOA@experient-inc.com or 1-800-967-8717 (International callers 1-847-996-5846).

A major credit card number valid until June 2018 or later or a check for one night’s room and tax (add 17.92% tax) is required to secure a reservation. Credit cards are held as a guarantee only by the Housing Bureau, but may be charged by the hotel after April 12, 2018. A charge of one night’s room and tax will be charged or forfeited on reservations that do not arrive (no-shows) and are not cancelled before 72 hours of arrival. Early departures after check-in are subject to penalty fees set by hotel.

Checks must be received by April 4, 2018, and must be made payable to Experient/GFOA Housing. Reservations indicating a deposit guarantee, for which no check has been submitted, are subject to cancellation. Please base the amount of the check on the rate at the hotel of your first preference. Note: Institutional purchase orders are NOT accepted. Cancellations within 72 hours of arrival will forfeit one night’s room and tax. Refunds to those who guaranteed accommodations with a check deposit will be mailed after the end of the event.

HOUSING POLICIES

The lowest available room rates at event hotels have been specially negotiated. Other booking channels are continuously monitored to track down rival rates.

INTERNET:

Use Experient’s online system to simplify your group/block booking and reserve your rooms in real-time with an immediate confirmation. Log on to www.gfoa.org and look for the housing link.

PHONE:

8:00 am – 5:00 pm CST, Mon – Fri
1-800-967-8717 (Domestic)
1-847-996-5846 (International callers)

MAIL:

Experient/GFOA Housing
5202 President’s Court
Frederick, MD 21703

FAX:

1-301-694-5124

E-MAIL:

GFOA@experient-inc.com

CHANGES AND CANCELLATIONS

Cancellations within 72 hours of arrival will be charged one night’s room and tax.

ROOM REQUESTS

Use the grid on the enclosed housing reservation form to indicate your room type(s) and number of rooms you are requesting per night. Enter your hotel choices in order of preference. For more space, attach an additional page, or log on to www.gfoa.org where you can easily make your group booking through Experient’s online system. Please indicate any special needs.
OFFICIAL HOTELS AND AREA MAP

Government Finance Officers Association
Downtown St. Louis Hotels

- Courtyard St. Louis Downtown/Convention Center
- Drury Inn & Suites St. Louis Convention Center
- Embassy Suites by Hilton St. Louis Downtown
- Holiday Inn St. Louis Downtown Convention Center
- Magnolia Saint Louis
- Marriott St. Louis Grand
- Hampton Inn St. Louis-Downtown (At the Gateway Arch)
- Hilton St. Louis Downtown at the Arch
- Drury Plaza Hotel St. Louis at the Arch
- Four Seasons Hotel St. Louis
- Hilton St. Louis at the Ballpark
- Hyatt Regency St. Louis at the Arch
- Lumiere Place Casino and Hotel
- The Westin St. Louis
- Drury Inn St. Louis at Union Station
- Pear Tree Inn Union Station

Legend:
- Urgent Care
- Metrolink Stop
- Downtown Trolley
- One-Way Street
- Green Space
- Visitor Center
- Downtown Bicycle Station

Top reasons to book your hotel room in GFOA’s Official Hotel Block

SUPPORT GFOA
Booking in the official hotel block helps GFOA continue to offer the best, most competitive hotel rates in the future as well as keeps your registration fee increases to a minimum. It shows GFOA’s value to the city and allows GFOA to negotiate better room blocks and rates for you.

RESERVATION PROTECTION
In the event a hotel overbooks, Experient protects those booked in the official hotel block. Rooms booked outside of the official hotel block do not receive this protection.

WAIT LIST
Booking in the block grants the ability to be placed on a wait list online for additional hotel nights needed.

Experient will be the ONLY official housing company for GFOA’s Annual Conference and will not contact attendees directly to make a reservation.

Saint Louis Art Museum
NOT A MEMBER? HELP US REACH 20,000 MEMBERS BY 2020!

WE’RE ALMOST THERE! Become a member of GFOA and join forces with more than 19,100 colleagues dedicated to enhancing and promoting the professional management of governments for the public benefit.

As a member of GFOA, you have access to:
- Training
- Consulting
- Technical Services
- Networking
- Awards Programs
- Government Finance Review magazine
- e-Newsletter
- Discounts
- Best Practice guidance

Already a member? Encourage your colleagues to join whether they’re in the public or private sector: add members to your government’s existing membership or encourage your peers who are interested in public finance but practicing in the private sector to join as Associate members.

If you have any questions about membership, e-mail membership@gfoa.org.

Go to www.gfoa.org to read about GFOA member benefits and to download a membership application and fee schedule today!

CONNECT WITH GFOA

@GFOA (#GFOA & #GFOA2018)
@GFOAJobs
@chrisgfoa

GFOA of the US & Canada
GFOA Members Group

Government Finance Officers Association (GFOA)

Riverboat on the Mississippi River

KEEP WATCH ON GFOA’S WEBSITE FOR UPDATES ABOUT THE ANNUAL CONFERENCE
REGISTER EARLY AND SAVE!

GFOA ST. LOUIS CHECKLIST

✓ Register for conference
✓ Register for preconference seminars
✓ Purchase tickets to GFOA's Closing Event
✓ Reserve a hotel room from GFOA's official block of rooms
✓ Make your travel arrangements

Watch www.gfoa.org for the latest details on all conference events.

ABOUT GFOA

Government Finance Officers Association (GFOA), founded in 1906, represents more than 19,100 public finance officials throughout the United States and Canada. GFOA's mission is to promote excellence in state and local government financial management. GFOA views itself as a resource, educator, facilitator, and advocate for both its members and areas that affect state and local government finance. To meet the many needs of its members, the organization provides best practice guidance, leadership, professional development, resources and tools, networking opportunities, award programs and advisory services, concentrated in the following areas:

• accounting, auditing, and financial reporting
• budgeting
• capital planning
• debt management
• financial management
• pension and benefit administration
• treasury and investment management