AGENDA

MONDAY, NOVEMBER 11

Noon – 7:30 PM
REGISTRATION AND SOCIAL LOUNGE
NMHC Social Lounge sponsored by YARDI
Location: Trinity Pre-Function

1:30 – 2:30 PM
CONCURRENT PEER-TO-PEER ROUNDTABLES:
(Open to owner, manager and developer attendees only)

Multifamily Technology Professionals Roundtable (Firms < 20,000 Units)
Location: Cortez AB
This peer-to-peer session invites multifamily technology professionals who lead small and mid-sized firms’ (less than 20,000 units) information technology activities to share insights, challenges and best practices related to outsourcing, technology budgets and spending, business intelligence reporting tools and strategies, and more.

Facilitator: Dan Meyer, Vice President, Business Intelligence and Technology, Carmel Partners, Inc.

Multifamily Technology Professionals Roundtable (Firms > 20,000 Units)
Location: Cortez CD
This peer-to-peer session invites multifamily technology professionals who lead larger apartment firms’ (20,000 or more units) information technology activities to share insights, challenges and best practices related to outsourcing, technology budgets and spending, business intelligence reporting tools and strategies, and more.

Facilitator: Mike Baldwin, Vice President, Information Technology, UDR, Inc.

Multifamily Risk Management Professionals Roundtable
Sponsored by BADER
Location: DeSoto
This peer-to-peer roundtable invites risk management professionals to share insights about the challenges and opportunities they are facing today. The lively discussion is sure to provide you with key takeaways on issues such as fair housing, renewal challenges, data privacy and breach events, flood insurance issues, workers’ compensation and more.

Facilitator: Tyler Goff, Assistant Vice President, Risk Management, Equity Residential
1:30 – 2:30 PM
SESSION:

Magnetic Branding: Attracting Residents and Top Talent Through a Golden Brand
Location: Coronado A
A good, authentic brand that aligns with company values is a magnet that attracts not only residents, but also top talent. Younger renters and workers report that they care about the brand of their community and their employer and seek out brands with a reputation for quality and integrity. And whether you’ve been proactive about it or not, your company has a brand based on your industry reputation. Hear from a few leading firms on how they are assessing their corporate values and strengths and translating them into a consistent and authentic brand.

Moderator: Kim Duty, Senior Vice President, Public Affairs and Industry Initiatives, National Multi Housing Council
Speakers: Colleen Kittell, Senior Manager of Integrated Marketing, BRE Properties, Inc.; Margaret Plummer, Vice President, Employee Development, Camden Property Trust; Kevin Thompson, Senior Vice President, Marketing, Bell Partners, Inc.

2:30 – 2:45 PM
BREAK

2:45 – 3:45 PM
PEER-TO-PEER ROUNDTABLE:
(Open to owner, manager and developer attendees only)

Multifamily Human Resources Professionals Roundtable
Location: Cortez AB
This peer-to-peer roundtable is an opportunity for multifamily human resources professionals to share their insights and challenges relating to planning their human capital strategy, and all the tactical issues involved with implementing that strategy, effectively. You will hear what your peers are doing with regard to implementation of the Affordable Care Act, employee development, training and retention, the emerging use of social media in recruiting, as well as managing and setting appropriate expectations for Generation Y employees and more.

Facilitator: Lisa Critchley, SPHR, Senior Vice President, Human Resources, Marketing and Safety, Home Properties, Inc.
2:45 – 3:45 PM

CONCURRENT SESSIONS:

A New Generation of Apartment Amenities: Car and Bike Sharing, Community Farms and More
Location: Coronado A
From car and bike sharing services to community kitchens and farms, the list of amenities your residents most desire has changed. Hear how some communities are giving their residents the lifestyle they want and creating a real marketing advantage in the process. This session will look at how amenities and technology are being leveraged to provide a new generation of residents with a convenient lifestyle free from the burdens and responsibilities of ownership.

Moderator: Rohit Anand, Principal, KTGY Group Inc.
Speakers: Steven Boyack, Senior Vice President, Asset Management & Business Development, The Laramar Group; Jim Davis, Vice President, Post Properties; Jamie S. Gorski, Senior Vice President, Corporate Marketing, The Bozzuto Group

The Latest on Flood Insurance
Sponsored by Bader Company
Location: Peacock Terrace
Changes to flood maps are impacting property values by putting some properties into a flood zone while taking others out, federally subsidized NFIP policies are being phased out for some policyholders beginning October 1 resulting in substantial premium increases; and property insurance markets are raising flood deductibles and lowering flood sub-limits. All of this means higher costs, less capacity and more moving parts to manage. Hear what it all means for you and your properties from a national flood insurance expert and owners and managers who are dealing with the new reality brought on by the Biggert-Waters Act of 2012, volatile weather patterns and Superstorm Sandy.

Speakers: Dan Freudenthal, President, Flood Zone Correction, Inc.; Sue Mitro, Vice President of Risk Management, Wood Partners, LLC; Stephanie Smits, ARM, Benefits and Risk Manager, Milestone Management
Legal Strategies: Telecommunications
Location: Coronado BCD
Explosive growth in mobile and wireless technology, changing demand from consumers, businesses and government and limitations on the capacity to meet those expectations have made telecommunications a hot topic for the legal community and policymakers. Leading experts will discuss the latest developments from the Federal Communications Commission, Congress and the courts and provide guidance to apartment firms on legal strategies for addressing wireless, wiring ownership and use, provider relationships and more. Best practices for negotiating national agreements with carriers and considerations for ensuring regulatory compliance and property safety will be presented.

Speakers: Matthew Ames, Partner, Hubacher & Ames, PLLC; Ian Davis, Attorney, Davis Craig & Taylor; Art Hubacher, Partner, Hubacher & Ames, PLLC

4:00 – 5:30 PM
OPENING GENERAL SESSION:

Daniel Pink, N.Y. Times Best-selling Author
“To Sell Is Human”
Sponsored by verizon
Location: Trinity Ballroom

Daniel H. Pink is the author of five provocative books – including the long-running New York Times best sellers, A Whole New Mind and Drive. His latest book, To Sell Is Human, is a #1 New York Times business best sellers, a #1 Wall Street Journal business best seller, and a #1 Washington Post nonfiction best seller offering a fresh look at the art and science of sales. Using a mix of social science, survey research and rich stories, the book shows that white-collar workers now spend an enormous portion of their time persuading, influencing and moving others. Then it reveals the three personal qualities and three specific skills necessary for doing it better.

5:30 – 7:30 PM
RECEPTION IN THE EXHIBIT HALL
Sponsored by ApartmentOn-Site
Location: Trinity Exhibit Hall
6:30 AM – 7:30 PM
REGISTRATION AND SOCIAL LOUNGE
NMHC Social Lounge sponsored by Yardi
Location: Trinity Pre-Function

7:00 – 8:00 AM
NETWORKING CONTINENTAL BREAKFAST
Location: Gem and Peacock Terrace Foyers

8:00 – 9:00 AM
EARLY-BIRD MORNING SESSIONS:
(Open to owner, manager and developer attendees only)

**Hitting the Right Notes: Navigating Music Licensing for Apartment Firms**
Location: Peacock Terrace
Apartment firms strive to create inviting environments and music can play a part establishing a community experience, but copyright law and music licensing should be considered along with whether a community will have background music or feature a DJ during a pool party. From music services and MP3 players to radios and video content, from leasing offices and lobby lounges to fitness centers and club rooms, this session will provide information to help navigate the complexities of music licensing for apartment communities.

**Moderator:** Betsy Feigin Befus, General Counsel, National Multi Housing Council  
**Speakers:** Cathryn A. Berryman, Shareholder, Winstead PC; Cydney A. Tune, Senior Counsel, Pillsbury Winthrop Shaw Pittman LLP

**Property Management Software 101 Workshop**
Location: De Soto
This session is geared toward companies that have adopted Property Management Software and are considering a change or upgrade, as well as those who have just adopted it or are considering making the jump. The workshop will provide an overview of how property management software works and what you should know to make sure you get the right product for your needs.

**Moderator:** Karen Hollinger, Vice President, Corporate Initiatives, AvalonBay Communities  
**Facilitators:** Kisha Donahue, Vice President, Information Technology, AMLI Residential Properties, L.P.; Mary Rose Pukas, Senior Vice President, IT Operations, The Westover Companies; Jennifer van Arcken, Director of Information Systems, BSR Trust
8:00 – 9:00 AM
TECHNOLOGY INTEGRATION ROUNDTABLES:
(Open to all attendees)

Technology Integration Challenges: Internet Listing Services (ILS)
Location: Sapphire
Come join your peers and providers to discuss the challenges you’re facing integrating your property data with ILS sites and your property management software.

**Facilitator: Sara Scarborough Graham, Director of Marketing, The Dolben Company, Inc.**

Technology Integration Challenges: Resident Screening
Location: Topaz
Come join your peers and providers to discuss the challenges you’re facing integrating your resident screening components with your property management software.

**Facilitator: Robb Napolitano, Managing Director, Information Technology, Rose Associates, Inc.**

9:00 – 9:15 AM
BREAK

9:15 – 10:30 AM
CONCURRENT SESSIONS:

Top Trends in Marketing
Location: Coronado A
Hear from the smartest marketing professionals in the business on the latest trends in apartment marketing. From social media to ratings and reviews and mobile, you’ll get a snapshot of where we are now and where we’ll likely be next year and what it all means for maintaining your company’s competitive edge.

**Moderator: Mike Whaling, President, 30 Lines**
**Speakers: Israel Carunungan, Director of Marketing, Greystar Real Estate Partners, LLC; Janet Hazen, Director of Marketing, Prometheus; Gary Redmond, Independent Consultant**

Business Intelligence on a Budget
Location: Coronado BCD
With the extensive media coverage of “big data,” many are left wondering if they’re doing enough to unlock the hidden potential of their data to provide solid business intelligence and better decision making. This session will give you simple tools and
processes that all firms can deploy to gather and analyze valuable data. From lead management and CRM data to Key Performance Indicator reporting, get insight on what critical components of data can be gathered and effectively reported.

**Moderator: Rick Haughey,** Vice President, Industry Technology Initiatives, National Multi Housing Council  
**Speakers: Erik Rogers,** Senior Vice President, Operations, Carmel Partners; **Scott Wilder,** Senior Vice President, Lincoln Property Company; **Blerim Zeqiri,** Vice President of Asset Management, Alliance Residential Company

**Cell Service and Wireless – Remedies for Reception and Coverage**  
Location: Cortez AB  
Inadequate cell and wireless service at your property causes big problems for residents and staff alike and can be a deal breaker for some potential residents. Solutions for both new and existing properties are available, but which one is right for your property? Hear from the major providers on the costs, effectiveness and challenges of available solutions aimed at seamless community coverage, including booster systems, DAS and other options.

**Moderator: Cheryl Barraco,** Senior Director, Corporate & Investment Services, AvalonBay Communities, Inc.  
**Speakers: Matthew Ames,** Partner, Hubacher & Ames, PLLC; **Jackie Carroll,** Business Development, AT&T Connected Communities; **Dan Leaf,** Vice President, DAS & Small Cell Business Development, Tempest Telecom Solutions; **Letitia Russell,** Director of Ancillary Services, UDR, Inc.; **Dick Sherwin,** CEO, SpotOn Networks

**Getting and Keeping Top Talent in a Tightening Market**  
Location: Cortez CD  
With an improving economy and a hot apartment market, the number of options for top talent looking to make a move has increased. Hear from leading HR professionals on how to attract, develop and retain top talent and why a comprehensive strategy addressing not only compensation and benefits, but also things like housing benefits, leadership and management development and work/life balance are vital to overall company success.

**Moderator: Julie Smith,** President, Bozzuto Management Company
Speakers: Phil Altschuler, Senior Vice President, Gables Residential; Catherine Carraway, First Vice President, Human Resources, Equity Residential; Patrick Fulcher, Vice President, Human Resources, Pinnacle

10:30 – 10:45 AM
BREAK

10:45 AM – NOON
GENERAL SESSION:

The Residents Have Spoken: The 2013 NMHC/Kingsley Survey of Apartment Resident Preferences
Sponsored by Location: Trinity Ballroom

NMHC has partnered with Kingsley Associates to produce the first annual Apartment Resident Lifestyle Super Survey. This survey was sent to over 200,000 residents and provides data points never before seen in an industry survey. Covering a wide array of topics from renter demographics to amenities and communication preferences, the survey truly captures what our residents’ lifestyles are like, what they are doing in the homes we provide, how they want to interact with us, what services and amenities they have come to expect and more.

Moderator: David C. Smith, Vice President and COO, Kingsley Associates
Speakers: John Selindh, Group Vice President, Sales and Marketing, BRE Properties, Inc.; Jennifer Staciokas, Vice President, Marketing and Training, Lincoln Property Company; Kevin Thompson, Senior Vice President, Marketing, Bell Partners, Inc.

Noon – 1:30 PM
LUNCH IN THE EXHIBIT HALL
Sponsored by Location: Trinity Exhibit Hall

12:15 – 1:15 PM
COMMERCE CORNER IN THE EXHIBIT HALL
Furnishings sponsored by Location: Trinity Exhibit Hall
1:30 – 2:30 PM
GENERAL SESSION:

Lisa Bodell, Founder and CEO, FutureThink
“Kill the Company: End the Status Quo, Start an Innovation Revolution”
Sponsored by
Location: Trinity Ballroom
Lisa Bodell is the founder and CEO of futurethink, an internationally recognized innovation research and training firm. As a leading innovator and cognitive learning expert, she has devised training programs for hundreds of innovators at leading companies such as 3M, GE and Johnson & Johnson. A respected thought leader on innovation topics, Bodell has appeared on FOX News and in publications such as Crain’s, Bloomberg Businessweek, The New York Times, WIRED, Investor’s Business Daily, Successful Meetings, Harvard Business Review and The Futurist. She serves as an adviser on the boards of the Institute of Direct Marketing in London, The Women’s Congress, the Association of Professional Futurists and the prestigious Institute for Triple Helix Innovation think tank. She has also taught at American University, Fordham University and the American Management Association.

2:30 – 2:45 PM
BREAK

2:45 – 4:00 PM
CONCURRENT SESSIONS:

Technology and Your On-site Staff: What’s Working and What’s Not?
Location: Coronado A
Your on-site staff is mobile, your leasing staff is using tablets as a sales tool, their office is heading toward a completely paperless environment and your prospects are taking virtual tours in your lobby on an LCD tablet and completing applications online at kiosks in the leasing office. With such significant investments in technology, have you ever asked your on-site staff what’s working and what’s not? This session will provide some insight into those technology solutions that are worth the investment and those that may need some additional work.

Moderator: Bob Lamb, Vice President, Information Technology, Gables Residential
Speakers: LaShanda Daniels, General Manager, Mercantile Place, Forest City Residential; Carolyn Fredholm, Senior Community Director, Savoye, UDR, Inc.; Jennifer Hill, Community Manager, Gables Villa Rosa, Gables Residential
The Need for Speed
Location: Coronado BCD
With more residents moving to online content, ditching their landlines for cell phones and teleworking, the demand for a strong broadband Internet connection among residents has exploded. What are the implications of this trend for the multifamily industry? How can we meet the demand, and how do we market to broadband-hungry prospects? Also, what are the implications for the telecommunications industry when customers only want one part of the “bundle?”

Moderator: Lori Reeves, Vice President, Strategic Business Services, Forest City Residential
Speakers: Bob Bickerstaff, Vice President, Voice & Data Products, AT&T; Tom Nugent, National Sales Director, Verizon Enhanced Communities; Dave Schwehm, Vice President of Community Solutions, Time Warner Cable; Michael Slovin, Vice President, National MDU Sales and Sales Operations, Comcast; Doug Woods, Vice President, Regional Sales, Pavlov Media, Inc.

The Latest on Resident Screening: Risks, Rewards and ROI
Sponsored by
Location: Cortez CD
This session will provide you with the latest on a variety of resident screening issues including new screening tools and how credit scoring companies are now tracking rental payments. You’ll hear from a national expert on recent and proposed changes to fair housing laws that have created new risk for your business and from an owner/manager who is navigating a resident screening process full of risk, rewards and ROI.

Moderator: Jeanne McGlynn Delgado, Vice President, Business and Risk Management Policy, National Multi Housing Council
Speakers: Mary Finley, Director of Risk & Legal Affairs, BRE Properties, Inc.; Brannan Johnston, Vice President and Managing Director, Experian RentBureau; Harry Kelly, Partner, Nixon Peabody, LLP

New Utility Disclosure Laws and Utility Management Technology
Location: Cortez AB
With a growing number of municipalities requiring utility consumption reporting, utility management technology is growing in importance for both benchmarking and helping determine where to
focus conservation efforts. This session will provide the latest on local energy disclosure and retrofit requirements sweeping the nation and the latest on utility management technology and how it can help you comply with new regulations while saving on operating costs.

**Moderator:** Lou Schotsky, Vice President Investments, Equity Residential  
**Speakers:** John Lis, Senior Vice President, Velocity; Matt Miller, Industry Principal, Energy Solutions, Yardi Systems, Inc.; Michael Miller, CEO, AUM; Michael D. Radice, CEO & President, NWP Services Corporation; Michael Zatz, Chief, Market Sectors Group, ENERGY STAR, U.S. Environmental Protection Agency

4:00 – 4:15 PM  
**BREAK**

4:15 – 5:30 PM  
**CONCURRENT SESSIONS:**

**Tech Guys Gone Wild**  
Location: Coronado BCD
Your favorite multifamily tech guys are back! We’ve asked them to put together a session to address the latest tech issues facing the multifamily industry in whatever format they choose. Come and see what they’ve cooked up. One thing you can count on: you’ll learn a lot and will likely have fun in the process.

**Speakers:** Shawn Mahoney, Vice President & CIO, GID Company; Ray Thornton, Senior Vice President, Information Technology, MAA; Scott Wesson, Senior Vice President & CIO, UDR, Inc.; Brian Zrimsek, Vice President, Analytics and Innovation, The Irvine Company

**Innovations In Energy: Solar, Co-Generation, Advanced HVAC and More**  
Location: Cortez CD
This forward-looking session will highlight case studies of communities that have tapped into new power sources, including co-generation of power, supplemental solar power, and will highlight some new innovations in energy efficiency, including variable flow refrigerant volume systems.

**Moderator:** Eileen Lee, Vice President, Energy and Environmental Policy, National Multi Housing Council  
**Speakers:** Darien Crimmin, Vice President, Energy and Sustainability, WinnCompanies; Steve Saunders, Chief Executive Officer, Tempo Partners; Peter Zadoretzky, Project Manager, Bozzuto Management Company
Managing HR Risk: Criminal Background Employment Checks, Social Media and More
Location: Cortez AB
A number of regulatory, legislative and legal issues, including criminal background checks, social media, accommodation and leave requirements, and more, will be covered by a leading expert in labor and employment law.

Speaker: Justin Eller, Principal, Miles and Stockbridge

Using New Technology and Data to Manage Your Buildings More Effectively
Location: Coronado A
From preventative and corrective maintenance to knowledge management and execution, advances in building management technologies provide data that can help you create structured and consistent facilities maintenance and capital investment plans. Hear how industry leaders (some from other industry sectors) are using advancements in building management technologies to obtain and report critical data that can help pinpoint and prioritize repairs and upgrades. Speakers will provide examples of solutions that have led to better capital planning and long-term cost savings. Could what they do be applied to the multifamily space in a cost-effective and useful manner?

Moderator: Steve Sadler, Vice President, Strategic Services, Post Properties, Inc.
Speakers: David Tripp, Director of Facilities, Winn Companies; Michael Weston, Senior Executive, Verizon Enhanced Communities

5:30 – 7:30 PM
RECEPTION IN THE EXHIBIT HALL
Location: Trinity Ballroom
Sponsored by SafeRent

WEDNESDAY, NOVEMBER 13

6:30 AM – 3:00 PM
REGISTRATION AND SOCIAL LOUNGE
NMHC Social Lounge sponsored by YARDI
Location: Trinity Pre-Function

7:00 – 8:00 AM
NETWORKING CONTINENTAL BREAKFAST
Location: Gem and Peacock Terrace Foyers
Multifamily Telecommunications Professionals Roundtable
Location: Peacock Terrace
Residents and staff are demanding strong and reliable cell and wireless service, and both have become critically important to company and community success. Multifamily telecommunications professionals need to keep up with constantly changing technology, product and consumer preferences while managing important service provider relationships and ensuring an adequate infrastructure to keep it all running. This facilitated peer-to-peer roundtable is an opportunity for candid discussion about the priority issues telecom professionals are facing today.

Facilitator: Karen Seemann, Director of Ancillary Income, Essex Property Trust

Revenue Management Software 101 Workshop
Location: De Soto
With revenue management firmly established at the larger apartment firms, smaller owners and managers are considering adoption. This session will provide them with a deeper understanding of what revenue management can do and what questions they should be asking.

Facilitators: McCarley Davis, Senior Vice President, Epoch Properties, Inc.; Jeffery Jerden, Senior Vice President, Asset Management, Centennial Holding Company; Rachel Johnson, Chief Information Officer, NRP Group LLC

Technology Integration Challenges: Lead Management
Location: Sapphire
Join your peers and providers to discuss the challenges you’re facing integrating your lead management software with your property management software.

Facilitators: David Cardwell, Vice President, Capital Markets, National Multi Housing Council; Rick Haughey, Vice President, Industry Technology Initiatives, National Multi Housing Council
Technology Integration Challenges: Renters’ Insurance
Location: Topaz
Join your peers and providers to discuss the challenges you’re facing integrating your renters insurance products with your property management software.

Facilitator: David Searles, Systems Manager, Wood Partners, LLC

9:00 – 9:15 AM
BREAK

9:15 – 10:30 AM
CONCURRENT SESSIONS:

Insourcing, Outsourcing and Back Again
Location: Cortez AB
Multifamily companies are outsourcing some IT functions, keeping others in house, putting some in the cloud and even shifting gears from outsourcing back to insourcing, based on changing realities of service, pricing and needs. Hear from apartment industry technology leaders on what to consider when weighing the costs and benefits of choosing the right course for your company, along with lessons they’ve learned along the way that could save you time and trouble.

Moderator: Mike Akers, Regional IT Manager, Gables Residential
Speakers: Rich Brennan, Senior Vice President, Aimco; James Hamrick, Vice President, Information Technology, Bell Partners; Douglas Pearce, Senior Information Technology Consultant, Waterton Associates

Creating a Culture of Constant Innovation
Location: Cortez CD
With the pace of technological change increasing exponentially, opportunities abound to improve business efficiency and productivity through the integration of innovative new ideas and technology into business systems and processes. Hear from companies that are becoming more intentional about innovation and institutionalizing processes that foster, support and develop innovation, increase organizational efficiency and support a culture of constant innovation.
Motivating Residents for Positive Ratings and Reviews
Location: Coronado BCD
With consumers reporting that they always check ratings and reviews for major purchases, most multifamily owners and managers fully understand their importance at this point. But what motivates a resident to put forth the significant effort required to write a glowing review, given everyone’s busy schedule? This session will attempt to get inside the mind of the consumer and look at what triggers them to write a testimonial for great customer service that’s worth more than any advertising you can buy.

Moderator: Virginia Love, Vice President, Leasing & Marketing, Waterton Associates
Speakers: Greg Benson, Senior Director, Marketing, Greystar Real Estate Partners; Peggy Hale, Vice President, Sales, Marketing and Training, Morgan Properties; Josh McDonald, Director of Marketing, Holland Partner Group
Moderator: Doug Bibby, President, National Multi Housing Council
Speakers: Serge Asensio, Managing Director, Topline Group LLC; Michael Donahue, Senior Director of Sales Strategies, Hilton Worldwide; Rob Scypinski, Senior Vice President, Hotel Sales, The Americas, Hilton Worldwide

Noon – 1:30 PM
LUNCH IN THE EXHIBIT HALL
Location: Trinity Exhibit Hall

12:15 – 1:15 PM
COMMERCE CORNER IN THE EXHIBIT HALL
Furnishings sponsored by Cort
Location: Trinity Exhibit Hall

1:30 – 3:00 PM
CLOSING GENERAL SESSION:

NMHC Launch Pad
Sponsored by multifamilybiz
Location: Trinity Ballroom
Back by popular demand, it’s Launch Pad! Have you ever watched ABC’s “Shark Tank”? This is NMHC’s version, back for another year. Startup technology companies will “face the music” as they are judged by tough apartment industry executives, and last year’s winner will provide an update.

Judges: Terry Danner, Chief Executive Officer, Riverstone Residential Group; Rick Graf, President and CEO, Pinnacle; Kristy Simonette, Senior Vice President, Strategic Services, Camden Property Trust; Julie Smith, President, Bozzuto Management Company; Scott Wesson, Senior Vice President & CIO, UDR, Inc.

3:00 PM
CONFERENCE ADJOURNS

Note: Photos may be taken at the conference and posted online.