

## Transcript of Advisory Committee Meeting

Date: December 12, 2024

Case: Health Benefit Exchange Advisory Committee Meeting

**Planet Depos** 

Phone: 888.433.3767 | Email: transcripts@planetdepos.com

www.planetdepos.com

Michigan #8598 | Nevada #089F | New Mexico #566

1	COMMONWEALTH OF VIRGINIA
2	STATE CORPORATION COMMISSION
3	
4	
5	
6	VIRGINIA HEALTH BENEFIT EXCHANGE
7	ADVISORY COMMITTEE MEETING
8	
9	
10	
11	
12	Conducted Remotely
13	December 12, 2024
14	2:05 p.m. to 3:40 p.m.
15	
16	
17	
18	
19	
20	
21	
22	
23	Job No.: 563589
24	Pages: 1 - 70
25	Transcribed by: Ruth A. Levy

Г

1	APPEARANCES
2	Voting Members:
3	Ikeita Cantu Hinojosa, Interim Chair
4	Keven Patchett, Director
5	Lee Biedrycki
6	Scott Castro
7	Sheenu Kachru
8	Doug Gray
9	Kip Piper
10	Louis Rossiter
11	
12	Ex-officio Members:
13	Julie Blauvelt, Deputy Commissioner, Bureau of
14	Insurance
15	Hope Richardson, DMAS
16	
17	Also present:
18	Holly Mortlock, Chief Government Relations
19	Officer/HBE Liaison to Advisory Committee
20	Rachel Becker, Senior Policy Advisor for the
21	Exchange
22	
23	
24	
25	

1	PROCEEDINGS
2	INTERIM CHAIR HINOJOSA: It is only
3	2:06. So we will call this meeting of the
4	fourth quarter Virginia Health Benefit
5	Exchange Advisory Committee meeting to order,
6	taking place virtually on Thursday, December
7	12th, 2024. My name is Ikeita Cantu
8	Hinojosa. I am vice chair serving in the
9	position of interim chair of the Advisory
10	Committee. Welcome. Thank you for joining
11	today.
12	So open enrollment is under way for
13	the 2025 health coverage, and we're all very
14	excited to learn about the latest
15	developments for Virginia's Insurance
16	Marketplace. So let's go ahead and get
17	started.
18	So in terms of meeting etiquette,
19	only committee members should turn on their
20	cameras. The chat is disabled. So please
21	remain muted and use the raise hand function
22	to speak. Please refrain from asking
23	questions until speakers have finished their
24	presentations. And the transcript of this
25	meeting will be made available online at the

1	link you see on the slide.
2	Okay. So let's go ahead and get
3	under way with roll call. So I'll first call
4	the roll of our ex-officio members:
5	Secretary Janet Kelly? Director Cheryl
6	Roberts?
7	MS. RICHARDSON: Hi there. My name
8	is Hope Richardson. I am at DMAS and
9	substituting for Director Roberts and Deputy
10	Director Lunardi today.
11	INTERIM CHAIR HINOJOSA: Great to
12	have you.
13	Commissioner James Williams?
14	Commissioner Scott White?
15	MS. BLAUVELT: Good afternoon. I'm
16	Julie Blauvelt. I'm substituting for Scott
17	White today.
18	INTERIM CHAIR HINOJOSA: Okay.
19	Dr. Karen Shelton?
20	So now moving on to our appointed or
21	voting members. I am here. All right. So
22	Lee Biedrycki?
23	MR. BIEDRYCKI: Present.
24	INTERIM CHAIR HINOJOSA: Scott
25	Castro?

1	
1	MR. CASTRO: I'm here as well.
2	INTERIM CHAIR HINOJOSA: Craig
3	Conners? I believe he has a conflict today.
4	Elizabeth Cunningham? Doug Gray?
5	MR. GRAY: Present.
6	INTERIM CHAIR HINOJOSA: Sheenu
7	Kachru?
8	MS. KACHRU: Present.
9	INTERIM CHAIR HINOJOSA: Kip Piper?
10	MR. PIPER: Present. Temporarily on
11	the phone, as I turn my camera on or trying
12	to get it to work.
13	INTERIM CHAIR HINOJOSA: And Lou
14	Rossiter?
15	MR. ROSSITER: I'm here.
16	INTERIM CHAIR HINOJOSA: All right.
17	Thank you all for being here. Okay. So now
18	that roll call is complete, before we move on
19	to the next item of our agenda, I will use
20	chair's privilege to just make a few remarks
21	before we move on to the next item of our
22	agenda.
23	So when the vice when our
24	Advisory Committee Chair's appointment
25	expired in October of 2024, I went from vice

1	chair to become our interim chair. And so
2	during the other business portion of this
3	afternoon's agenda, we need to actually hold
4	elections for our chair. So before we do
5	that, I just wanted to take a few minutes to
6	go over the duties of chair and just make
7	sure that we all feel comfortable with what
8	that's about so that we're prepared for the
9	other business portion of the agenda. So I
10	just wanted to take a couple of minutes
11	there.
12	Also, we'll also hold elections for
13	a new vice chair, since I technically only
14	have two more meetings for the Advisory
15	Committee after today, since my term expires
16	in June of 2025. I've been very honored to
17	serve and I'm appreciative of those of you
18	who wanted me to stay on in the leadership
19	capacity, but it is my time to pass the
20	baton.
21	So I'm just going to describe the
22	roles and responsibilities just very, very
23	briefly according to the Exchange bylaws.
24	And according to the Exchange bylaws, the
25	committee chair shall serve on the Committee

1	as a voting member. So since ex-officio
2	members are nonvoting members, they cannot
3	serve as chair or vice chair.
4	The chair shall coordinate the
5	meeting agenda in collaboration with
6	Commission Staff; act as a liaison between
7	the Committee, the Exchange director, and the
8	Commission; submit recommendations of the
9	Committee to the Exchange director and the
10	Commission; and also coordinate the
11	collection, review, and storage of public
12	comments with the Commission Staff for the
13	consideration of the Committee. So those are
14	the committee chair responsibilities.
15	The committee vice chair shall act
16	as chair during the temporary absence or upon
17	resignation of the chair and shall work in
18	collaboration with the chair in fulfillment
19	of the chair's duties as needed. So that's
20	what the vice chair does.
21	So speaking personally, I've served
22	as both interim chair and as vice chair, and
23	I will say that the estimated time is minimal
24	in terms of the commitment; it's generally in
25	connection with the quarterly meetings. And

```
1
    so with that overview, I will just pause and
2
     see if folks have any questions for me or for
3
    SCC Staff just about the chair or vice chair
4
    duties, with that brief summary and overview.
5
              MS. KACHRU: I have a question; it's
6
              I'm just curious: What's the term
     Sheenu.
7
     for both of these roles? And then -- yeah,
8
    what are the terms, in terms of span of time?
9
              INTERIM CHAIR HINOJOSA: So that's a
10
    good question.
                     There isn't an SCC -- and SCC
    Staff can jump in, interject, correct.
11
12
     isn't a length of time in terms of the
13
    by-laws; it really has been, you know, with
14
    our appointments, people tend to cycle off or
15
     term out. So our previous chair was the
16
     chair and then she termed out; her term
17
    expired and so she was no longer chair.
18
              And some people may decide that it
19
    no longer works with their schedule.
20
    vice chair, for example, she termed out so
2.1
     then I became vice chair. So that's how it's
22
    happened up till now that we typically -- and
23
    this is all very new -- but we typically have
24
    very staggered appointment dates and times.
25
    And so that's how it's worked up until this
```

```
1
    point.
2
              So people may have schedules or
3
    lives that being chair or vice chair may just
4
    no longer work, so people may cycle off that
5
    way. Or they may term out in terms of their
6
    appointments. But there's nothing set in
7
    stone that says a person is chair or vice
8
    chair for a certain period of time.
9
              And Staff, please feel free to jump
10
     in.
11
              MS. MORTLOCK: Ikeita, this is
12
    Holly. And I'll just say that, yes, so the
13
    proceedings of the Committee have been upheld
14
     informally as the statute allows us to do.
15
    And so, yes, that is how it has worked. And
16
    we are looking forward to working with the
17
    new incoming chair to look at those processes
18
    and see, you know, if they still meet the
    needs of the Committee, just working with
19
20
    you-all on that.
2.1
              So certainly it is not -- if someone
22
    wishes to be included in a nomination for the
23
    chair, they certainly could take that and
24
    would not be obligated to do so longer than
25
     they would like to. So resigning is always a
```

possibility and a new election could be held.
INTERIM CHAIR HINOJOSA: Yes. It's
not a lifetime appointment. No Supreme Court
issues here.
MS. KACHRU: Thank you. That's
helpful.
INTERIM CHAIR HINOJOSA: Any other
questions?
All right. So hearing none, I
believe we are ready to turn to the Health
Benefit Exchange updates. So I will turn it
over to Staff. Thank you so much.
MR. PATCHETT: Thank you, Ikeita.
And thank you all for having us here today.
It's always a pleasure. My name is Keven
Patchett. I'm the Director of the Virginia
Health Benefit Exchange. And we've got a
long list of things we want to share with you
today. I know the typical procedure is to
hold questions until the end, given the wide
range of topics. I'm comfortable if anyone
wants to interrupt me with questions along
the way.
So since we are a little over
halfway into open enrollment, I thought we

1	would start with an open enrollment update.
2	So we have some basic metrics to share.
3	Overall, open enrollment has gone very well;
4	this is our second open enrollment. And
5	while it has been still far busier than I
6	expected, I will say it has not been as
7	eventful and exciting as open enrollment
8	after our transition year, which is a good
9	thing, good thing for us.
10	So one of the things you can see
11	here in these initial metrics is, as of this
12	point in open enrollment, our enrollment
13	numbers are a little bit lower overall than
14	they were this time last year. However, what
15	is higher is the number of new consumers.
16	So overall, this is a positive trend
17	for us and, you know, we've got a little over
18	a month left in open enrollment. And I am
19	really interested and excited to see how
20	these numbers continue to develop over the
21	remainder of open enrollment.
22	Another thing that's different this
23	year than open enrollment last year, last
24	year we had December 15th as the last day
25	that consumers could select a plan and have

1	it be effective January the 1st. This year
2	we've pushed that all the way to December
3	31st. So that is likely to change consumer
4	behavior in that the last-minute
5	procrastinators may be coming on to the
6	marketplace towards the end of the month
7	instead of the middle of the month.
8	Now, before I move on to the next
9	section, I want to just take a minute; I
10	don't have any slides to talk about this, but
11	as many of you may be aware, a couple of days
12	ago a court in the Eighth Circuit issued an
13	order that temporarily enjoined a CMS DACA
14	ruling. When we say DACA rule, we're talking
15	about the Deferred Action on Childhood
16	Arrivals.
17	This was a rule that CMS promulgated
18	that expanded the definition of lawful
19	presence to include DACA recipients and a
20	couple of other immigration statuses for
21	those who are eligible to purchase qualified
22	health plans through the marketplaces. This
23	order is very new and we are in the middle of
24	reviewing it and working with CMS and our
25	legal counsel to understand the impacts from

1 a practical standpoint. 2 Currently, we have 49 individuals 3 who are enrolled under the DACA rule and 12 4 additional individuals whose enrollments are 5 in a pending status. So we will know more 6 here in the coming days, but I wanted to give 7 that brief update now. 8 All right. So the other thing that 9 is really top of mind for us and for a lot of 10 folks who are interested in state-based 11 marketplaces are the enhanced premium tax 12 credits, particularly the expiration of 13 those. And so earlier this week we were 14 asked to present to the Virginia Health 15 Insurance Reform Commission on the impacts of 16 the pending expiration, and we wanted to 17 share with you a little bit of what we shared with that commission. 18 19 So to start out, let me just give a 20 little bit of background about what advanced 2.1 premium tax credits are; we don't want to 22 take for granted that everybody knows this 23 very specific area of healthcare policy. 2.4 When the Affordable Care Act was passed in 2010, it included these premium tax credits. 25

1	Like all other tax credits, they are based on
2	certain eligibility factors and also tied to
3	income. In the case of these premium tax
4	credits, the key factor for being eligible is
5	having purchased a qualified health plan
6	through a marketplace.
7	They are as I said, they are
8	income based. And more specifically, it is
9	the ratio between income and health insurance
10	premium that determines the amount of those
11	tax credits. So each individual consumer's
12	income is compared to the premium and there's
13	a sliding scale based on where that
14	individual falls or where that household
15	falls along the federal poverty level
16	spectrum. So the higher your income is
17	relative to the federal poverty level, the
18	greater percentage of your income you will
19	contribute toward your premium, which will
20	reduce the number of tax credits that you're
21	eligible for.
22	The most notable thing that makes
23	these different from other traditional tax
24	credits is they can be paid in advance of
25	filing your tax return, and they're paid

1	directly to your insurance carrier to reduce
2	your monthly premium. Initially, these tax
3	credits were capped to the eligibility for
4	these were capped for individuals whose
5	incomes were below 400 percent of the federal
6	poverty level. And that 400 percent, for a
7	long time, has been known as the subsidy
8	cliff.
9	So we're talking today about the
10	enhanced premium tax credits. In 2021,
11	Congress passed the American Rescue Act plan,
12	which expanded or enhanced these tax credits
13	in two ways: First, it removed that 400
14	percent federal poverty level cap so that
15	individuals earning above 400 percent of the
16	federal poverty level could now be eligible
17	for advanced premium tax credits. The other
18	thing it did is it reduced those percentage
19	income contribution levels to make the amount
20	of premium tax credits higher for most
21	consumers. These enhancements are set to
22	expire at the end of next year, December of
23	2025.
24	So then we talk about what are going
25	to be the impacts of this expiration if

1	Congress doesn't act between now and December
2	of next year, and some of these are difficult
3	to really get a handle on. But the first
4	thing we would take a look at is what is this
5	going to do to premiums across Virginia? And
6	on average, we will see about a 22 and I
7	say a 22 percent increase. And I say
8	premiums, but it's really the amount of
9	premiums the consumers are paying; the
10	premium itself won't change.
11	So we'll see a 22 percent increase
12	in the amount that consumers across Virginia
13	are paying for their premium. But when we
14	break it down by ZIP Code or rating area,
15	that ranges from 16 percent to 33 percent,
16	depending on which part of the state
17	consumers live in.
18	So the averages, as you'll see from
19	some specific examples that I'm going to
20	share, there will be individuals at certain
21	income levels who won't see any change. And
22	then there will be some who will see a much
23	more dramatic change in what they're paying
24	for their premiums.
25	So then we look at well, what is

1	this going to do to enrollment? And during
2	the time period since these enhanced premium
3	tax credits came into being, we've added
4	about 122,000 consumers to the marketplace
5	here in Virginia, which is roughly a 34
6	percent increase. The congressional budget
7	office released a report last week that
8	estimates nationwide we'll see about a 26
9	percent decrease in enrollments if these
10	enhancements expire, which result in about
11	100,000 people in Virginia no longer having
12	coverage through the marketplace.
13	On the flip side, the congressional
14	budget office estimated that if the
15	enhancements remain in effect, nationwide we
16	would see about a 25 percent increase in
17	enrollment, which would, again, represent
18	about 100,000 individuals in Virginia. So
19	those are the high level impacts. And now
20	let's look at what this will look like for
21	some specific scenarios.
22	So as we created these scenarios, we
23	wanted to do a couple of things to try to
24	keep them as consistent as we could. So all
25	of these scenarios look at the same plan. We

1	looked at four different rating areas across
2	the Commonwealth with that same plan. And
3	then we looked at a range of age, household
4	makeup, and then income.
5	So as you can see, where we started
6	with a 60-year-old couple. And at 300
7	percent of the federal poverty level, you can
8	see it's about a 25 percent increase in their
9	monthly premium. But when we move to that
10	400 percent level, which is where the subsidy
11	cliff will come back into being, this
12	couple's what this couple pays for their
13	insurance premium is going to double.
14	And what is really noteworthy here,
15	for me, if you total this up over a year, a
16	60-year-old couple making \$80,000 will be
17	spending about \$20,000 a year on their health
18	insurance premium, which is one-fourth of
19	their annual income, which is a little
20	shocking.
21	Now, if we look at the next
22	scenario, which is a 40-year-old couple with
23	two children at around 300 percent of the
24	federal poverty level, we see close to a 50
25	percent increase in their monthly premium.

1	And that is the same about the same at the
2	400 percent federal poverty level. So not
3	quite as extreme as the previous example, but
4	this is still an increase that a family in
5	this particular situation is certainly going
6	to feel.
7	And then our last scenario looks at
8	a 45-year-old individual. And if we look at
9	someone in the 200 percent federal poverty
10	level, again, we can see over a 50 percent
11	increase in that monthly premium. And when
12	we move all the way to 400 percent, there's
13	actually no change as a result of the
14	enhanced subsidies expiring, because at 400
15	percent of the federal poverty level, that
16	individual was already not receiving
17	subsidies.
18	So let me pause here and just make
19	sure we don't have any questions about these
20	scenarios before I move on to our next topic.
21	Okay.
22	MR. CASTRO: I've got a quick
23	question.
24	MR. PATCHETT: Go ahead.
25	MR. CASTRO: This is Scott Castro, a

1	member of the I'm not sure if this is part
2	of your overall presentation, but my
3	understanding as well, in addition to the
4	expiration of the enhanced subsidy funding
5	and maybe we haven't asked this question
6	yet but looking into the fact that
7	Virginia is one of nine states with a trigger
8	law that would essentially do away with our
9	Medicaid expansion should the federal funding
10	fall below the 90 percent match, is that
11	incorporated into this at all or is that
12	something that the Commonwealth is looking
13	into?
14	MR. PATCHETT: So it's not
15	incorporated into this. It is separate. But
16	it is something that is certainly on the
17	radar, given what we've seen in the news
18	about proposals being considered at the
19	federal level for adjusting Medicaid funding.
20	MR. CASTRO: Okay. Yeah, because I
21	understand most of that is 100 percent to 138
22	percent. And I know we're looking at those
23	income levels above that that are receiving
24	those enhanced subsidies. But, yeah, just
25	something I want to kind of keep on our radar

1	as well, as we're thinking about how and
2	where people are purchasing their getting
3	their insurance and what they are and are not
4	eligible for.
5	MR. PATCHETT: Yeah, thank you. And
6	it's critically important to us, because one
7	of our statutory obligations as the Exchange
8	is to support the continuity of coverage for
9	consumers. So if the if that trigger law
10	goes into effect and we see a fairly
11	significant population losing Medicaid
12	coverage or losing eligibility for Medicaid
13	coverage, their next option is going to be a
14	marketplace plan.
15	And so it will be key to the work
16	that we're doing to make sure that we are
17	helping consumers in that situation
18	transition and get the coverage they need
19	through the marketplace, similar to what
20	we've been doing and are doing for Virginians
21	who are losing their Medicaid coverage right
22	now as part of the continuous coverage
23	unwinding.
24	INTERIM CHAIR HINOJOSA: And thank
25	you for providing these scenarios. It really

1 helps illustrate the real world impact. 2 MR. PATCHETT: Yeah, and we had seen 3 some similar scenarios that were prepared as 4 sort of nationwide estimates, and it really 5 was educational for us to dig in and prepare 6 these as Virginia-specific, based on the data 7 that we have of Virginia consumers. 8 And I think one of the things I 9 forgot to mention is the reason we picked the 10 plan and the rating areas that we chose or at least one of the factors we were looking at, 11 12 we wanted to choose a plan and some rating 13 areas that had high enrollment levels so that 14 it wasn't, well, you know, this will affect 15 one or two consumers. These are really 16 scenarios that are on the margin; these are, 17 in fact, scenarios that had -- that will have 18 high impact here in Virginia. 19 All right. So with that, I will 20 move into talking a little bit about some of 2.1 our overall updates in the marketplace. 22 there are a few things that have changed and 23 are changing in the near future that I just 2.4 wanted to spend a few minutes talking about. 25 The first, we've talked a lot over the last

1	year about the continuous coverage unwinding.
2	And as DMAS continues to work
3	through the tail end of that unwinding
4	process, we are continuing to extend a
5	special enrollment period to make sure that
6	Virginians who lose Medicaid coverage as part
7	of this have a special enrollment period that
8	is tailored to their circumstances. So that
9	previously was set to expire at the end of
10	December; we've now extended that till the
11	end of June of next year.
12	We will also be taking on
13	responsibility as part of some regulatory
14	changes at the CMS level. State-based
15	marketplaces are now going to be responsible
16	for doing the work of certifying that health
17	plans comply with network adequacy time and
18	distance standards, so we will be kicking
19	that work off in the spring of next year and
20	are building out our personnel and our tools
21	and our resources that will be necessary to
22	run that network adequacy work.
23	Right now, the CMS rules say that
24	states have to impose network adequacy
25	standards for time and distance that are at

1	least as strict as those at the federal
2	level. But states have flexibility to do
3	more. Here in Virginia, we are going to
4	stick with those CMS standards, especially in
5	the first year. As we begin to do these
6	analyses ourselves, I think over the
7	subsequent years, we will then be able to
8	take a look at are there ways that we can
9	begin to tailor these standards that make
10	more sense for Virginia and can be a better
11	fit for both Virginians and for our health
12	plans and providers.
13	Also, CMS has issued some new
14	standards for what are called standardized
15	plans. These standards are optional. And so
16	for us in Virginia right now, we are going to
17	stick with the standards that existed for
18	plan year '24. As we look next year into
19	starting to do some research and some
20	stakeholder engagement and focus groups
21	around what might make sense for Virginia in
22	terms of standardized plans, there's a wide
23	range of approaches that are taken across the
24	country, and it's important to us that we do
25	this with intention and based on research and

1	stakeholder feedback, again, to try to
2	produce what will be the best situation for
3	Virginia consumers.
4	So the other thing that actually has
5	changed, we have changed the default sorting
6	in our plan display. So one of the things we
7	talked about in a previous committee meeting
8	was the relatively high number of bronze
9	plans that had been purchased in Virginia.
10	And so we are testing out this open
11	enrollment period to see what the impacts
12	will be if we switch from the previous
13	default, which was plans were sorted based on
14	monthly premium; we've switched that default
15	sort now to total cost.
16	And so we're tracking our enrollment
17	numbers to see what if any impact this has on
18	consumer choice of plans and metal levels.
19	Consumers are still free to change those;
20	they have a number of different options that
21	they can choose for plan sorting and
22	filtering; this just changes that default
23	plan.
24	All right. So the other thing that
25	we've talked about a number of times at the

1	past few meetings has been our metrics. And
2	so this time I'm going to focus on or
3	we've been focusing on really what does the
4	visualization of those metrics look like and
5	how can we make those more consumable as we
6	continue to work towards building out some
7	dashboards on our websites and making this
8	data more accessible and more transparent for
9	individuals, for researchers, really, for
10	whomever's interested.
11	So we'll start with the quarterly
12	enrollment numbers. I think as of our last
13	meeting, we had the second quarter and so
14	now, of course, we have the third quarter
15	enrollment numbers. And when we look at
16	these enrollment numbers, it's important to
17	keep in mind that we're talking about what we
18	call effectuated enrollment as opposed to
19	enrollment at any given time. So effectuated
20	enrollment is someone who has come to the
21	marketplace, they've selected a plan, and
22	they've made at least one monthly payment.
23	So these numbers are going to be
24	higher than what the current enrollment is
25	because it doesn't take into account

1	terminations or cancellations. But we think
2	this number is useful in tracking how many
3	Virginians during the course of the year have
4	come and purchased health insurance through
5	the marketplace. And so you can see how it's
6	been a steady activity ever since the end of
7	open enrollment, which is a positive trend
8	for sure.
9	Okay. After these enrollment
10	metrics, we can take a look at our Medicaid
11	numbers. Again, a pretty steady trend here
12	with individuals who have been found either
13	eligible for Medicaid or what we call
14	assessed eligible for Medicaid, which means
15	that it's likely that they are eligible for
16	either Medicaid or FAMIS, but there's a
17	little more work that needs to be done.
18	To remind everyone, when we at the
19	marketplace make an eligibility determination
20	for Medicaid, those individuals are
21	transferred to DMAS and DMAS picks up with
22	the enrollment process. When we assess
23	someone as likely being eligible for
24	Medicaid, it means that there's a little bit
25	more work to be done, and the DMAS picks up

1	that eligibility determination, whether it's
2	gathering information from the individuals;
3	that's the point where DMAS picks up that
4	process.
5	We have a good percentage of
6	Virginians who are eligible for these premium
7	tax credits we were talking about before.
8	This shows here 86 percent. And if you look
9	at some of our marketing materials, you often
10	see that we say nine out of ten Virginians
11	are eligible for APTCs, so this number is
12	based on that same effectuated enrollment.
13	And that is individuals and families who have
14	actually purchased and enrolled in coverage.
15	The nine out of ten goes back to the
16	application level, so it happens that people
17	apply for coverage and then decide not to
18	actually purchase it. So I just wanted to
19	call out that distinction between the north
20	of 90 percent and the 86 percent that's shown
21	here.
22	We've also provided here the
23	regional breakdown. And as requested at the
24	last meeting, we've added in the percentage
25	of the population for each of these regions

1	that these enrollment numbers represent. We
2	also spent time trying to show these numbers
3	as a percentage of the uninsured in Virginia.
4	That turned out to be more difficult than we
5	anticipated because of the way that the
6	available data is presented on the uninsured.
7	So we had some numbers that just
8	didn't make sense when we ran it based on the
9	data, so we've got some work to continue to
10	do to try to normalize the data that we have
11	across these different categories from
12	enrollment to region to uninsured. And
13	hopefully we'll be ready to reflect that by
14	our next quarterly update.
15	It is interesting to see how
16	relatively consistent those numbers are
17	across regions, generally ranging from four
18	to six percent of the population.
19	MR. ROSSITER: Keven, is that
20	nonelderly population?
21	MR. PATCHETT: That should be the
22	so we use census data for that population.
23	And that's a helpful distinction to point
24	out.
25	So I don't think we've been able to

1	determine on a ZIP Code or region the
2	population difference based on age; that is
3	another element that we're working on. And
4	that's a distinction that's made in the way
5	the uninsured population is reported as well.
6	So here's a breakdown of our monthly
7	premium, monthly premium paid after the
8	application of premium tax credits. And
9	this, again, shows really the impact that
10	premium tax credits have on what Virginians
11	are actually paying for their premiums.
12	We've also provided here a breakdown
13	of enrollments, I think, by carrier. I think
14	a number of you have asked to see that in the
15	past.
16	And then lastly, we have the
17	breakdown by metal level. And you can see,
18	as I was mentioned before, there is a higher
19	percentage of Virginians in bronze plans than
20	we expected. And so we're continuing to dig
21	into that data and looking at what we can do
22	to help consumers recognize the difference.
23	So I think one of the things that's
24	useful to say here is that the reason we are
25	interested in the difference between bronze

1	and silver or bronze and gold or bronze and
2	platinum, so bronze plans have the lowest
3	premium but the highest deductible. So one
4	of the things that we notice is that there
5	are individuals who purchase a bronze plan,
6	but with the application of premium tax
7	credits, they could purchase a silver plan
8	sometimes at the same price so have an
9	overall lower out of pocket that they pay,
10	which is one of the reasons we switched that
11	default display from premium to total cost to
12	try to provide Virginians with that
13	information as they're doing their plan and
14	comparison and their shopping.
15	All right. Go ahead.
16	MR. PIPER: This is Kip. Do we know
17	how the great information on this how
18	the distribution is, especially of the bronze
19	versus silver, by the difference of basically
20	the income cohorts? Are folks on the lower
21	end of the income or smaller families or
22	bigger families more likely to opt for the
23	bronze even though I'll show my bias
24	even up out of the filter, you know, it's the
25	better deal overall, once you consider the

1	risk and out-of-pocket?
2	Whereas, if it were some folks that
3	were higher income and so on, I could see how
4	that kind of behavioral effect would be, just
5	in terms of the economics. Any thoughts on
6	that?
7	MR. PATCHETT: Yeah, so we've been
8	looking at just that. And I will say
9	generally that's true; it's not true across
10	the board, but it is generally true that
11	lower income brackets tend to have a higher
12	percentage of bronze plans. And that makes
13	sense when you're looking at the lowest
14	out-of-pocket cost.
15	But like I said, the thing that
16	really catches our attention is when that
17	out-of-pocket cost is going to be the same
18	for a silver plan or, in some situations,
19	even a gold plan, and then we know that those
20	individuals and families are missing out on
21	the opportunity to have an overall lower cost
22	of health insurance. And you know, I've got
23	theories about what's driving that, but we
24	are digging into that data right now.
25	MR. PIPER: Sure. And I suppose

1 age, too, because folks that are younger, in 2 terms of their own appreciation of risk and 3 their actual risk, is different than somebody 4 who's older and maybe risk adverse or know 5 that they're going to have out-of-pocket 6 costs and they're going to want those things 7 covered. 8 And I suppose there's also 9 experience -- I'll stop there -- but there's 10 also some experience level with this as well. 11 You know, it takes awhile for people to 12 understand when they're going into a -- this isn't a new market, but when they're going in 13 and buying something new and under different, 14 15 new circumstances, there's a learning curve 16 involved. So... 17 MR. PATCHETT: Yeah. And we're very 18 interested in understanding the educational 19 needs for Virginians, because health 20 insurance, I think for all of us, is not 2.1 easy. Right. It's certainly not the 22 simplest thing that we purchase in our lives, 23 and especially for individuals who are making 2.4 transitions; whether it's from Medicaid to 25 the marketplace or it's from employer-sponsor

1	coverage into the marketplace, there is
2	certainly that learning curve you're talking
3	about and we view that as an important part
4	of our responsibility to help bridge that gap
5	and facilitate consumers moving along that
6	learning curve.
7	And if you're interested, I think by
8	our next meeting, we can show some of the
9	cross reference data on these metal tiers,
10	how it relates to income level, age, rating
11	area, if you think that might be useful to
12	look at from your perspective.
13	MR. ROSSITER: Keven, a related
14	question: I have a healthcare.gov account
15	and so I get a push e-mail that urges me to
16	go to healthcare.gov and sign up for health
17	insurance. And I went. It takes me to the
18	healthcare.gov site. So how does that work
19	for consumers in our state-based Exchange?
20	MR. PATCHETT: Yeah, so if you got
21	that e-mail and you went to healthcare.gov,
22	the first thing that should happen is they
23	ask what state are you from. And when you
24	select Virginia from the dropdown menu, it
25	will push you to our marketplace. And we do

```
1
    similar outreach to Virginians. We have a --
2
    and it's -- it's sort of a staggered plan,
3
    but as we lead up to open enrollment, we're
4
    sending out notices both by e-mail and by
5
    paper.
6
              And then as we move through open
7
    enrollment, we continue to target those
8
    e-mail outreach notifications, and this year
9
    we are even employing some text messages for
10
    Virginians who have given consent to use
11
    their cell phone to get that message out that
12
     it's time to enroll and time to re-enroll.
13
              MR. ROSSITER:
                             Great.
14
              MR. PATCHETT: All right. Well, if
15
    there are no further questions, I'm going
16
     to -- and I will be available at the end as
17
    well for other questions, but I'm going to
18
    pass it over to Brionna, who is our marketing
19
    manager, to talk a little bit about the
20
    marketing efforts and campaign that's going
2.1
    on for open enrollment, which I think is what
22
     is driving the increase in new customers we
2.3
    have this year compared to last year.
2.4
              So go ahead, Brionna.
25
                          Thank you, Keven.
              MS. JONES:
                                              Good
```

1	afternoon, everyone. I'm Brionna Jones. I
2	am the marketing and outreach manager here at
3	the Health Benefit Exchange. So I'm going to
4	provide an overview of some of our marketing
5	and outreach starting with our open
6	enrollment campaign.
7	Our plan year 2025 open enrollment
8	campaign does use an integrated approach to
9	drive eligible Virginians to the marketplace
10	website to enroll in health insurance plans.
11	And our campaign has two objectives: The
12	first being to build awareness about
13	Virginia's insurance marketplace and open
14	enrollment period; and the second, to drive
15	eligible Virginians to enroll.
16	To achieve these objectives, our
17	marketing efforts use a combination of owned,
18	earned, and paid media strategies to reach
19	our target audience and deliver our messaging
20	and our creative materials. And these
21	strategies were chosen based on the results
22	from plan year 2024's open enrollment
23	campaign.
24	So starting with owned media
25	strategies, if we can thank you. Using

1	Virginia's insurance marketplace's social
2	media accounts, our e-mail marketing
3	platform, which, as Keven says, also include
4	texts messages and our website, we highlight
5	open enrollment, key deadlines, the different
6	types of coverages, financial savings, our
7	health center, etc.
8	We developed a new open enrollment
9	tool kit for our partners that's sound
10	loadable on our website. So social media
11	content and graphics can be downloaded as
12	well as our brochure and key flyers for
13	different demographics. We also captured
14	videos of real customer stories.
15	This summer we identified five
16	marketplace consumers and we went out across
17	the state into their communities and we did
18	interview them and we asked them what was
19	their experience using the marketplace. We
20	were able to film very compelling videos that
21	we currently use on our website, on our
22	social media accounts, and our pay channels
23	as well.
24	For earned media, we recently
25	completed our satellite media tour. It was

1 on November 14th and Keven interviewed for 2 quite a few hours with several media partners 3 across the state. Our results were ten 4 television projects, six radio broadcasts, 5 two online placements, and we were able to 6 reach 2.2 million listeners/viewers across 7 all regions in Virginia. 8 Our paid media campaign used a 9 combination of traditional and digital 10 advertising to reach our target audience and 11 drive them to the marketplace to enroll. 12 did design our media plan based on what we learned from last year's open enrollment 13 14 campaign. We invested our budget in channels 15 that were successful that had the strongest 16 performance. And then we also allocated a 17 percentage of our budget in testing out new channels. 18 So listed here on this slide are 19 20 examples of some of the add channels that we 2.1 are currently using in this open enrollment 22 campaign. For digital adds, we are using 23 programmatic display and video ads. 24 typically see those when you're scrolling on 25 different websites, maybe at the top, on the

1	left, those types of ads.
2	High-impact display ads are similar.
3	They are typically more premium and more
4	active though. Digital out-of-home ads are
5	ones that you may see at a bus station or at
6	the gas station, in grocery stores, so these
7	could be a combination of print and digital
8	ads.
9	We also are advertising on social
10	media. Our social media platforms that we
11	currently have advertising is Facebook,
12	Instagram, and YouTube. And then we also are
13	advertising on Google search, so when
14	Virginians are searching for health related
15	terms, our ads will pop up on Google. Site
16	direct is an ad type that is paired with
17	specific websites so we work directly with
18	those websites to get those placements.
19	Streaming audio are going to be sites like
20	Pandora and Spotify, so you'll hear the
21	advertisements for the marketplace on those
22	platforms.
23	Connected TV is going to be your
24	Hulu, your Prime Video, your Netflix and
25	those commercials that show when you're in

1	between programming on those platforms.
2	Twitch is a new platform we are
3	testing this year. I'll go into a little
4	more detail about what Twitch is. Influencer
5	marketing is also a new platform that we're
6	testing out this year. And then our
7	traditional advertising channels include
8	broadcast television and radio, and our ads
9	are also available in Spanish as well.
10	I'm going to get into some of these examples and
11	highlight a few of our advertising channels
12	starting with our broadcast television
13	commercials. We filmed new commercials this year.
14	I really love our commercials. The theme was when
15	life happens, Virginia's insurance marketplace has
16	you covered. We did go with a humorous tone, and
17	we will play them for you right now.
18	(Video played.)
19	MS. JONES: Okay. Next one, please.
20	(Video played.)
21	MS. JONES: Thank you so much. So
22	those are our newest commercials. We will
23	they're airing on broadcast television right
24	now. They'll be on connected television as
25	well, social media, so we'll use them in a

1	variety of ways.
2	So Twitch is one of our newest
3	platforms as well. It's a live streaming
4	service in the global community for content
5	like gaming, entertainment, music, sports,
6	and more. Twitch users are primarily between
7	the age of 18 and 34, so we're targeting a
8	younger demographic with this ad channel.
9	And we are targeting users whose online
10	behavior suggests that they are in the market
11	for health insurance. Our video ads are
12	incorporated into the Twitch live broadcast.
13	They're highly visible. They're nonskippable
14	and they're clickable.
15	And influencer marketing. So we're
16	excited to launch this ad channel probably in
17	the next week or so. So we are working with
18	social media influencers in Virginia on paid
19	partnerships where they will promote open
20	enrollment. They will create content that
21	will be posted on their pages as well as in
22	the form of stories, which are content that
23	deletes after 24 hours.
24	We're also going to share this
25	content on our organic channels and then

1	we're also going to promote some of the
2	influencer marketing content that is paid ads
3	on our social media channels as well. And
4	we're working with a variety of different
5	people, different ages, different hobbies, so
6	we're really excited to get this ad channel
7	started.
8	And then this just shows some
9	examples of our advertisement. We won't play
10	these videos, but these are our consumer
11	testimonial videos that I mentioned earlier
12	that we filmed this summer. We are using
13	these ads in a variety of different ways as
14	well on our different channels.
15	And these are more examples of our
16	advertisements, just gives you an example of
17	what our advertising looks like out in the
18	community. An example of our high impact
19	display ads, our programmatic display ads,
20	what a Google search may look like, what our
21	digital out-of-home ads look like, and then
22	social media ads.
23	And so far, our results are great.
24	As of December 5th, our paid media campaign
25	has resulted in 37.2 million impressions,

1	meaning our ads were in front of that many
2	people. We got 485,581 clicks to our
3	website; 342,540 website sessions. Our cost
4	per click, \$1.14, which is a 46 percent
5	decrease from last year. And our
6	click-through rate at 1.30 percent, and that
7	is a 293 percent increase from last year. So
8	it is costing us less to get more engagement.
9	So it just really shows the efficiency of our
10	campaign and how great our messaging is.
11	I'm going to move into outreach. So
12	these are some areas where we have seen
13	success in our outreach efforts thus far.
14	We've hosted several webinars for various
15	organizations throughout the state. We
16	conducted statewide college outreach. We
17	held statewide agent engagement meetings to
18	get agent feedback. We even gauged our
19	Native American communities. We've also
20	participated in their Powwow event.
21	We've participated in community
22	planning with the Department of Health and we
23	are supporting enrollment events currently.
24	Right now, during the open enrollment period,
25	we're working with our Navigator partners

1	throughout the state with those events.
2	We attend monthly meetings; usually
3	these are various community partner meetings
4	where we get together monthly to discuss
5	resources, so that's been a great aspect of
6	our outreach. And then we're also working to
7	distribute our marketplace educational
8	materials.
9	We have our main brochure, but we
10	have a lot of different niche, if you will,
11	flyers that may be for pregnant moms or young
12	adults, you know, small business employers.
13	So we have a lot of material and we may give
14	it out directly. And we will also do
15	mail-outs at requests of partners needing our
16	materials.
17	And we also have gained quite a few
18	healthcare partnerships in conferences.
19	Pictured here is the external fair staff at
20	the annual conferences for the Rural Health
21	Clinic Association, the Virginia Free
22	Charitable Clinic Association, and the
23	Community Health Workers Association. It's
24	been really great to connect with these
25	statewide organizations and just like I

1	said, being able to really connect on a
2	statewide level with these health-related
3	entities.
4	So some of our collaborations that
5	we've done thus far include podcast
6	interviews, newsletter articles, social media
7	posts being shared, event participation,
8	Webinars and a conference sponsorship.
9	And these are just more examples of
10	some of the outreach that we've done thus
11	far. I mentioned those enrollment events
12	that we're currently doing throughout the
13	state. Those have been successful thus far.
14	We have several more scheduled throughout the
15	open enrollment.
16	And then we did participate in the
17	State Fair of Virginia here recently what
18	was that, September, October? and we did
19	ten days of outreach to Virginians at that
20	event.
21	Celebrate Healthcare is one of our
22	sister partners who they have a really big
23	emphasis on health-related events so we
24	participate in a lot of their events. And
25	then we recently also participated in Senator

1	Warner's Women's Conference.
2	And then I will end on just some
3	website updates. We did recently work with
4	our website vendor to get 30 new
5	announcements for our website. The goal was
6	to just improve the look and feel of our
7	website. So we were able to implement quite
8	a few of these enhancements prior to the open
9	enrollment and we continue to enhance the
10	website.
11	We received several new widgets.
12	And a widget is just the way that our
13	information is displayed on the website to
14	the public, essentially, is the best way I
15	can explain it, black image scrolls and three
16	box callouts and text columns. We have some
17	new design elements that have helped improve
18	the website. We've updated our FAQs. We
19	have additional brand colors.
20	We've increased document storage
21	size so we can upload more things for
22	partners to be able to have and download.
23	And then we now have the automatic
24	translation to our Spanish side of the
25	website. We also were able to add our

1	testimonial videos and carry your logo on our
2	website as well.
3	Yes, I think that is the end of my
4	presentation. Thank you so much for
5	listening. I'll hand it back over to Keven
6	and happy to answer questions if there are
7	any.
8	MR. PATCHETT: Thank you, Brionna.
9	I think that's a fair amount of content
10	across this update today. So if there are
11	any other questions for me or for Brionna,
12	we're happy to take those.
13	MR. ROSSITER: Keven, it's Lou
14	Rossiter. This morning at 8:30, my
15	brother-in-law called from North Carolina,
16	which I believe is on the Federal Exchange,
17	right?
18	MR. PATCHETT: Correct.
19	MR. ROSSITER: And he said he had
20	just spent the last several days trying to
21	get his now 18-year-old son enrolled and he
22	was on hold for at least an hour each time he
23	called until he could talk to someone.
24	So that led me to ask you ask
25	what's our how are the call centers

1	working?
2	MR. PATCHETT: Our call centers are
3	working really well this year. So I had a
4	metrics slide I pulled at the last minute,
5	but our wait times right now are, on average,
6	less than ten seconds. So our call centers
7	are functioning very efficiently.
8	I think our average talk time is
9	around 14 minutes, which is a positive
10	indication that consumers are really engaged
11	with the representatives and got a very, very
12	low, I think, less than 1 percent call
13	abandon rate. And our first call resolution
14	rate, as I recall, was over 70 percent. So
15	really positive statistics this year on the
16	call center front.
17	MR. ROSSITER: Yeah, that's amazing.
18	Congratulations.
19	MR. PATCHETT: Thank you. If there
20	are no other questions, then I will turn it
21	back over to you, Ikeita.
22	INTERIM CHAIR HINOJOSA: I actually
23	did have two questions.
24	MR. PATCHETT: Okay.
25	INTERIM CHAIR HINOJOSA: Yeah. So

1	one question is what is kind of the most
2	popular question that you-all are receiving
3	from consumers? I know there was a mention
4	that FAQs had been developed and those kinds
5	of things. So it would just be interesting
6	to know, you know, what are some of the kind
7	of the most popular inquiries that you-all
8	are receiving from Virginians for the
9	marketplace? That's one.
10	And then second is just I know that
11	there was a mention of network adequacy, and
12	I know that our Advisory Committee Board
13	member Craig Connors, who was unable to
14	participate in today's meeting due to a
15	scheduling conflict, but he actually came
16	across Pennsylvania's network adequacy study
17	and he was curious about the direction that
18	they're heading, and he sent a little blurb
19	about it. And they're looking at marketplace
20	plans regarding provider directory
21	inaccuracies and consumer's ability to secure
22	a timely appointment with both behavioral
23	health and physical health providers and
24	going deep, right.
25	And so his question was is

1	Virginia's marketplace kind of currently
2	conducting or planning to conduct any kind of
3	evaluation like that? And so I just wanted
4	to be clear, based on your presentation, that
5	it sounds like you're currently sticking with
6	CMS's federal minimum standards of time and
7	distance in the first year, but something
8	like the Pennsylvania model could be a
9	direction for future years; is that accurate?
10	MR. PATCHETT: That is accurate.
11	The other thing I'll add is that so we've
12	already started the provider directory work.
13	We implemented this this year, a new provider
14	directory that is new it was really built
15	from the ground up, and we've been working
16	very closely with our carriers to get their
17	over the summer to get their content
18	uploaded, updated to make sure we have the
19	right lexicon in place so that when consumers
20	are looking for a certain kind of physician
21	or facility, that we're aligning our
22	directory to those inquiries and then we're
23	continuing forward to get those updated on a
24	regular basis.
25	One of the challenges we saw last

year was that the commercial third-party 1 2 vendor that we've been using for our provider 3 directory, we just had no visibility into 4 when, where, or how the information was being 5 And in some regions of Virginia, it 6 was just very, very out of date. So I think it's moving in a really good direction and 7 8 it's going to be an area of ongoing focus for 9 us. 10 We will just be kicking off the spring, you know, incorporating the 11 12 information that we receive from the carriers about their provider networks to do that time 13 14 and distance standard analysis. And that 15 will give us the opportunity to start moving 16 in a direction of what works for -- what 17 works best for Virginia and how do we account for the differences between urban and rural 18 19 areas, for example. So it's a very fertile 20 soil for us to work in next year. 2.1 And then as for the top question, I 22 don't have that at my fingertips. I know the 23 last time I looked at it, you know, of 2.4 course, I think the top ones tend to be the 25 very routine: How do I reset my password?

1	INTERIM CHAIR HINOJOSA: That makes
2	sense, yeah.
3	MR. PATCHETT: But, yeah, we will
4	look into what's below those and how that may
5	be different this year from last year, and
6	I'll be happy to share that information.
7	INTERIM CHAIR HINOJOSA: Okay.
8	Yeah. Thank you for that.
9	Any other questions before we move
10	on to the next portion of our agenda?
11	MR. PIPER: One question for you,
12	Keven, if I may. This is going to be it's
13	essentially a pros, cons, whatever, with
14	changes inside the proverbial beltway, terms,
15	changes, and anticipations. Is there
16	anything that's on our radar? Since this is
17	the first time for a change in administration
18	at the federal level since the Commonwealth
19	created its own Exchange, is there anything
20	that's on our kind of wish list or things
21	that perhaps we should be thinking about?
22	Flexibility is what I'm getting at.
23	Things that, up to now, we wouldn't be able
24	to do or we would like to be able to have,
25	whether it's that dispensation or that

1	flexibility or whatever it is in terms of the
2	guidance, anything like that that would be on
3	our Christmas list, whatever you want to call
4	it, in terms of what we would want instead
5	of you know, because there's always going
6	to be pros/cons; there's always going to be
7	things on the policy side of things, but
8	there's often technical or administrative
9	process, guidance, things like that.
10	Anything like that that would be beneficial
11	that we haven't gotten traction on or just
12	been too busy on the federal side to look at?
13	Anything like that that's coming up?
14	MR. PATCHETT: So, of course, the
15	biggest one for us really is the extension of
16	these enhanced premium tax credits. We
17	recognize that that's a policy decision
18	that's going to be made at the federal level.
19	But we also appreciate the impact that it's
20	going to have to Virginians. And so
21	extending those would certainly be at the top
22	of our Christmas tree or wish list.
23	You know, generally speaking, one of
24	the key reasons for Virginia making this
25	transition to a state-based marketplace is to

1	take advantage of those flexibilities that
2	are already built in. I think I can't
3	think of one specific one that's at the top
4	of our priority list other than, really, you
5	know, maintaining the flexibility to make
6	this truly a marketplace that's by Virginia,
7	for Virginians, and tailored to what we need
8	and what we learn works best here in
9	Virginia.
10	MR. PIPER: Great. Thanks.
11	Appreciate it. It was more of one of those
12	open-ended, kind of curiosity questions.
13	Like is there anything there that, you know,
14	because it's always a yeah, it's always a
15	best game or whatever moving parts, and
16	sometimes there are things and sometimes it
17	gets in the positive and sometimes it's like,
18	oh, no, please don't change anything. You
19	know, it works both ways.
20	MR. PATCHETT: Yes. Understood.
21	And something that we really are paying very
22	close attention to.
23	MR. PIPER: And I was also asking in
24	the context of, without being misunderstood,
25	because obviously what you've done so far is

1	quite impressive, and you've been taking
2	advantage of those exactly as you put it,
3	taking advantage of those flexibilities.
4	And that's not a down on CMS, but
5	there are things that they can do and are
6	much more nimble at doing, and you know, when
7	one side does not cut off, just any of those
8	things. So, cool.
9	MR. PATCHETT: Thank you.
10	Appreciate that.
11	INTERIM CHAIR HINOJOSA: All right.
12	Any other questions or comments?
13	I'd just like to thank you all for
14	doing such an amazing job. This is so
15	exciting. We love to hear the update and we
16	look forward to our next conversation in the
17	spring.
18	And we'll go ahead and proceed to
19	our next agenda item, which is other
20	business. So the first topic on our other
21	business today is to accept nominations for
22	chair and vice chair.
23	So first we will consider any
24	nominations for chair and vice chair that
25	were submitted prior to the meeting in

1	response to Staff's e-mail request for
2	nominations. So prior to the meeting, we had
3	two nominations for chair. So one person
4	nominated me for chair, but as I mentioned
5	earlier, my term is scheduled to end two
6	meetings from now, in June, so I'm honored,
7	but I will politely decline the nomination.
8	And one person nominated Lou
9	Rossiter for chair. So congratulations, Lou,
10	and we will figure out in a few moments if
11	you accept the nomination.
12	And prior to the meeting, a person
13	did nominate an ex-officio member for vice
14	chair, but as we discussed earlier, only
15	voting members can serve in these positions,
16	so that nomination is ineligible. And we
17	didn't have anyone else nominated for vice
18	chair in advance of the meeting.
19	Okay. So heading into this
20	nomination process, the only name currently
21	in the mix is Lou Rossiter for chair. So now
22	we will open it up for our realtime
23	nominations for chair and vice chair. And as
24	a reminder, only current appointed or voting
25	Advisory Committee members are eligible. So

1	if you're nominating someone, just please say
2	your name, say the nominee's name, and just
3	share just a little bit about why you believe
4	the individual is a good candidate for the
5	role. And feel free to second a nomination
6	or add your support to a candidate, just in
7	terms of adding to the discussion.
8	So with that, I will open the floor.
9	MR. GRAY: Well, I nominated Lou.
10	And I think he'd be great. Lots of good
11	experience and knowledge about what we do.
12	So I second my own nomination.
13	INTERIM CHAIR HINOJOSA: Well, you
14	nominated, so
15	MR. CASTRO: I can second Doug's
16	nomination for him. You know, Doug and I
17	don't usually agree on a lot, but when we do
18	agree, you know, peace in the valley. So
19	Scott Castro here, and happy to second the
20	nomination.
21	INTERIM CHAIR HINOJOSA: Okay. So
22	that was Doug for the nomination and was it
23	Scott for a second?
24	MR. CASTRO: Scott, yeah.
25	INTERIM CHAIR HINOJOSA: So doesn't

1	seem like we're going to have any fist fights
2	here, but would anybody else like to say
3	anything or any other comments or discussion
4	around it?
5	MR. CASTRO: Let's approve him
6	before he backs out.
7	INTERIM CHAIR HINOJOSA: So Lou,
8	first of all, do you accept the nomination?
9	MR. ROSSITER: Yes, I do.
10	INTERIM CHAIR HINOJOSA: Okay. That
11	would be good. So do we have any other
12	nominations for chair? Anybody else want to
13	put anybody else's name in the hat for chair?
14	Okay. Hearing none, let's go ahead
15	and move on to the vice chair nomination
16	process. Do we have any nominees for vice
17	chair? I'll go ahead and get it started.
18	Having served as vice chair, I will
19	go ahead and nominate Doug Gray for the role
20	of vice chair and just say that Doug has, you
21	know, been around the block for quite some
22	time. Not calling him old but calling him
23	very seasoned. He's got over two decades of
24	experience in working in Virginia with health
25	plans and their many, many partners, you

1	know, long before the Virginia Insurance
2	Marketplace ever opened its business.
3	He's known a lot of best practices
4	and lessons learned, seen a lot of what works
5	and what doesn't and has made a lot of
6	friends along the way and has been a very
7	active contributor on this body and has
8	served, understands the role, and I'm
9	confident that he's well suited to support
10	the chair and support the Staff and fellow
11	Advisory Committee colleagues. So I'm glad
12	to support his candidacy.
13	MR. ROSSITER: I second.
14	INTERIM CHAIR HINOJOSA: Okay. Any
15	other comments? So we have me for the
16	nomination and Lou for the second. Do you
17	accept, Doug?
18	MR. GRAY: Yes.
19	INTERIM CHAIR HINOJOSA: Okay.
20	MR. GRAY: I just want to reassure
21	everyone. I'm very aware that I represent
22	the plan, and so if anybody's ever
23	uncomfortable, just let me know.
24	INTERIM CHAIR HINOJOSA: Yes. And I
25	will just say, in terms of Lou, one of the

1	benefits of having Lou as chair, Lou is an
2	academia; he's a retired professor and it
3	kind of continues our informal tradition of
4	having our chair being associated with
5	academia rather than a particular sector so
6	no one gets the impression that our Advisory
7	Committee is privileging one sector of health
8	insurance over another because all sectors
9	are critically important. So that's one
10	advantage of having a retired professor at
11	the helm.
12	All right. So any other candidates
13	for vice chair?
14	Okay. Hearing none, we will proceed
15	to chair and vice chair elections. So thank
16	you both, Lou and Doug, for being willing to
17	serve.
18	I will now turn it over to SCC Staff
19	to explain the voting process and administer
20	the process and publicly announce the results
21	of the chair and vice chair elections.
22	MS. BECKER: Hi, everyone. Good
23	afternoon. My name is Rachel Becker. I am
24	the senior policy advisor for the Exchange,
25	and I'm hoping that this will be a quick and

1	painless process, especially since we've only
2	got two nominations.
3	So in a few moments, a poll it's
4	a Microsoft Teams poll is going to pop up
5	on your screen. We are going to begin with
6	the election for chair. Just so you know,
7	your responses are anonymous, so your
8	colleagues will not be able to see your
9	votes. So if you are not a voting member,
10	please select I'm not a voting member or just
11	don't fill out the poll. And then once
12	you've pressed your selection, click done and
13	it's in the lower please click done or
14	submit in the lower right-hand corner.
15	So we will now open up the poll for
16	chair. And please make your selection.
17	MR. GRAY: Mine says something went
18	wrong, please try again. So I voted for Lou.
19	MR. CASTRO: I also voted for Lou,
20	and when I did, I didn't see the number of
21	responses go up. So I just want to make sure
22	that my vote was recorded as well. Scott
23	Castro, voting for Lou.
24	MR. PIPER: And Kip Piper, voting
25	for Lou. I'm getting the same error.

1	INTERIM CHAIR HINOJOSA: Yeah, it				
2	says, "Failed to send."				
3	MS. BECKER: Oh, okay. I think				
4	maybe because you-all do not have SCC e-mails				
5	is what we're realizing. So I apologize for				
6	that. So I've recorded Doug Gray, Scott				
7	Castro, and Kip Piper for Lou. Do you think				
8	it's all right, Ikeita, to just do voice				
9	vote?				
10	INTERIM CHAIR HINOJOSA: I think				
11	that's fine.				
12	MS. BECKER: I'm sorry. We tried to				
13	make it anonymous.				
14	MR. PIPER: Madam Chair, if it was				
15	appropriate, I would move that we elect Lou				
16	as our chair by activation or what have you,				
17	bypass the vote if necessary.				
18	INTERIM CHAIR HINOJOSA: Does				
19	somebody second that?				
20	MR. GRAY: I'll second that.				
21	INTERIM CHAIR HINOJOSA: All right.				
22	MS. BECKER: So the results of our				
23	election are unanimous for Lou.				
24	Congratulations.				
25	INTERIM CHAIR HINOJOSA:				

1	Congratulations, Lou.				
2	MR. ROSSITER: Thank you. I'll try				
3	to do my best.				
4	MR. PIPER: The one guy who gets the				
5	whole web thing set up earlier and correctly				
6	every single meeting, you know, obviously we				
7	can't get a vote done, but there we go.				
8	INTERIM CHAIR HINOJOSA: And it's a				
9	benefit that our new chair is a health				
10	economics professor. We'll get it all				
11	figured out for us moving forward.				
12	Okay. And then we'll and we have				
13	the same agreement moving forward for				
14	election of vice chair?				
15	MR. GRAY: So moved by acclimation.				
16	INTERIM CHAIR HINOJOSA: Do we have				
17	ayes?				
18	MR. PIPER: I have ayes.				
19	MR. CASTRO: Aye.				
20	MR. ROSSITER: Aye.				
21	MS. KACHRU: Aye.				
22	INTERIM CHAIR HINOJOSA: Aye.				
23	MR. GRAY: I voted aye.				
24	INTERIM CHAIR HINOJOSA: Any nays?				
25	Okay. It's unanimous. We have a				

vice chair. 1 Congratulations, Doug. 2 MR. GRAY: Thank you. 3 INTERIM CHAIR HINOJOSA: We have a 4 new chair in Lou and a new vice chair in 5 Doug. Congratulations. Thank you both for 6 your willingness to serve the people of 7 Virginia through these leadership roles. 8 as the outgoing vice chair and interim chair 9 for a very brief period of time, please feel 10 free to reach out to me if I may ever be of 11 assistance to you. I will just finish 12 presiding over this meeting for these last 13 couple of minutes. But just know that I am a 14 resource to you. 15 Okay. So there's just one more --16 before we move on to the public comment, 17 there is just one more item of -- we're in 18 other business right now. There's just one other kind of other business item, I think, 19 20 other business that I just wanted to mention 2.1 before we go into other comment, which is 22 2025 meetings. And then to see if anybody 23 else has other business items for the good of 2.4 the group, since this is our last meeting of 25 2024.

1	So we have quarterly meetings for				
2	the Virginia Health Benefit Exchange Advisory				
3	Committee, because I know we have some new				
4	members here. So we typically hold our				
5	quarter one meeting in the spring, around				
6	March, and our quarter two meeting is in the				
7	summer, around June. Our quarter three				
8	meeting is in the fall, around September.				
9	And our quarter four meeting is in the				
10	winter, around December. So four meetings in				
11	the year.				
12	And three of those meetings are				
13	virtual. We try to meet once a year in				
14	person. And so probably sometime after the				
15	holidays in early 2025, SCC Staff will send				
16	an e-mail to the Advisory Committee members				
17	and they'll include a poll to figure out				
18	which 2025 meeting dates work best for most				
19	members to schedule and send out meeting				
20	invitations accordingly so that we all have,				
21	you know, those four quarterly meeting dates				
22	on our calendars, with plenty of advanced				
23	notice.				
24	So we need to, you know, make sure				
25	that we respond to their messages. They were				

1	so good at reminding us and rereminding us,
2	you know, really, really trying to get us to
3	respond. So I wanted to make a pitch on
4	behalf of the Staff: Please respond to their
5	messages in these poles because they really,
6	you know, are trying to give us as much
7	advanced notice as possible on that.
8	And then just for a bit of
9	historical context, in terms of that one
10	face-to-face meeting that we try to do per
11	year, you know, we try to go to Richmond once
12	a year, to go to the Exchange office and meet
13	face to face, just to have an opportunity to
14	build relationships with each other as
15	Advisory Committee members and also build
16	relationships with the SCC Staff.
17	For a bit of historical context, our
18	Richmond meeting was in March in 2023. So
19	that was the spring, you know, quarter one
20	meeting. It was in June in 2024. So that
21	was the quarter two meeting. We usually stay
22	away from the fall since SCC Staff is
23	consumed with open enrollment. We usually
24	stay away from the winter, since inclement
25	weather can get in the way. But you know,

1	just be mindful when that message goes out.			
2	So I just wanted to give you that heads up,			
3	you know, that message will be coming and			
4	just to be aware of that.			
5	So that's all we have for other			
6	business for now. Just the elections and to			
7	be mindful of the scheduling for the four			
8	quarterly meetings.			
9	Does anybody else have any other			
10	items of other business they wanted to bring			
11	up or discuss?			
12	MR. GRAY: Ikeita, I wanted to say			
13	what a pleasure it's been to work with you.			
14	We worked on the subcommittee together which			
15	you chaired. The rest of the Committee			
16	should know that we are losing a heck of a			
17	lot of talent with Ikeita going off. She not			
18	only not only was she at the DC Health			
19	Benefit Exchange; she's got a JD from the			
20	University of Michigan, and she's just a			
21	very, very nice person. So we are going to			
22	miss you a whole lot and thank you very much			
23	for serving on the committee.			
24	INTERIM CHAIR HINOJOSA: Well, thank			
25	you. You've got me for at least two more			

1	meetings. My term expires in June, so			
2	But I very much appreciate it. It's been an			
3	honor and a pleasure. So thank you. And I'm			
4	definitely around and absolutely a resource			
5	to you and everyone else. So yeah, thank			
6	you.			
7	Any other items for other business?			
8	Okay.			
9	We'll move to our next agenda item,			
10	which is public comment. And we have no			
11	items for public comment that have come in.			
12	So we can move on.			
13	So just as a reminder, public			
14	comments are accepted on an ongoing basis at			
15	ExchangeDivision@SCC.Virginia.gov so we do			
16	welcome public comments; everyone's thoughts			
17	and ideas are very important to us.			
18	And with that, this meeting is			
19	adjourned. We wish everyone a safe and happy			
20	holiday and we look forward to connecting in			
21	the spring. Thank you so much. Bye bye.			
22	MR. ROSSITER: Thank you. Thanks,			
23	Ikeita.			
24	INTERIM CHAIR HINOJOSA: Thank you.			
25	(Meeting adjourned at 3:40 p.m.)			

1	CERTIFICATION OF TRANSCRIPT
2	
3	I, Ruth A. Levy, do hereby certify that the
4	foregoing transcript, to the best of my ability,
5	knowledge, and belief, is a true and correct
6	record of the State Corporation Commission meeting
7	herein; that said proceedings were reduced to
8	typewriting under my supervision; and that I am
9	neither counsel for, related to, nor employed by
10	any of the parties to this case and have no
11	interest, financial or otherwise, in its outcome.
12	Given under my hand, this 23rd day of
13	December, 2024.
14	
15 16	Rich S. Lug
17	Ruth A. Levy
18	Planet Depos, LLC
19	
20	
21	
22	
23	
24	
25	

1	CERTIFICATE OF COURT REPORTER-NOTARY PUBLIC			
2				
3	I, Joshua Tubbs, AAERT CER, the officer before			
4	whom the foregoing proceedings were taken, do			
5	hereby certify that any witness(es) in the			
6	foregoing proceedings were fully sworn; that			
7	the proceedings were recorded by me and			
8	thereafter reduced to typewriting by a			
9	qualified transcriptionist; that said digital			
10	audio recording of said proceedings are a true			
11	and accurate record to the best of my			
12	knowledge, skills, and ability; and that I am			
13	neither counsel for, related to, nor employed			
14	by any of the parties to this case and have no			
15	interest, financial or otherwise, in its			
16	outcome.			
17	Notary Registration No.: 7929796			
18	My Commission Expires: 7/31/25			
19				
20	Joshua Golden			
21				
22	Joshua Tubbs, AAERT CER			
23	NOTARY PUBLIC FOR THE COMMONWEALTH OF VIRGINIA			
24				
25				

A	accessible	50:11, 57:6	advertising
aaert	26:8	added	38:10, 39:9,
70:3, 70:22	acclimation	17:3, 28:24	39:11, 39:13,
abandon	63 <b>:</b> 15	adding	40:7, 40:11,
48:13	according	57:7	42:17
ability	6:23, 6:24	addition	advisor
49:21, 69:4,	accordingly	20:3	2:20, 60:24
70:12	65:20	additional	advisory
able	account	13:4, 46:19	1:7, 2:19, 3:5,
24:7, 29:25,	26:25, 34:14,	adds	3:9, 5:24, 6:14,
37:20, 38:5,	51:17	38:22	49:12, 56:25,
45:1, 46:7,	accounts	adequacy	59:11, 60:6,
46:22, 46:25,	37:2, 37:22	23:17, 23:22,	65:2, 65:16,
52:23, 52:24,	accurate	23:24, 49:11,	66:15
61:8	50:9, 50:10,	49:16	affect
about	70:11	adjourned	22:14
3:14, 6:8, 8:3,	achieve	68:19, 68:25	affordable
12:10, 12:15,	36:16	adjusting	13:24
13:20, 15:9,	across	20:19	after
15:24, 16:6,	16:5, 16:12,	administer	6:15, 11:8,
17:4, 17:8,	18:1, 24:23,	60:19	27:9, 30:7,
17:10, 17:16,	29:11, 29:17,	administration	41:23, 65:14
17:18, 18:8,	32:9, 37:16,	52:17	afternoon
18:17, 19:1,	38:3, 38:6,	administrative	4:15, 36:1,
19:19, 20:18,	47:10, 49:16	53:8	60:23
21:1, 22:20,	act	ads	afternoon's
22:24, 23:1,	7:6, 7:15,	38:23, 39:1,	6:3
25:7, 25:25,	13:24, 15:11,	39:2, 39:4,	again
26:17, 28:7,	16:1	39:8, 39:15,	17:17, 19:10,
32:23, 34:3,	action	40:8, 41:11,	25:1, 27:11,
35:19, 36:12,	12:15	42:2, 42:13,	30:9, 61:18
40:4, 49:17,	activation	42:19, 42:21,	age
49:19, 51:13,	62:16	42:22, 43:1	18:3, 30:2,
52:21, 57:3,	active	adults	33:1, 34:10,
57:11	39:4, 59:7	44:12	41:7
above	activity	advance	agenda
15:15, 20:23	27:6	14:24, 56:18	5:19, 5:22,
absence	actual	advanced	6:3, 6:9, 7:5,
7:16	33:3	13:20, 15:17,	52:10, 55:19,
absolutely	actually	65:22, 66:7	68:9
68:4	6:3, 19:13,	advantage	agent
academia	25:4, 28:14,	54:1, 55:2,	43:17, 43:18
60:2, 60:5	28:18, 30:11,	55:3, 60:10	ages
accept	48:22, 49:15	adverse	42:5
55:21, 56:11,	ad	33:4	ago
58:8, 59:17	39:16, 41:8,	advertisement	12:12
accepted	41:16, 42:6	42:9	agree
68:14	add	advertisements	57:17, 57:18
-	38:20, 46:25,	39:21, 42:16	
	, ,	]	

	Conducted on Dec	2021	12
agreement	41:24, 42:1,	58:3, 58:11,	aptcs
63:13	43:19, 44:6,	58:16, 59:14,	28:11
ahead	44:14, 44:17,	60:12, 63:24,	area
3:16, 4:2,	45:25, 46:25,	67:9, 68:7,	13:23, 16:14,
19:24, 31:15,	53:19, 54:23,	69:10, 70:5,	34:11, 51:8
35:24, 55:18,	61:19, 66:15	70:14	areas
58:14, 58:17,	always	anybody	18:1, 22:10,
58:19	9:25, 10:15,	58:2, 58:12,	22:13, 43:12,
airing	53:5, 53:6,	58:13, 64:22,	51:19
40:23	54:14	67:9	around
aligning	amazing	anybody's	18:23, 24:21,
50:21	48:17, 55:14	59:22	48:9, 58:4,
all	american	anyone	58:21, 65:5,
3:13, 4:21,	15:11, 43:19	10:21 <b>,</b> 56:17	65:7, 65:8,
5:16, 5:17, 6:7,	amount	anything	65:10, 68:4
8:23, 10:9,	14:10, 15:19,	52:16, 52:19,	arrivals
10:14, 12:2,	16:8, 16:12,	53:2, 53:10,	12:16
13:8, 14:1,	47:9	53:13, 54:13,	articles
17:24, 19:12,	analyses	54:18, 58:3	45:6
20:11, 22:19,	24:6	apologize	asked
25:24, 31:15,	analysis	62:5	13:14, 20:5,
33:20, 35:14,	51:14	application	30:14, 37:18
38:7, 55:11,	announce	28:16, 30:8,	asking
55:13, 58:8,	60:20	31:6	3:22, 54:23
60:8, 60:12,	announcements	apply	aspect
62:8, 62:21,	46:5	28:17	44:5
63:10, 65:20,	annual	appointed	assess
67 <b>:</b> 5	18:19, 44:20	4:20, 56:24	27:22
allocated	anonymous	appointment	assessed
38:16	61:7, 62:13	5:24, 8:24,	27:14
allows	another	10:3, 49:22	assistance
9:14	11:22, 30:3,	appointments	64:11
along	60:8	8:14, 9:6	associated
10:22, 14:15,	answer	appreciate	60:4
34:5, 59:6	47:6	53:19, 54:11,	association
already	anticipated	55:10, 68:2	44:21, 44:22,
19:16, 50:12,	29:5	appreciation	44:23
54:2	anticipations	33:2	attend
also	52:15	appreciative	44:2
2:17, 6:12,	any	6 <b>:</b> 17	attention
7:10, 14:2,	8:2, 10:7,	approach	32:16, 54:22
23:12, 24:13,	12:10, 16:21,	36:8	audience
28:22, 29:2,	19:19, 25:17,	approaches	36:19, 38:10
30:12, 33:8,	26:19, 32:5,	24:23	audio
33:10, 37:3,	47:7, 47:11,	appropriate	39:19, 70:10
37:13, 38:16,	50:2, 52:9,	62:15	automatic
39:9, 39:12,	55:7, 55:12,	approve	46:23
40:5, 40:9,	55:23, 58:1,	58 <b>:</b> 5	available
			3:25, 29:6,

Conducted on December 12, 2024 /3				
35:16, 40:9	because	18:11, 20:18,	13:20, 22:20,	
average	19:14, 20:20,	27:23, 36:12,	27:24, 35:19,	
16:6, 48:5,	21:6, 26:25,	45:1, 45:7,	57:3, 66:8,	
48:8	29:5, 33:1,	51:4, 54:24,	66:17	
averages	33:19, 53:5,	60:4, 60:16	black	
16:18	54:14, 54:25,	belief	46:15	
aware	60:8, 62:4,	69:5	blauvelt	
12:11, 59:21,	65:3, 66:5	believe	2:13, 4:15,	
67:4	becker	5:3, 10:10,	4:16	
awareness	2:20, 60:22,	47:16, 57:3	block	
36:12	60:23, 62:3,	below	58:21	
away	62:12, 62:22	15:5, 20:10,	blurb	
_	become	52:4	49:18	
20:8, 66:22,	6:1	beltway	board	
66:24	been	<b>-</b>		
awhile		52:14	32:10, 49:12	
33:11	6:16, 8:13,	beneficial	body	
aye	9:13, 11:5,	53:10	59:7	
63:19, 63:20,	11:6, 15:7,	benefit	both	
63:21, 63:22,	21:20, 25:9,	1:6, 3:4,	7:22, 8:7,	
63:23	26:1, 26:3,	10:11, 10:17,	24:11, 35:4,	
ayes	27:6, 27:12,	36:3, 63:9,	49:22, 54:19,	
63:17, 63:18	29:25, 32:7,	65:2, 67:19	60:16, 64:5	
В	44:5, 44:24,	benefits	рож	
back	45:13, 49:4,	60:1	46:16	
18:11, 28:15,	50:15, 51:2,	best	brackets	
47:5, 48:21	53:12, 55:1,	25:2, 46:14,	32:11	
background	58:21, 59:6,	51:17, 54:8,	brand	
13:20	67:13, 68:2	54:15, 59:3,	46:19	
backs	before	63:3, 65:18,	break	
58:6	5:18, 5:21,	69:4, 70:11	16:14	
based	6:4, 12:8,	better	breakdown	
14:1, 14:8,	19:20, 28:7,	24:10, 31:25	28:23, 30:6,	
14:13, 22:6,	30:18, 52:9,	between	30:12, 30:17	
24:25, 25:13,	58:6, 59:1,	7:6, 14:9,	bridge	
28:12, 29:8,	64:16, 64:21,	16:1, 28:19,	34:4	
30:2, 36:21,	70:3	30:25, 40:1,	brief	
38:12, 50:4	begin	41:6, 51:18	8:4, 13:7, 64:9	
basic	24:5, 24:9,	bias	briefly	
11:2	61:5	31:23	6:23	
	behalf	biedrycki	bring	
basically	66 <b>:</b> 4	2:5, 4:22, 4:23	67:10	
31:19	behavior	big	brionna	
basis	12:4, 41:10	45:22	35:18, 35:24,	
50:24, 68:14	behavioral	bigger	36:1, 47:8,	
baton	32:4, 49:22	31:22	47:11	
6 <b>:</b> 20	being	biggest	broadcast	
became	5:17, 9:3,	53:15	40:8, 40:12,	
8:21	14:4, 17:3,	bit	40:23, 41:12	
	<u> </u>	11:13, 13:17,	40:23, 41:12	
		11.10, 10.1/,		
			I	

broadcasts		capped	33:21, 34:2,
38:4	calendars	15:3, 15:4	53:21
brochure	65:22	captured	certificate
37:12, 44:9	call	37:13	70:1
bronze		care	certification
25:8, 30:19,	3:3, 4:3, 5:18,	13:24	69:1
30:25, 31:1,	26:18, 27:13,	carolina	certify
31:2, 31:5,	28:19, 47:25,	47:15	69:3, 70:5
31:18, 31:23,	48:2, 48:6,	carrier	certifying
32:12	48:12, 48:13,	15:1, 30:13	23:16
brother-in-law	48:16, 53:3 called	carriers	chair
47:15	24:14, 47:15,	50:16, 51:12	2:3, 3:2, 3:8,
budget	47:23	carry	3:9, 4:11, 4:18,
17:6, 17:14,	calling	47:1	4:24, 5:2, 5:6,
38:14, 38:17		case	5:9, 5:13, 5:16,
build	58:22 callouts	14:3, 69:10,	6:1, 6:4, 6:6,
36:12, 66:14,	46:16	70:14	6:13, 6:25, 7:3,
66:15	46:16 <b>came</b>	castro	7:4, 7:14, 7:15,
building		2:6, 4:25, 5:1,	7:16, 7:17,
23:20, 26:6	17:3, 49:15 camera	19:22, 19:25,	7:18, 7:20,
built		20:20, 57:15,	7:22, 8:3, 8:9,
50:14, 54:2	5:11	57:19, 57:24,	8:15, 8:16,
bureau	cameras 3:20	58:5, 61:19,	8:17, 8:20,
2:13	campaign	61:23, 62:7,	8:21, 9:3, 9:7,
bus		63:19	9:8, 9:17, 9:23,
39:5	35:20, 36:6,	catches	10:2, 10:7,
busier	36:8, 36:11,	32:16	21:24, 48:22,
11:5	36:23, 38:8, 38:14, 38:22,	categories	48:25, 52:1,
business	42:24, 43:10	29:11	52:7, 55:11,
6:2, 6:9,	can't	celebrate	55:22, 55:24,
44:12, 55:20,	54:2, 63:7	45:21	56:3, 56:4,
55:21, 59:2,	cancellations	cell	56:9, 56:14,
64:18, 64:19,	27:1	35:11	56:18, 56:21,
64:20, 64:23,	candidacy	census	56:23, 57:13,
67:6, 67:10,	59:12	29:22	57:21, 57:25,
68:7	candidate	center	58:7, 58:10,
busy	57:4, 57:6	37:7, 48:16	58:12, 58:13,
53 <b>:</b> 12	candidates	centers	58:15, 58:17,
buying	60:12	47:25, 48:2,	58:18, 58:20,
33:14	cannot	48:6	59:10, 59:14,
by-laws	7:2	cer	59:19, 59:24,
8:13	cantu	70:3, 70:22	60:1, 60:4,
bye	2:3, 3:7	certain	60:13, 60:15,
68:21	2:3, 3:7 cap	9:8, 14:2,	60:21, 61:6,
bylaws	15:14	16:20, 50:20	61:16, 62:1,
6:23 <b>,</b> 6:24	capacity	certainly	62:10, 62:14,
bypass	6:19	9:21, 9:23,	62:16, 62:18,
62:17	U•⊥9	19:5, 20:16,	62:21, 62:25,
		·	

Conducted on December 12, 2024 /5				
63:8, 63:9,	choose	collection	9:19, 25:7,	
63:14, 63:16,	22:12, 25:21	7:11	49:12, 56:25,	
63:22, 63:24,	chose	college	59:11, 60:7,	
64:1, 64:3,	22:10	43:16	65:3, 65:16,	
64:4, 64:8,	chosen	colors	66:15, 67:15,	
67:24, 68:24	36:21	46:19	67:23	
chair's	christmas	columns	commonwealth	
5:20, 5:24,	53:3, 53:22	46:16	1:1, 18:2,	
7:19	circuit	combination	20:12, 52:18,	
chaired	12:12	36:17, 38:9,	70:23	
67 <b>:</b> 15	circumstances	39:7	communities	
challenges	23:8, 33:15	come	37:17, 43:19	
50:25	clear	18:11, 26:20,	community	
change	50:4	27:4, 68:11	41:4, 42:18,	
12:3, 16:10,	click	comfortable	43:21, 44:3,	
16:21, 16:23,	43:4, 61:12,	6:7, 10:21	44:23	
19:13, 25:19,	61:13	coming	compared	
52:17, 54:18	click-through	12:5, 13:6,	14:12, 35:23	
changed	43:6	53:13, 67:3	comparison	
22:22, 25:5	clickable	comment	31:14	
changes	41:14	64:16, 64:21,	compelling	
23:14, 25:22,	clicks	68:10, 68:11	37:20	
52:14, 52:15	43:2	comments	complete	
changing	cliff	7:12, 55:12,	5:18	
22:23		58:3, 59:15,	completed	
channel	15:8, 18:11 clinic	68:14, 68:16	37:25	
41:8, 41:16,		commercial	comply	
42:6	44:21, 44:22 close	51:1	23:17	
channels		commercials	conduct	
37:22, 38:14,	18:24, 54:22 closely	39:25, 40:13,	50:2	
38:18, 38:20,	50:16	40:14, 40:22	conducted	
40:7, 40:11,	cms	commission	1:12, 43:16	
41:25, 42:3,		1:2, 7:6, 7:8,	conducting	
42:14	12:13, 12:17,	7:10, 7:12,	50:2	
charitable	12:24, 23:14,	13:15, 13:18,	conference	
44:22	23:23, 24:4, 24:13, 55:4	69:6, 70:18	45:8, 46:1	
chat	24:13, 55:4 cms's	commissioner	conferences	
3:20	50:6	2:13, 4:13,	44:18, 44:20	
cheryl	code	4:14	confident	
4:5	16:14, 30:1	commitment	59:9	
chief	cohorts	7:24	conflict	
2:18	31:20	committee	5:3, 49:15	
childhood	collaboration	1:7, 2:19, 3:5,	congratulations	
12:15		3:10, 3:19,	48:18, 56:9,	
children	7:5, 7:18 collaborations	5:24, 6:15,	62:24, 63:1,	
18:23		6:25, 7:7, 7:9,	64:1, 64:5	
choice	45:4	7:13, 7:14,	congress	
25:18	colleagues	7:15, 9:13,	15:11, 16:1	
	59:11, 61:8		13.11, 10.1	
L				

congressional   41:20, 41:22,   11:25, 15:16,   15:3, 15:	
17:6, 17:13 41:25, 42:2, 17:24, 31:7, 15:12, 15	
connect 47:9, 50:17 32:3, 39:7, 15:20, 17	
44:24, 45:1 <b>context</b> 47:23, 50:8 28:7, 30:	
connected 54:24, 66:9, counsel 30:10, 31	1:7,
39:23, 40:24 66:17 12:25, 69:9, 53:16	
connecting continue 70:13 critical	
68:20 11:20, 26:6, <b>country</b> 21:6, 60:	: 9
connection 29:9, 35:7, 46:9 24:24 cross	
7:25 continues couple 34:9	
conners 23:2, 60:3 6:10, 12:11, cunningha	am
5:3 <b>continuing</b> 12:20, 17:23, 5:4	
connors 23:4, 30:20, 18:6, 18:12, curiosity	<b>Y</b>
49:13 50:23 18:16, 18:22, 54:12	
cons continuity 64:13 curious	
52:13, 53:6 21:8 <b>couple's</b> 8:6, 49:1	17
consent continuous 18:12 current	
35:10 21:22, 23:1 <b>course</b> 26:24, 56	6:24
consider contribute 26:14, 27:3, currently	7
31:25, 55:23	:21,
consideration contribution court 38:21, 39	9:11,
7:13 15:19 10:3, 12:12, 43:23, 45	5:12 <b>,</b>
considered contributor 70:1 50:1, 50:	<b>:</b> 5,
20:18 59:7 <b>coverage</b> 56:20	
consistent conversation 3:13, 17:12, curve	
17:24, 29:16 55:16 21:8, 21:12, 33:15, 34	4:2,
consumable cool 21:13, 21:18, 34:6	
26:5 55:8 21:21, 21:22, <b>customer</b>	
consumed coordinate 23:1, 23:6, 37:14	
66:23 7:4, 7:10 28:14, 28:17, <b>customers</b>	3
consumer corner 34:1 35:22	
12:3, 25:18, 61:14 coverages cut	
42:10 corporation 37:6 55:7	
consumer's 1:2, 69:6 covered cycle	
14:11, 49:21 <b>correct</b> 33:7, 40:16 8:14, 9:4	1
consumers   8:11, 47:18,   craig	D
11:15, 11:25, 69:5 5:2, 49:13 daca	
15:21, 16:9, correctly create 12:13, 12	2•1Δ
16:12, 16:17, 63:5 41:20 12:19, 13	
17:4, 21:9, cost created dashboard	
21:17, 22:7, 25:15, 31:11, 17:22, 52:19 26:7	<del></del>
22:15, 25:3, 32:14, 32:17, creative data	
25:19, 30:22, 32:21, 43:3 36:20 22:6, 26:	• 8 -
34:5, 34:19, costing credits 29:6, 29:	
37:16, 48:10, 43:8 13:12, 13:21, 29:10, 20	
49:3, 50:19 costs 13:25, 14:1, 30:21, 32	
content   33:6   14:4, 14:11,   34:9	,
37:11, 41:4, could 14:20, 14:24,	
9:23, 10:1,	

Conducted on December 12, 2024				
date	deliver	dig	distribution	
51:6	36:19	22:5, 30:20	31:18	
dates	demographic	digging	dmas	
8:24, 65:18,	41:8	32:24	2:15, 4:8,	
65:21	demographics	digital	23:2, 27:21,	
day	37:13	38:9, 38:22,	27:25, 28:3	
11:24, 69:12	department	39:4, 39:7,	document	
days	43:22	42:21, 70:9	46:20	
12:11, 13:6,	depending	direct	doing	
45:19, 47:20	16:16	39:16	21:16, 21:20,	
dc	depos	direction	23:16, 31:13,	
67:18	69:18	49:17, 50:9,	45:12, 55:6,	
deadlines	deputy	51:7, 51:16	55:14	
37 <b>:</b> 5	2:13, 4:9	directly	done	
deal	describe	15:1, 39:17,	27:17, 27:25,	
31:25	6:21	44:14	45:5, 45:10,	
decades	design	director	54:25, 61:12,	
58:23	38:12, 46:17	2:4, 4:5, 4:9,	61:13, 63:7	
december	detail	4:10, 7:7, 7:9,	double	
1:13, 3:6,	40:4	10:16	18:13	
11:24, 12:2,	determination	directory	doug	
15:22, 16:1,	27:19, 28:1	49:20, 50:12,	2:8, 5:4,	
23:10, 42:24,	determine	50:14, 50:22,	57:16, 57:22,	
65:10, 69:13	30:1	51:3	58:19, 58:20,	
decide	determines	disabled	59:17, 60:16,	
8:18, 28:17	14:10	3:20	62:6, 64:1, 64:5	
decision	develop	discuss	doug's	
53:17	11:20	44:4, 67:11	57:15	
decline	developed	discussed	down	
56 <b>:</b> 7	37:8, 49:4	56:14	16:14, 55:4	
decrease	developments	discussion	download	
17:9, 43:5	3:15	57:7, 58:3	46:22	
deductible	difference	dispensation	downloaded	
31:3	30:2, 30:22,	52 <b>:</b> 25	37:11	
deep	30:25, 31:19	display	dr	
49:24	differences	25:6, 31:11,	4:19	
default	51:18	38:23, 39:2,	dramatic	
25:5, 25:13,	different	42:19	16:23	
25:14, 25:22,	11:22, 14:23,	displayed	drive	
31:11	18:1, 25:20,	46:13	36:9, 36:14,	
deferred	29:11, 33:3,	distance	38:11	
12:15	33:14, 37:5,	23:18, 23:25,	driving	
definitely	37:13, 38:25,	50:7, 51:14	32:23, 35:22	
68:4	42:4, 42:5,	distinction	dropdown	
definition	42:13, 42:14,	28:19, 29:23,	34:24	
12:18	44:10, 52:5	30:4	due	
deletes	difficult	distribute	49:14	
41:23	16:2, 29:4	44:7	during	
			6:2, 7:16,	
	<u> </u>			

	Conducted on Dec	,	
17:1, 27:3,	eighth	15:22, 23:3,	37:8, 38:13,
43:24	12:12	23:9, 23:11,	38:21, 41:20,
duties	either	27:6, 31:21,	43:23, 43:24,
6:6, 7:19, 8:4	27:12, 27:16	35:16, 46:2,	45:11, 45:15,
<u>E</u>	elect	47:3, 56:5	46:9, 66:23
	62:15	engaged	enrollments
e-mail	election	48:10	13:4, 17:9,
34:15, 34:21,		engagement	30:13
35:4, 35:8,	10:1, 61:6,	24:20, 43:8,	entertainment
37:2, 56:1,	62:23, 63:14	43:17	41:5
65:16	elections	enhance	entities
e-mails	6:4, 6:12,		
62 <b>:</b> 4	60:15, 60:21,	46:9	45:3
each	67 <b>:</b> 6	enhanced	error
14:11, 28:25,	element	13:11, 15:10,	61:25
47:22, 66:14	30:3	15:12, 17:2,	especially
earlier	elements	19:14, 20:4,	24:4, 31:18,
13:13, 42:11,	46:17	20:24, 53:16	33:23, 61:1
56:5, 56:14,	eligibility	enhancements	essentially
63:5	14:2, 15:3,	15:21, 17:10,	20:8, 46:14,
early	21:12, 27:19,	17:15, 46:8	52:13
65:15	28:1	enjoined	estimated
earned	eligible	12:13	7:23, 17:14
	12:21, 14:4,	enroll	estimates
36:18, 37:24	14:21, 15:16,	35:12, 36:10,	17:8, 22:4
earning	21:4, 27:13,	36:15, 38:11	etc
15:15	27:14, 27:15,	enrolled	37:7
easy	27:23, 28:6,	13:3, 28:14,	etiquette
33:21		47:21	3:18
economics	28:11, 36:9,	enrollment	
32:5, 63:10	36:15, 56:25		evaluation
educational	elizabeth	3:12, 10:25,	50:3
22:5, 33:18,	5:4	11:1, 11:3,	even
44:7	else	11:4, 11:7,	31:23, 31:24,
effect	56:17, 58:2,	11:12, 11:18,	32:19, 35:9,
17:15, 21:10,	58:12, 64:23,	11:21, 11:23,	43:18
32:4	67:9, 68:5	17:1, 17:17,	event
effective	else's	22:13, 23:5,	43:20, 45:7,
12:1	58:13	23:7, 25:11,	45:20
effectuated	emphasis	25:16, 26:12,	eventful
26:18, 26:19,	45:23	26:15, 26:16,	11:7
28:12	employed	26:18, 26:19,	events
efficiency	69:9, 70:13	26:20, 26:24,	43:23, 44:1,
_	employer-sponsor	27:7, 27:9,	45:11, 45:23,
43:9	33:25	27:22, 28:12,	45:24
efficiently	employers	29:1, 29:12,	ever
48:7	44:12	35:3, 35:7,	27:6, 59:2,
efforts	employing	35:21, 36:6,	59:22, 64:10
35:20, 36:17,	35:9	36:7, 36:14,	every
43:13	end	36:22, 37:5,	63:6
		· · · · · · · · · · · · · · · · · · ·	05.0
	10:20, 12:6,		
	l .	l	

everybody	37:19, 57:11,	fair	46:8, 56:10,
13:22	58 <b>:</b> 24	44:19, 45:17,	61:3
everyone	expiration	47:9	fights
27:18, 36:1,	13:12, 13:16,	fairly	58:1
59:21, 60:22,	15:25, 20:4	21:10	figure
68:5, 68:19	expire	fall	56:10, 65:17
everyone's	15:22, 17:10,	20:10, 65:8,	figured
68:16	23:9	66:22	63:11
ex-officio	expired	falls	filing
2:12, 4:4, 7:1,	5:25, 8:17	14:14, 14:15	14:25
56:13	expires	families	fill
exactly	6:15, 68:1,	28:13, 31:21,	61:11
55:2	70:18	31:22, 32:20	film
example	expiring	family	37 <b>:</b> 20
8:20, 19:3,	19:14	19:4	filmed
42:16, 42:18,	explain	famis	40:13, 42:12
51:19	46:15, 60:19	27:16	filter
examples	extend	faqs	31:24
16:19, 38:20,	23:4	46:18, 49:4	filtering
40:10, 42:9,	extended	far	25 <b>:</b> 22
42:15, 45:9	23:10	11:5, 42:23,	financial
exchange	extending	43:13, 45:5,	37:6, 69:11,
1:6, 2:21, 3:5,	53 <b>:</b> 21	45:11, 45:13,	70:15
6:23, 6:24, 7:7,	extension	54:25	fine
7:9, 10:11,	53:15	federal	62:11
10:17, 21:7,	external	14:15, 14:17,	fingertips
34:19, 36:3,	44:19	15:5, 15:14,	51:22
47:16, 52:19,	extreme	15:16, 18:7,	finish
60:24, 65:2,	19:3	18:24, 19:2,	64:11
66:12, 67:19	<u>F</u>	19:9, 19:15,	finished
exchangedivision-		20:9, 20:19,	3:23
@scc	face	24:1, 47:16,	first
68:15	66:13	50:6, 52:18,	4:3, 15:13,
excited	face-to-face	53:12 <b>,</b> 53:18	16:3, 22:25,
3:14, 11:19,	66:10	feedback	24:5, 34:22,
41:16, 42:6	facebook	25:1, 43:18	36:12, 48:13,
exciting	39:11	feel	50:7, 52:17,
11:7, 55:15	facilitate	6:7, 9:9, 19:6,	55:20, 55:23,
existed	34:5	46:6, 57:5, 64:9	58:8
24:17	facility	fellow	fist
expanded	50:21	59:10	58:1
12:18, 15:12	fact	fertile	fit
expansion	20:6, 22:17	51:19	24:11
20:9	factor	few	five
expected	14:4	5:20, 6:5,	37 <b>:</b> 15
11:6, 30:20	factors	22:22, 22:24,	flexibilities
experience	14:2, 22:11	26:1, 38:2,	54:1, 55:3
33:9, 33:10,	failed	40:11, 44:17,	flexibility
	62 <b>:</b> 2	,	24:2, 52:22,
			,

	Ī	CHIOCI 12, 2024	
53:1, 54:5	functioning	19:24, 31:15,	42:20
flip	48:7	34:16, 35:24,	gotten
17:13	funding	40:3, 40:16,	53:11
floor	20:4, 20:9,	55:18, 58:14,	gov
57:8	20:19	58:17, 58:19,	34:14, 34:16,
flyers	further	61:21, 63:7,	34:14, 34:10, 34:11,
37:12, 44:11	35:15	64:21, 66:11,	68:15
focus	future	66:12	government
		goal	2:18
24:20, 26:2,	22:23, 50:9	46:5	
51:8	G	goes	granted
focusing	gained	•	13:22
26:3	44:17	21:10, 28:15,	graphics
folks	game	67:1	37:11
8:2, 13:10,	54:15	going	gray
31:20, 32:2,	gaming	6:21, 15:24,	2:8, 5:4, 5:5,
33:1	41:5	16:5, 16:19,	57:9, 58:19,
foregoing	gap	17:1, 18:13,	59:18, 59:20,
69:4, 70:4,	34:4	19:5, 21:13,	61:17, 62:6,
70:6	gas	23:15, 24:3,	62:20, 63:15,
forgot	39:6	24:16, 26:2,	63:23, 64:2,
22:9	gathering	26:23, 32:17,	67 <b>:</b> 12
form	28:2	33:5, 33:6,	great
41:22		33:12, 33:13,	4:11, 31:17,
forward	gauged	35:15, 35:17,	35:13, 42:23,
9:16, 50:23,	43:18	35:20, 36:3,	43:10, 44:5,
55:16, 63:11,	generally	39:19, 39:23,	44:24, 54:10,
63:13, 68:20	7:24, 29:17,	40:10, 41:24,	57:10
found	32:9, 32:10,	42:1, 43:11,	greater
27:12	53:23	49:24, 51:8,	14:18
four	getting	52:12, 53:5,	grocery
18:1, 29:17,	21:2, 52:22,	53:6, 53:18,	39:6
65:9, 65:10,	61:25	53:20, 58:1,	ground
65:21, 67:7	give	61:4, 61:5,	50:15
fourth	13:6, 13:19,	67:17, 67:21	group
3:4	44:13, 51:15,	gold	64:24
free	66:6, 67:2	31:1, 32:19	groups
	given	gone	24:20
9:9, 25:19,	10:20, 20:17,	11:3	guidance
44:21, 57:5,	26:19, 35:10,	good	53:2, 53:9
64:10	69:12	4:15, 8:10,	<b>'</b>
friends	gives	11:8, 11:9,	guy
59:6	42:16	28:5, 35:25,	63:4
front	glad	51:7, 57:4,	H
43:1, 48:16	59:11	57:10, 58:11,	halfway
fulfillment	global	60:22, 64:23,	10:25
7:18	41:4	66:1	hand
fully	go	google	3:21, 47:5,
70:6	3:16, 4:2, 6:6,	39:13, 39:15,	69:12
function	,,,	55.15, 55.15,	
3:21			

	_		
handle	heck	30:18, 32:3,	hoping
16:3	67:16	32:11	60:25
happen	held	highest	hosted
34:22	10:1, 43:17	31:3	43:14
happened	helm	highlight	hour
8:22	60:11	37:4, 40:11	47:22
happens	help	highly	hours
28:16, 40:15	30:22, 34:4	41:13	38:2, 41:23
happy	helped	hinojosa	household
47:6, 47:12,	46:17	2:3, 3:2, 3:8,	14:14, 18:3
52:6, 57:19,	helpful	4:11, 4:18,	however
68:19	10:6, 29:23	4:24, 5:2, 5:6,	11:14
hat	helping	5:9, 5:13, 5:16,	hulu
58:13	21:17	8:9, 10:2, 10:7,	39:24
hbe	helps	21:24, 48:22,	humorous
2:19	22:1	48:25, 52:1,	40:16
heading	here	52:7, 55:11,	I
49:18, 56:19	4:21, 5:1,	57:13, 57:21,	ideas
heads	5:15, 5:17,	57:25, 58:7,	68:17
67 <b>:</b> 2	10:4, 10:14,	58:10, 59:14,	
health	11:11, 13:6,	59:19, 59:24,	<pre>identified 37:15</pre>
1:6, 3:4, 3:13,	17:5, 18:14,	62:1, 62:10,	ikeita
10:10, 10:17,	19:18, 22:18,	62:18, 62:21,	
12:22, 13:14,	24:3, 27:11,	62:25, 63:8,	2:3, 3:7, 9:11,
14:5, 14:9,	28:8, 28:21,	63:16, 63:22,	10:13, 48:21,
18:17, 23:16,	28:22, 30:12,	63:24, 64:3,	62:8, 67:12,
24:11, 27:4,	30:24, 36:2,	67:24, 68:24	67:17, 68:23
32:22, 33:19,	38:19, 44:19,	historical	illustrate
34:16, 36:3,	45:17, 54:8,	66:9, 66:17	22:1
36:10, 37:7,	57:19, 58:2,	hobbies	image
39:14, 41:11,	65:4	42 <b>:</b> 5	46:15
43:22, 44:20,	here's	hold	immigration
44:23, 49:23,	30:6	6:3, 6:12,	12:20
58:24, 60:7,	hereby	10:20, 47:22,	impact
63:9, 65:2,	69:3, 70:5	65:4	22:1, 22:18,
67:18	herein	holiday	25:17, 30:9,
health-related	69:7	68:20	42:18, 53:19
45:2, 45:23	hi	holidays	impacts
healthcare	4:7, 60:22	65:15	12:25, 13:15,
13:23, 34:14,	high	holly	15:25, 17:19,
34:16, 34:18,	17:19, 22:13,	2:18, 9:12	25:11
34:21, 44:18,	22:18, 25:8,	honor	implement
45:21	42:18	68:3	46:7
hear	high-impact	honored	implemented
39:20, 55:15	39:2	6:16, 56:6	50:13
hearing	higher	hope	important
10:9, 58:14,	11:15, 14:16,	2:15, 4:8	21:6, 24:24,
60:14	15:20, 26:24,	hopefully	26:16, 34:3,
00.11	13:20, 20:24,	29:13	
		20.10	
			<u> </u>

	1	December 12, 2024	
60:9, 68:17	individual	37:1, 40:15,	invitations
impose	14:11, 14:14,	41:11, 59:1,	65:20
23:24	19:8, 19:16,	60:8	involved
impression	57 <b>:</b> 4	integrated	33:16
60:6	individuals	36:8	issued
impressions	13:2, 13:4,	intention	12:12, 24:13
42:25	15:4, 15:15,	24:25	issues
impressive	16:20, 17:18,	interest	10:4
55:1	26:9, 27:12,	69:11, 70:15	item
improve	27:20, 28:2,	interested	5:19, 5:21,
46:6, 46:17	28:13, 31:5,	11:19, 13:10,	55:19, 64:17,
inaccuracies	32:20, 33:23	26:10, 30:25,	64:19, 68:9
49:21	ineligible	33:18, 34:7	items
inclement	56:16	interesting	64:23, 67:10,
66:24	influencer	29:15, 49:5	68:7, 68:11
include	40:4, 41:15,	interim	itself
12:19, 37:3,	42:2	2:3, 3:2, 3:9,	16:10
40:7, 45:5,	influencers	4:11, 4:18,	J
65:17	41:18	4:24, 5:2, 5:6,	james
included	informal	5:9, 5:13, 5:16,	4:13
9:22, 13:25	60:3	6:1, 7:22, 8:9,	janet
income	informally	10:2, 10:7,	4:5
14:3, 14:8,	9:14	21:24, 48:22,	january
14:9, 14:12,	information	48:25, 52:1,	12:1
14:16, 14:18,	28:2, 31:13,	52:7, 55:11,	jd
15:19, 16:21,	31:17, 46:13,	57:13, 57:21,	67:19
18:4, 18:19,	51:4, 51:12,	57:25, 58:7,	job
20:23, 31:20,	52:6	58:10, 59:14,	1:23, 55:14
31:21, 32:3,	initial	59:19, 59:24,	
32:11, 34:10	11:11	62:1, 62:10,	<pre>joining 3:10</pre>
incomes	initially	62:18, 62:21,	jones
15:5	15:2	62:25, 63:8,	1 -
incoming	inquiries	63:16, 63:22,	35:25, 36:1,
9:17	49:7, 50:22	63:24, 64:3,	40:19, 40:21 joshua
incorporated	inside	64:8, 67:24,	70:3, 70:22
20:11, 20:15,	52:14	68:24	julie
41:12	instagram	interject	2:13, 4:16
incorporating	39:12	8:11	2:13, 4:16 jump
51:11	instead	interrupt	8:11, 9:9
increase	12:7, 53:4	10:22	•
16:7, 16:11,	insurance	interview	<pre>june 6:16, 23:11,</pre>
17:6, 17:16,	2:14, 3:15,	37:18	
18:8, 18:25,	13:15, 14:9,	interviewed	56:6, 65:7,
19:4, 19:11,	15:1, 18:13,	38:1	66:20, 68:1
35:22, 43:7	18:18, 21:3,	interviews	K
increased	27:4, 32:22,	45:6	kachru
46:20	33:20, 34:17,	invested	2:7, 5:7, 5:8,
indication	36:10, 36:13,	38:14	
48:10			

	Conducted on Dec	ember 12, 2024	83
8:5, 10:5, 63:21	54:13, 54:19,	learned	liaison
karen	55:6, 57:16,	38:13, 59:4	2:19, 7:6
4:19	57:18, 58:21,	learning	life
keep	59:1, 59:23,	33:15, 34:2,	40:15
17:24, 20:25,	61:6, 63:6,	34:6	lifetime
26:17	64:13, 65:3,	least	10:3
kelly	65:21, 65:24,	22:11, 24:1,	likely
4:5	66:2, 66:6,	26:22, 47:22,	12:3, 27:15,
keven	66:11, 66:19,	67 <b>:</b> 25	27:23, 31:22
2:4, 10:15,	66:25, 67:3,	led	link
29:19, 34:13,	67:16	47:24	4:1
35:25, 37:3,	knowledge	lee	list
38:1, 47:5,	57:11, 69:5,	2:5, 4:22	10:18, 52:20,
47:13, 52:12	70:12	left	53:3, 53:22,
key	known	11:18, 39:1	54 <b>:</b> 4
14:4, 21:15,	15:7, 59:3	legal	listed
37:5, 37:12,	knows	12:25	38:19
53:24	13:22	length	listeners
kicking	L	8:12	38:6
23:18, 51:10	last	less	listening
kind	11:14, 11:23,	43:8, 48:6,	47:5
20:25, 32:4,	11:24, 17:7,	48:12	little
49:1, 49:6,	19:7, 22:25,	lessons	10:24, 11:13,
50:1, 50:2,	26:12, 28:24,	59:4	11:17, 13:17,
50:20, 52:20,	35:23, 38:13,	let's	13:20, 18:19,
54:12, 60:3,	43:5, 43:7,	3:16, 4:2,	22:20, 27:17,
64:19	47:20, 48:4,	17:20, 58:5,	27:24, 35:19,
kinds	50:25, 51:23,	58:14	40:3, 49:18,
49:4	52:5, 64:12,	level	57:3
kip	64:24	14:15, 14:17,	live
2:9, 5:9,	last-minute	15:6, 15:14,	16:17, 41:3,
31:16, 61:24, 62:7	12:4	15:16, 17:19,	41:12
kit	lastly	18:7, 18:10,	lives
37:9	30:16	18:24, 19:2,	9:3, 33:22
	latest	19:10, 19:15,	11c
know 8:13, 9:18,	3:14	20:19, 23:14, 24:2, 28:16,	69:18
10:19, 11:17,	launch	30:17, 33:10,	loadable
13:5, 20:22,	41:16	34:10, 45:2,	37:10
22:14, 31:16,	law	52:18, 53:18	<b>logo</b> 47:1
31:24, 32:19,	20:8, 21:9	levels	
32:22, 33:4,	lawful	15:19, 16:21,	long
33:11, 44:12,	12:18	20:23, 22:13,	10:18, 15:7,
49:3, 49:6,	lead	25:18	59:1
49:10, 49:12,	35:3	levy	longer
51:11, 51:22,	leadership	1:25, 69:3,	8:17, 8:19, 9:4, 9:24, 17:11
51:23, 53:5,	6:18, 64:7	69:17	9:4, 9:24, 17:11 look
53:23, 54:5,	learn	lexicon	9:17, 16:4,
	3:14, 54:8	50:19	J:1/, 10 <b>:</b> 4,
		<u> </u>	l

	1	<u> </u>	1
16:25, 17:20,	love	43:1, 58:25	37:2, 37:10,
17:25, 18:21,	40:14, 55:15	march	37:22, 37:24,
19:8, 24:8,	low	65:6, 66:18	37:25, 38:2,
24:18, 26:4,	48:12	margin	38:8, 38:12,
26:15, 27:10,	lower	22:16	39:10, 40:25,
28:8, 34:12,	11:13, 31:9,	market	41:18, 42:3,
42:20, 42:21,	31:20, 32:11,	33:13, 41:10	42:22, 42:24,
46:6, 52:4,	32:21, 61:13,	marketing	45:6
53:12, 55:16,	61:14	28:9, 35:18,	medicaid
68:20	lowest	35:20, 36:2,	20:9, 20:19,
looked	31:2, 32:13		21:11, 21:12,
18:1, 18:3,	lunardi	36:4, 36:17,	21:21, 23:6,
51:23		37:2, 40:5,	27:10, 27:13,
looking	4:10	41:15, 42:2	27:14, 27:16,
9:16, 20:6,	M	marketplace	27:20, 27:24,
20:12, 20:22,	madam	3:16, 12:6,	33:24
	62:14	14:6, 17:4,	meet
22:11, 30:21,	made	17:12, 21:14,	9:18, 65:13,
32:8, 32:13,	3:25, 26:22,	21:19, 22:21,	66:12
49:19, 50:20	30:4, 53:18,	26:21, 27:5,	
looks	59:5	27:19, 33:25,	meeting
19:7, 42:17	mail-outs	34:1, 34:25,	1:7, 3:3, 3:5,
lose	44:15	36:9, 36:13,	3:18, 3:25, 7:5,
23:6	main	37:16, 37:19,	25:7, 26:13,
losing	44:9	38:11, 39:21,	28:24, 34:8,
21:11, 21:12,	maintaining	40:15, 44:7,	49:14, 55:25,
21:21, 67:16	54:5	49:9, 49:19,	56:2, 56:12,
lot	make	50:1, 53:25,	56:18, 63:6,
13:9, 22:25,	5:20, 6:6,	54:6, 59:2	64:12, 64:24,
44:10, 44:13,	15:19, 19:18,	marketplace's	65:5, 65:6,
45:24, 57:17,	21:16, 23:5,	37:1	65:8, 65:9,
59:3, 59:4,	24:9, 24:21,	marketplaces	65:18, 65:19, 65:21, 66:10,
59:5, 67:17,	26:5, 27:19,	12:22, 13:11,	66:18, 66:20,
67:22	29:8, 50:18,	23:15	66:21, 68:18,
lots	54:5, 61:16,	match	68:25, 69:6
57:10	61:21, 62:13,	20:10	meetings
lou	65:24, 66:3	material	6:14, 7:25,
5:13, 47:13,	makes	44:13	26:1, 43:17,
56:8, 56:9,	14:22, 32:12,	materials	44:2, 44:3,
56:21, 57:9,	52:1	28:9, 36:20,	56:6, 64:22,
58:7, 59:16,	makeup	44:8, 44:16	65:1, 65:10,
59:25, 60:1,	18:4	maybe	65:12, 67:8,
60:16, 61:18,	making	20:5, 33:4,	68:1
61:19, 61:23,	18:16, 26:7,	38:25, 62:4	member
61:25, 62:7,	33:23, 53:24	meaning	7:1, 20:1,
62:15, 62:23,	manager	43:1	49:13, 56:13,
63:1, 64:4 louis	35:19, 36:2	means	61:9, 61:10
	many	27:14, 27:24	members
2:10	12:11, 27:2,	media	2:2, 2:12,
		36:18, 36:24,	,,

	Conducted on Dec	, .	1
3:19, 4:4, 4:21,	minute	20:21, 49:1,	need
7:2, 56:15,	12:9, 48:4	49:7, 65:18	6:3, 21:18,
56:25, 65:4,	minutes	move	54:7, 65:24
65:16, 65:19,	6:5, 6:10,	5:18, 5:21,	needed
66:15	22:24, 48:9,	12:8, 18:9,	7:19
mention	64:13	19:12, 19:20,	needing
22:9, 49:3,	miss	22:20, 35:6,	44:15
49:11, 64:20	67 <b>:</b> 22	43:11, 52:9,	needs
mentioned	missing	58:15, 62:15,	9:19, 27:17,
30:18, 42:11,	32:20	64:16, 68:9,	33:19
45:11, 56:4	misunderstood	68:12	neither
menu	54:24	moved	69:9, 70:13
34:24	mix	63:15	netflix
message	56:21	moving	39:24
35:11, 67:1,	model	4:20, 34:5,	network
67:3	50:8	51:7, 51:15,	23:17, 23:22,
messages	moments	54:15, 63:11,	23:24, 49:11,
35:9, 37:4,	56:10, 61:3	63:13	49:16
65:25, 66:5	moms	much	networks
messaging	44:11	10:12, 16:22,	51:13
36:19, 43:10	month	40:21, 47:4,	new
metal	11:18, 12:6,	55:6, 66:6,	6:13, 8:23,
25:18, 30:17,	12:7	67:22, 68:2,	9:17, 10:1,
34:9	monthly	68:21	11:15, 12:23,
metrics	15:2, 18:9,	music	24:13, 33:13,
11:2, 11:11,	18:25, 19:11,	41:5	33:14, 33:15,
26:1, 26:4,	25:14, 26:22,	muted	35:22, 37:8,
27:10, 48:4	30:6, 30:7,	3:21	38:17, 40:2,
michigan	44:2, 44:4	N	40:5, 40:13,
67:20	more	name	46:4, 46:11,
microsoft	6:14, 13:5,	3:7, 4:7,	46:17, 50:13,
61:4	14:8, 16:23,	10:15, 56:20,	50:14, 63:9,
middle	24:3, 24:10,	57:2, 58:13,	64:4, 65:3
12:7, 12:23	26:5, 26:8,	60:23	newest
might	27:17, 27:25,	nationwide	40:22, 41:2
24:21, 34:11	29:4, 31:22,	17:8, 17:15,	news
million	39:3, 40:4,	22:4	20:17
38:6, 42:25	41:6, 42:15,	native	newsletter
mind	43:8, 45:9,	43:19	45:6
13:9, 26:17	45:14, 46:21,	navigator	next
mindful	54:11, 55:6,	43:25	5:19, 5:21,
67:1, 67:7	64:15, 64:17,	nays	12:8, 15:22,
mine	67:25	63:24	16:2, 18:21,
61:17	morning	near	19:20, 21:13,
minimal	47:14	22:23	23:11, 23:19,
7:23	mortlock	necessary	24:18, 29:14,
minimum	2:18, 9:11	23:21, 62:17	34:8, 40:19,
50 <b>:</b> 6	most	23:21, 02:1/	41:17, 51:20,
	14:22, 15:20,		·
	, =====,		
	•	·	

	T		T
52:10, 55:16,	notable	oh	41:9
55:19, 68:9	14:22	54:18, 62:3	only
nice	notary	okay	3:2, 3:19,
67 <b>:</b> 21	70:17, 70:23	4:2, 4:18,	6:13, 56:14,
niche	noteworthy	5:17, 19:21,	56:20, 56:24,
44:10	18:14	20:20, 27:9,	61:1, 67:18
nimble	nothing	40:19, 48:24,	open
55:6	9:6	52:7, 56:19,	3:12, 10:25,
nine	notice	57:21, 58:10,	11:1, 11:3,
20:7, 28:10,	31:4, 65:23,	58:14, 59:14,	11:4, 11:7,
28:15	66:7	59:19, 60:14,	11:12, 11:18,
nominate	notices	62:3, 63:12,	11:21, 11:23,
56:13, 58:19	35:4	63:25, 64:15,	25:10, 27:7,
nominated		68:8	35:3, 35:6,
	notifications	old	35:21, 36:5,
56:4, 56:8,	35:8	58 <b>:</b> 22	36:7, 36:13,
56:17, 57:9,	november	older	36:22, 37:5,
57:14	38:1	33:4	37:8, 38:13,
nominating	number		38:21, 41:19,
57:1	11:15, 14:20,	once	43:24, 45:15,
nomination	25:8, 25:20,	31:25, 61:11,	46:8, 56:22,
9:22, 56:7,	25:25, 27:2,	65:13, 66:11	57:8, 61:15,
56:11, 56:16,	28:11, 30:14,	one	66:23
56:20, 57:5,	61:20	11:10, 20:7,	open-ended
57:12, 57:16,	numbers	21:6, 22:8,	54:12
57:20, 57:22,	11:13, 11:20,	22:11, 22:15,	
58:8, 58:15,	25:17, 26:12,	25:6, 26:22,	<pre>opened 59:2</pre>
59:16	26:15, 26:16,	30:23, 31:3,	
nominations	26:23, 27:11,	31:10, 40:19,	opportunity
55:21, 55:24,	29:1, 29:2,	41:2, 45:21,	32:21, 51:15,
56:2, 56:3,	29:7, 29:16	49:1, 49:9,	66:13
56:23, 58:12,	0	50:25, 52:11,	opposed
61:2	objectives	53:15, 53:23, 54:3, 54:11,	26:18
nominee's	36:11, 36:16		opt
57 <b>:</b> 2	obligated	55:7, 56:3,	31:22
nominees	9:24	56:8, 59:25,	option
58:16	obligations	60:6, 60:7, 60:9, 63:4,	21:13
none	21:7	64:15, 64:17,	optional
10:9, 58:14,	obviously	64:18, 65:5,	24:15
60:14	54:25, 63:6	66:9, 66:19	options
nonelderly	october	one-fourth	25:20
29:20	5:25, 45:18	18:18	order
nonskippable	office	ones	3:5, 12:13,
41:13	17:7, 17:14,	39:5, 51:24	12:23
nonvoting	66:12	ongoing	organic
7:2	officer	51:8, 68:14	41:25
normalize	2:19, 70:3	online	organizations
29:10	often		43:15, 44:25
north	28:9, 53:8	3:25, 38:5,	other
28:19, 47:15	- , <del>-</del>		6:2, 6:9, 10:7,

	Conducted on Bee	<u> </u>	
12:20, 13:8,	43:11, 43:13,	49:14	16:23, 30:11,
14:1, 14:23,	43:16, 44:6,	participated	54:21
15:17, 25:4,	45:10, 45:19	43:20, 43:21,	payment
25:24, 35:17,	over	45 <b>:</b> 25	26 <b>:</b> 22
47:11, 48:20,	6:6, 10:12,	participation	pays
50:11, 52:9,	10:24, 11:17,	45:7	18:12
54:4, 55:12,	11:20, 18:15,	particular	peace
55:19, 55:20,	19:10, 22:25,	19:5, 60:5	57:18
58:3, 58:11,	24:6, 35:18,	particularly	pending
59:15, 60:12,	47:5, 48:14,	13:12	13:5, 13:16
64:18, 64:19,	48:21, 50:17,	parties	pennsylvania
64:20, 64:21,	58:23, 60:8,	69:10, 70:14	50:8
64:23, 66:14,	60:18, 64:12	partner	pennsylvania's
67:5, 67:9,	overall	44:3	49:16
67:10, 68:7	11:3, 11:13,	partners	people
otherwise	11:16, 20:2,	37:9, 38:2,	8:14, 8:18,
69:11, 70:15	22:21, 31:9,	43:25, 44:15,	9:2, 9:4, 17:11,
ourselves	31:25, 32:21	45:22, 46:22,	21:2, 28:16,
24:6	overview	58:25	33:11, 42:5,
out	8:1, 8:4, 36:4	partnerships	43:2, 64:6
8:15, 8:16,	own	41:19, 44:18	percent
8:20, 9:5,	33:2, 52:19,	parts	15:5, 15:6,
13:19, 23:20,	57:12	54:15	15:14, 15:15,
25:10, 26:6,	owned	pass	16:7, 16:11,
28:10, 28:15,	36:17, 36:24	6:19, 35:18	16:15, 17:6,
28:19, 29:4,	P	passed	17:9, 17:16,
29:24, 31:9,		13:24, 15:11	18:7, 18:8,
31:24, 32:20,	pages	password	18:10, 18:23,
35:4, 35:11,	1:24, 41:21	51:25	18:25, 19:2,
37:16, 38:17,	paid	past	19:9, 19:10,
40:6, 42:17,	14:24, 14:25,	I <del>-</del>	19:12, 19:15,
44:14, 51:6,	30:7, 36:18,	26:1, 30:15	20:10, 20:21,
56:10, 58:6,	38:8, 41:18,	patchett	20:22, 28:8,
61:11, 63:11,	42:2, 42:24	2:4, 10:13,	28:20, 29:18,
64:10, 65:17,	painless	10:16, 19:24,	43:4, 43:6,
65:19, 67:1	61:1	20:14, 21:5,	43:7, 48:12,
out-of-home	paired	22:2, 29:21, 32:7, 33:17,	48:14
39:4, 42:21	39:16	34:20, 35:14,	percentage
out-of-pocket	pandora	34:20, 35:14, 47:8, 47:18,	14:18, 15:18,
32:1, 32:14,	39:20		28:5, 28:24,
32:17, 33:5	paper	48:2, 48:19, 48:24, 50:10,	29:3, 30:19,
outcome	35:5		32:12, 38:17
69:11, 70:16	part	52:3, 53:14, 54:20, 55:9	performance
outgoing	16:16, 20:1,		38:16
64:8	21:22, 23:6,	<pre>pause 8:1, 19:18</pre>	perhaps
outreach	23:13, 34:3		52:21
35:1, 35:8,	participate	<b>pay</b>	period
36:2, 36:5,	45:16, 45:24,	31:9, 37:22	9:8, 17:2,
		paying	· · · · · · · · · · · · · · · · · · ·
		16:9, 16:13,	
	Ī	Ī	

	Conducted on Dec	2021	00
23:5, 23:7,	32:18, 32:19,	policy	pregnant
25:11, 36:14,	35:2, 36:7,	2:20, 13:23,	44:11
43:24, 64:9	36:22, 38:12,	53:7, 53:17,	premium
person	59:22	60:24	13:11, 13:21,
9:7, 56:3,	planet	politely	13:25, 14:3,
56:8, 56:12,	69:18	56:7	14:10, 14:12,
65:14, 67:21	planning	poll	14:19, 15:2,
personally	43:22, 50:2	61:3, 61:4,	15:10, 15:17,
7:21	plans	61:11, 61:15,	15:20, 16:10,
personnel	12:22, 23:17,	65 <b>:</b> 17	16:13, 17:2,
23:20	24:12, 24:15,	pop	18:9, 18:13,
perspective	24:22, 25:9,	39:15, 61:4	18:18, 18:25,
34:12	25:13, 25:18,	popular	19:11, 25:14,
phone	30:19, 31:2,	49:2, 49:7	28:6, 30:7,
5:11, 35:11	32:12, 36:10,	population	30:8, 30:10,
physical	49:20, 58:25	21:11, 28:25,	31:3, 31:6,
49:23	platform	29:18, 29:20,	31:11, 39:3,
physician	37:3, 40:2,	29:22, 30:2,	53 <b>:</b> 16
50:20	40:5	30:5	premiums
picked	platforms	portion	16:5, 16:8,
22:9	39:10, 39:22,	6:2, 6:9, 52:10	16:9, 16:24,
picks	40:1, 41:3	position	30:11
27:21, 27:25,	platinum	3:9	prepare
28:3	31:2	positions	22:5
pictured	play	56:15	prepared
44:19	40:17, 42:9	positive	6:8, 22:3
piper	played	11:16, 27:7,	presence
2:9, 5:9, 5:10,	40:18, 40:20	48:9, 48:15,	12:19
31:16, 32:25,	please	54:17	present
52:11, 54:10,	3:20, 3:22,	possibility	2:17, 4:23,
54:23, 61:24,	9:9, 40:19,	10:1	5:5, 5:8, 5:10,
62:7, 62:14,	54:18, 57:1,	possible	13:14
63:4, 63:18	61:10, 61:13,	66 <b>:</b> 7	presentation
pitch	61:16, 61:18,	posted	20:2, 47:4,
66:3	64:9, 66:4	41:21	50:4
place	pleasure	posts	presentations
3:6, 50:19	10:15, 67:13,	45 <b>:</b> 7	3:24
placements	68:3	poverty	presented
38:5, 39:18	plenty	14:15, 14:17,	29:6
plan	65 <b>:</b> 22	15:6, 15:14,	presiding
11:25, 14:5,	pocket	15:16, 18:7,	64:12
15:11, 17:25,	31:9	18:24, 19:2,	pressed
18:2, 21:14,	podcast	19:9, 19:15	61:12
22:10, 22:12,	45:5	powwow	pretty
24:18, 25:6,	point	43:20	27:11
25:21, 25:23,	9:1, 11:12,	practical	previous
26:21, 31:5,	28:3, 29:23	13:1	8:15, 19:3,
31:7, 31:13,	poles	practices	25:7, 25:12
	66:5	59:3	

previously	projects	Q	range
23:9	38:4	qualified	<u> </u>
price	promote	12:21, 14:5,	24:23
31:8	41:19, 42:1	70:9	ranges
primarily	promulgated		16:15
41:6	12:17	quarter	ranging
prime	proposals	3:4, 26:13,	29:17
39:24	20:18	26:14, 65:5,	rate
print	pros	65:6, 65:7,	43:6, 48:13,
39:7	52:13, 53:6	65:9, 66:19, 66:21	48:14
prior	proverbial		rather
46:8, 55:25,	52:14	quarterly	60:5
56:2, 56:12	provide	7:25, 26:11,	rating
priority	31:12, 36:4	29:14, 65:1,	16:14, 18:1,
54:4	provided	65:21, 67:8	22:10, 22:12,
privilege	28:22, 30:12	question	34:10
5:20	provider	8:5, 8:10,	ratio
privileging	49:20, 50:12,	19:23, 20:5,	14:9
60:7	50:13, 51:2,	34:14, 49:1, 49:2, 49:25,	rd
probably	51:13		69:12
41:16, 65:14	providers	51:21, 52:11 questions	re-enroll
procedure	24:12, 49:23	3:23, 8:2,	35:12
10:19	providing	10:8, 10:20,	reach
proceed	21:25	10:8, 10:20, 10:22, 19:19,	36:18, 38:6,
55:18, 60:14	public	35:15, 35:17,	38:10, 64:10
proceedings	7:11, 46:14,	47:6, 47:11,	ready
9:13, 69:7,	64:16, 68:10,	48:20, 48:23,	10:10, 29:13
70:4, 70:6,	68:11, 68:13,	52:9, 54:12,	real
70:7, 70:10	68:16, 70:1,	55:12	22:1, 37:14
process	70:23	quick	realizing
23:4, 27:22,	publicly	19:22, 60:25	62:5
28:4, 53:9,	60:20	quite	really
56:20, 58:16,	pulled	19:3, 38:2,	8:13, 11:19,
60:19, 60:20,	48:4	44:17, 46:7,	13:9, 16:3,
61:1	purchase	55:1, 58:21	16:8, 18:14,
processes	12:21, 28:18,		21:25, 22:4,
9:17	31:5, 31:7,	R	<u></u>
procrastinators	33:22	rachel	26:9, 30:9,
12:5	purchased	2:20, 60:23	32:16, 40:14,
produce	14:5, 25:9,	radar	42:6, 43:9,
25:2	27:4, 28:14	20:17, 20:25,	44:24, 45:1,
professor	purchasing	52:16	45:22, 48:3,
60:2, 60:10,	21:2	radio	48:10, 48:15,
63:10	push	38:4, 40:8	50:14, 51:7,
programmatic	34:15, 34:25	raise	53:15, 54:4,
38:23, 42:19	pushed	3:21	54:21, 66:2,
programming	12:2	ran	66:5
40:1	put	29:8	realtime
40:1	55:2, 58:13		56:22
	JJ:2, JO:13		

reason	regional	represent	resulted
reason 22:9, 30:24	28:23	17:17, 29:1,	42:25
22:9, 30:24 reasons	regions	59:21	results
	28:25, 29:17,	representatives	36:21, 38:3,
31:10, 53:24 reassure	38:7, 51:5	48:11	42:23, 60:20,
	registration		42:23, 60:20, 62:22
59:20 <b>recall</b>	70:17	request 56:1	retired
48:14	regular	requested	60:2, 60:10
receive	50:24	28:23	return
51:12	regulatory	requests	14:25
received	23:13	requests	review
46:11	related	rereminding	7:11
		66:1	reviewing
receiving	34:13, 39:14,		12:24
19:16, 20:23,	69:9, 70:13 <b>relates</b>	rescue	richardson
49:2, 49:8	34:10	15:11 research	
recently	relations	24:19, 24:25	2:15, 4:7, 4:8 richmond
37:24, 45:17, 45:25, 46:3	2:18	researchers	
recipients	relationships	26:9	66:11, 66:18 right
12:19	66:14, 66:16		4:21, 5:16,
recognize	relative	<b>reset</b> 51:25	10:9, 13:8,
30:22, 53:17	14:17	resignation	21:21, 22:19,
recommendations	relatively	7:17	23:23, 24:16,
7:8	25:8, 29:16	resigning	25:24, 31:15,
record	released	9:25	32:24, 33:21,
69:6, 70:11	17:7	resolution	35:14, 40:17,
recorded	remain	48:13	40:23, 43:24,
61:22, 62:6,	3:21, 17:15	resource	47:17, 48:5,
70:7	remainder	64:14, 68:4	49:24, 50:19,
recording	11:21	resources	55:11, 60:12,
70:10	remarks	23:21, 44:5	62:8, 62:21,
reduce	5:20	respond	64:18
14:20, 15:1	remind	65:25, 66:3,	right-hand
reduced	27:18	66:4	61:14
15:18, 69:7,	reminder	response	risk
70:8	56:24, 68:13	56 <b>:</b> 1	32:1, 33:2,
reference	reminding	responses	33:3, 33:4
34:9	66:1	61:7, 61:21	roberts
reflect	remotely	responsibilities	4:6, 4:9
29:13	1:12	6:22, 7:14	role
reform	removed	responsibility	57:5, 58:19,
13:15	15:13	23:13, 34:4	59:8
refrain	report	responsible	roles
3:22	17:7	23:15	6:22, 8:7, 64:7
regarding	reported	rest	roll
49:20	30:5	67 <b>:</b> 15	4:3, 4:4, 5:18
region	reporter-notary	result	rossiter
29:12, 30:1	70:1	17:10, 19:13	2:10, 5:14,

	Conducted on Dec	CHIOCI 12, 2024	91
5:15, 29:19,	say	searching	selected
34:13, 35:13,	7:23, 9:12,	39:14	26:21
47:13, 47:14,	11:6, 12:14,	seasoned	selection
47:19, 48:17,	16:7, 23:23,	58:23	61:12, 61:16
56:9, 56:21,	28:10, 30:24,	second	senator
58:9, 59:13,	32:8, 57:1,	11:4, 26:13,	45:25
63:2, 63:20,	57:2, 58:2,	36:14, 49:10,	send
68:22	58:20, 59:25,	57:5, 57:12,	62:2, 65:15,
roughly	67:12	57:15, 57:19,	65:19
17:5	says	57:23, 59:13,	sending
routine	9:7, 37:3,	59:16, 62:19,	35:4
51:25	61:17, 62:2	62:20	senior
rule	scale	seconds	2:20, 60:24
12:14, 12:17,	14:13	48:6	sense
13:3	scc	secretary	24:10, 24:21,
rules	8:3, 8:10,	4:5	29:8, 32:13,
23:23	60:18, 62:4,	section	52:2
ruling	65:15, 66:16,	12:9	sent
12:14	66:22	sector	49:18
run	scenario	60:5, 60:7	separate
23:22	18:22, 19:7	sectors	20:15
rural	scenarios	60:8	september
44:20, 51:18	17:21, 17:22,	secure	45:18, 65:8
ruth	17:25, 19:20,	49:21	serve
1:25, 69:3,	21:25, 22:3,	see	6:17, 6:25,
69:17	22:16, 22:17	4:1, 8:2, 9:18,	7:3, 56:15,
S	schedule	11:10, 11:19,	60:17, 64:6
	8:19, 65:19	16:6, 16:11,	served
<b>s</b>	scheduled	16:18, 16:21,	7:21, 58:18,
36:22	45:14, 56:5	16:22, 17:8,	59:8
safe	schedules	17:16, 18:5,	service
68:19	9:2	18:8, 18:24,	41:4
said	scheduling	19:10, 21:10,	serving
14:7, 32:15,	49:15, 67:7	25:11, 25:17,	3:8, 67:23
45:1, 47:19,	scott	27:5, 28:10,	sessions
69:7, 70:9,	2:6, 4:14,	29:15, 30:14,	43:3
70:10	4:16, 4:24,	30:17, 32:3,	set
same	19:25, 57:19,	38:24, 39:5,	9:6, 15:21,
17:25, 18:2,	57:23, 57:24,	61:8, 61:20,	23:9, 63:5
19:1, 28:12,	61:22, 62:6	64:22	several
31:8, 32:17,	screen	seem	38:2, 43:14,
61:25, 63:13	61:5	58:1	45:14, 46:11,
satellite	scrolling	seen	47:20
37:25	38:24	20:17, 22:2,	shall
savings	scrolls	43:12, 59:4	6:25, 7:4,
37:6	46:15	select	7:15, 7:17
saw	search	11:25, 34:24,	share
50:25	39:13, 42:20	61:10	10:18, 11:2,
	12.20		10.10, 11:2,
		I .	I .

	Conducted on Dec		
13:17, 16:20,	17:2, 27:6,	24:13, 24:19,	speak
41:24, 52:6,	52:16, 52:18,	26:6, 28:9,	3:22
57:3	61:1, 64:24,	29:7, 29:9,	speakers
shared	66:22, 66:24	32:2, 32:18,	3:23
13:17, 45:7	single	33:10, 34:8,	speaking
sheenu	63:6	35:9, 36:4,	7:21, 53:23
2:7, 5:6, 8:6	sister	38:20, 40:10,	special
shelton	45:22	42:1, 42:8,	23:5, 23:7
4:19	site	43:12, 45:4,	specific
shocking	34:18, 39:15	45:10, 46:2,	13:23, 16:19,
18:20	sites	46:16, 49:6,	17:21, 39:17,
shopping	39:19	51:5, 58:21,	54:3
31:14	situation	65:3	specifically
should	19:5, 21:17,	somebody	14:8
3:19, 20:9,	25:2	33:3, 62:19	spectrum
29:21, 34:22,	situations	someone	14:16
52:21, 67:16	32:18	9:21, 19:9,	spend
show	six	26:20, 27:23,	22:24
29:2, 31:23,	29:18, 38:4	47:23, 57:1	spending
34:8, 39:25	size	something	18:17
shown	46:21	20:12, 20:16,	spent
28:20	skills	20:25, 33:14,	29:2, 47:20
shows	70:12	50:7, 54:21,	
28:8, 30:9,	slide	61:17	<pre>sponsorship 45:8</pre>
42:8, 43:9		sometime	
side	4:1, 38:19, 48:4	65:14	sports
17:13, 46:24,	slides	sometimes	41:5
1		31:8, 54:16,	spotify
53:7, 53:12, 55:7	12:10	54:17	39:20
sign	sliding	son	spring
34:16	14:13	47:21	23:19, 51:11,
	small	sorry	55:17, 65:5,
signature-mig2k	44:12	62:12	66:19, 68:21
69:15	smaller	sort	st
signature-p1kal	31:21	22:4, 25:15,	12:3
70:20	social	35:2	staff
significant	37:1, 37:10,	sorted	7:6, 7:12, 8:3,
21:11	37:22, 39:9,	25:13	8:11, 9:9,
silver	39:10, 40:25,	sorting	10:12, 44:19,
31:1, 31:7,	41:18, 42:3,	25:5, 25:21	59:10, 60:18,
31:19, 32:18	42:22, 45:6	sound	65:15, 66:4,
similar	soil	37 <b>:</b> 9	66:16, 66:22
21:19, 22:3,	51:20	sounds	staff's
35:1, 39:2	some	50:5	56:1
simplest	8:18, 11:2,	span	staggered
33:22	16:2, 16:19,	8:8	8:24, 35:2
since	16:22, 17:21,		stakeholder
6:13, 6:15,	22:3, 22:12,	spanish	24:20, 25:1
7:1, 10:24,	22:20, 23:13,	40:9, 46:24	standard
			51:14

standardized	66:24	successful	27.10 47.12
24:14, 24:22	steady	38:15, 45:13	27:10, 47:12, 54:1
standards	27:6, 27:11	•	taken
	stick	<pre>suggests 41:10</pre>	24:23, 70:4
23:18, 23:25,	24:4, 24:17		takes
24:4, 24:9,		suited	
24:14, 24:15, 24:17, 50:6	sticking	59:9	33:11, 34:17 <b>taking</b>
standpoint	50:5 <b>still</b>	summary 8:4	_
13:1		* * -	3:6, 23:12,
	9:18, 11:5,	summer	55:1, 55:3
start	19:4, 25:19	37:15, 42:12,	talent
11:1, 13:19,	stone	50:17, 65:7	67:17
26:11, 51:15	9:7	supervision	talk
started	stop	69:8	12:10, 15:24,
3:17, 18:5,	33:9	support	35:19, 47:23,
42:7, 50:12,	storage	21:8, 57:6,	48:8
58:17	7:11, 46:20	59:9, 59:10,	talked
starting	stores	59:12	22:25, 25:7,
24:19, 36:5,	39:6	supporting	25:25
36:24, 40:12	stories	43:23	talking
state	37:14, 41:22	suppose	12:14, 15:9,
1:2, 16:16,	strategies	32:25, 33:8	22:20, 22:24,
34:23, 37:17,	36:18, 36:21,	supreme	26:17, 28:7,
38:3, 43:15,	36:25	10:3	34:2
44:1, 45:13,	streaming	sure	target
45:17, 69:6	39:19, 41:3	6:7, 19:19,	35:7, 36:19,
state-based	strict	20:1, 21:16,	38:10
13:10, 23:14,	24:1	23:5, 27:8,	targeting
34:19, 53:25 <b>states</b>	strongest	32:25, 50:18,	41:7, 41:9
	38:15	61:21, 65:24	tax
20:7, 23:24, 24:2	study	switch	13:11, 13:21,
24:2   <b>statewide</b>	49:16	25:12	13:25, 14:1,
	subcommittee	switched	14:3, 14:11,
43:16, 43:17,	67:14	25:14, 31:10	14:20, 14:23,
44:25, 45:2	submit	sworn	14:25, 15:2,
station	7:8, 61:14	70:6	15:10, 15:12, 15:17, 15:20,
39:5, 39:6	submitted	T	17:3, 28:7,
statistics	55 <b>:</b> 25	tail	30:8, 30:10,
48:15	subsequent	23:3	31:6, 53:16
status	24:7	tailor	teams
13:5	subsidies	24:9	61:4
statuses	19:14, 19:17,	tailored	technical
12:20	20:24	23:8, 54:7	53:8
statute	subsidy	take	technically
9:14	15:7, 18:10,	6:5, 6:10,	6:13
statutory	20:4	9:23, 12:9,	television
21:7	substituting	13:22, 16:4,	
stay	4:9, 4:16	24:8, 26:25,	38:4, 40:8,
6:18, 66:21,	success		40:12, 40:23,
	43:13		

	Conducted on Bee	,	I
40:24	52:8, 55:9,	third	15:9, 47:10,
temporarily	55:13, 60:15,	26:14	55:21
5:10, 12:13	63:2, 64:2,	third-party	today's
temporary	64:5, 67:22,	51:1	49:14
7:16	67:24, 68:3,	thought	together
ten	68:5, 68:21,	10:25	44:4, 67:14
28:10, 28:15,	68:22, 68:24	thoughts	tone
38:3, 45:19,	thanks	32:5, 68:16	40:16
48:6	54:10, 68:22	three	tool
tend	theme	46:15, 65:7,	37 <b>:</b> 9
8:14, 32:11,	40:14	65:12	tools
51:24	theories	through	23:20
term	32:23	12:22, 14:6,	top
6:15, 8:6,	thereafter	17:12, 21:19,	13:9, 38:25,
8:15, 8:16, 9:5,	70:8	23:3, 27:4,	51:21, 51:24,
56:5, 68:1	thing	35:6, 64:7	53:21, 54:3
termed	11:9, 11:22,	throughout	topic
8:16, 8:20	13:8, 14:22,	43:15, 44:1,	19:20, 55:20
terminations	15:18, 16:4,	45:12, 45:14	topics
27:1	25:4, 25:24,	thursday	10:21
terms	32:15, 33:22,	3:6	total
3:18, 7:24,	34:22, 50:11,	tied	18:15, 25:15,
8:8, 8:12, 9:5,	63:5	14:2	31:11
24:22, 32:5,	things	tiers	tour
33:2, 39:15,	10:18, 11:10,	34:9	37 <b>:</b> 25
52:14, 53:1,	17:23, 22:8,	till	toward
53:4, 57:7,	22:22, 25:6,	8:22, 23:10	14:19
59:25, 66:9	30:23, 31:4,	time	towards
testimonial	33:6, 46:21,	6:19, 7:23,	12:6, 26:6
42:11, 47:1	49:5, 52:20,	8:8, 8:12, 9:8,	tracking
testing	52:23, 53:7,	11:14, 15:7,	25:16, 27:2
25:10, 38:17,	53:9, 54:16,	17:2, 23:17,	traction
40:3, 40:6	55:5, 55:8	23:25, 26:2,	53:11
text	think	26:19, 29:2,	tradition
35:9, 46:16	22:8, 24:6,	35:12, 47:22,	60:3
texts	26:12, 27:1,	48:8, 50:6,	traditional
37:4	29:25, 30:13,	51:13, 51:23,	14:23, 38:9,
th	30:23, 33:20,	52:17, 58:22,	40:7
3:7, 11:24,	34:7, 34:11,	64:9	transcribed
38:1	35:21, 47:3,	timely	1:25
thank	47:9, 48:8,	49:22	transcript
3:10, 5:17,	48:12, 51:6,	times	3:24, 69:1,
10:5, 10:12,	51:24, 54:2,	8:24, 25:25,	69:4
10:13, 10:14,	54:3, 57:10,	48:5	transcriptionist
21:5, 21:24,	62:3, 62:7,	today	70:9
35:25, 36:25,	62:10, 64:19	3:11, 4:10,	transferred
40:21, 47:4,	thinking	4:17, 5:3, 6:15,	27:21
47:8, 48:19,	21:1, 52:21	10:14, 10:19,	transition
			11:8, 21:18,

transitions  48:23, 56:3, 30:24  56:5, 58:23, 61:2, 65:6, 62:21, 67:25  55:15  52:14, 47:10, 55:25, 6:13, 7:3, 52:28  39:16  46:18, 50:18, 7:22, 8:3, 8:20, 7:23, 8:20, 7:24, 8:22, 8:22, 8:23, 9:23, 9:24, 8:22, 8:23, 9:24, 8:22, 8:23, 9:24, 8:22, 8:23, 9:24, 8:2		Conducted on Dec	<u>,</u>	
1	53:25	36:11, 38:5,	23:3	
translation 46:24, 66:21, 67:25 type 26:8 39:16 types 39:16 46:18, 50:18, 7:25, 6:13, 7:20, 39:16 types 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:24, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:23, 51:5 50:24, 50:18, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 22:21, 56:13, 56:17, 10:11, 29:21, 30:24, 30:18 10:11, 20:21, 30:24 10:11, 20:21, 30:2			_ <del>_</del>	
46:24     66:21, 67:25     55:15     5:25, 6:13, 7:3, typedated       26:8     39:16     46:18, 50:18, 50:23, 51:5     8:22, 8:3, 8:20, 50:23, 51:5     8:21, 9:3, 9:7, 17:5, 7:20, 50:23, 51:5     8:21, 9:3, 9:7, 17:5, 7:20, 50:23, 51:5     8:21, 9:3, 9:7, 17:5, 7:20, 50:23, 51:5     8:21, 9:3, 9:7, 17:22, 56:13, 56:17, 56:17, 56:13, 56:17, 56:18, 56:10, 56:14,	33:24			vice
transparent         type         updated         7:15, 7:20,           26:8         39:16         46:18, 50:18,         7:22, 8:3, 8:20,           tree         types         50:23, 51:5         8:21, 9:3, 9:7,           53:22         37:6, 39:1         updates         55:22, 55:24,           trend         typewriting         10:11, 22:21,         56:13, 56:17,           11:16, 27:7, 69:8, 70:8         46:3         56:23, 58:15,           typical         upheld         58:16, 58:18,           tried         10:19         9:13         58:20, 60:13,           62:12         typically         upload         60:15, 60:21,           trigger         8:22, 8:23,         46:21         63:14, 64:1,           20:7, 21:9         38:23, 39:3         46:21         63:14, 64:8           true         49:13         uploaded         66:14         64:8           video         video         video           truly         49:13         unalie         video           truly         49:13         unders         41:11           54:6         unalinous         34:15         videos           truy         40:13, 63:25         uncers         31:1, 7:19, 42:10, 42:11, 42:11, 42:11,	translation		29:14, 47:10,	3:8, 5:23,
26:18   39:16   46:18, 50:18, 7:22, 8:3, 8:20, tree   types   50:23, 51:5   8:21, 9:3, 9:7, updates   55:22, 55:24, trend   typewriting   10:11, 22:21, 56:13, 56:17, 56:23, 58:16, 58:18, 10:11, 22:21, 56:13, 58:15, 46:3   58:20, 60:13, 58:15, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:19, 58:20, 60:13, 58:20, 60:18, 60:21, 60:24, 60	46:24			5:25, 6:13, 7:3,
tree	transparent	type		7:15, 7:20,
Since   Sinc	26:8	39:16	46:18, 50:18,	7:22, 8:3, 8:20,
trend         typewriting         10:11, 22:21, 56:13, 56:17, 56:18, 70:18         56:13, 56:17, 56:23, 58:15, upheld         56:23, 58:15, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 58:16, 58:18, 59:13         typical upheld         58:20, 60:13, 60:21,	tree	types	50:23, 51:5	8:21, 9:3, 9:7,
11:16, 27:7, 27:11 typical upheld 58:16, 58:15, typical upheld 10:19 9:13 58:20, 60:13, 60:21, trigger 8:22, 8:23, 46:21 63:14, 64:1, upload 64:4, 64:8 50:18 video urban 38:23, 39:24, 50:18 videos urban 38:23	53:22	37:6, 39:1	updates	55:22, 55:24,
tried 10:19 10:10:19 10:19 10:19 10:19 10:19 10:19 10:19 10:19 10:19 10:19 10:11 10:19 10:10 10:	trend	typewriting	10:11, 22:21,	56:13, 56:17,
tried 62:12 typically upload 62:12 typically upload 62:12 typically upload 62:13 60:13, 60:13, 60:13, 60:11, 60:21	11:16, 27:7,	69:8, 70:8	46:3	
### ### ##############################	27:11	typical	upheld	58:16, 58:18,
trigger 20:7, 21:9 38:22, 8:23, 20:7, 21:9 38:24, 39:3, 65:4    U   Unable	tried	10:19	9:13	58:20, 60:13,
20:7, 21:9 true 20:7, 21:9 true 65:4  U  unable truly 49:13 34:15 34:15 37:14, 37:20, 37:14, 40:25 3:21, 5:19, 3:21, 5	62:12	typically	upload	
20:7, 21:9   38:24, 39:3, 65:4   50:18   50:18   video   38:23, 39:24, 66:5; 70:10   unable   49:13   34:15   videos   37:14, 37:20, 42:10, 42:11, 42:11, 42:11, 42:14, 49:18   34:15   videos   37:14, 37:20, 42:10, 42:11, 42:		8:22, 8:23,	46:21	
true         55:4         50:18         video           32:9, 32:10,         unable         49:13         urges         40:18, 40:20, 41:11           truly         49:13         urges         37:14, 37:20, 41:11         videos           try         62:23, 63:25         use         37:14, 37:20, 42:11, 42:1		38:24, 39:3,	uploaded	64:4, 64:8
U	true		50:18	
### 13		U		
truly 54:6  unanimous 62:23, 63:25  uncomfortable 62:23, 63:25  17:23, 25:1, 29:10, 31:12, 59:23  66:11, 66:10, 66:11  13:33, 33:14, 66:11  13:33, 33:14, 66:11  13:33, 33:14, 66:66:6  12:25, 20:21, 33:12  41:11  13:34, 41:10  42:11, 42:11, 43:11  43:20, 66:2, 66:66  33:12  41:11  41:6, 41:9  41:17, 42:18  42:12, 51:2  42:13, 24:10, 44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 48:20  44:2, 57:17, 51:5, 51:17, 51:5,			51:18	
54:6         unanimous         34:15         videos           17:23, 25:1, uncomfortable         3:21, 5:19, 29:10, 31:12, 59:23         3:21, 5:19, 42:10, 42:11, 47:1           66:18, 63:2, under         36:8, 36:17, 36:17, 36:11, 40:25         view           65:13, 66:10, 3:12, 4:3, 3:14, 4:3, 33:14, 4:11         useful viewers           5:11, 29:2, understand         understand         virginia           47:20, 66:2, 12:25, 20:21, 33:12         understand         users         1:1, 1:6, 3:4, 10:16, 13:14, 11:6, 41:9           40:16, 41:9         10:16, 13:14, 11:4, 11	truly			
try 10	54:6			
17:23, 25:1,	trv		use	
29:10, 31:12, 59:23			3:21, 5:19,	
61:18, 63:2,				47:1
65:13, 66:10,       3:12, 4:3,       37:21, 40:25       34:3         66:11       13:3, 33:14,       27:2, 30:24,       38:6         5:11, 29:2,       understand       34:11       virginia         47:20, 66:2,       12:25, 20:21,       33:12       10:16, 13:14,         4tubbs       understanding       16:5, 16:12,       17:5, 17:11,         70:3, 70:22       20:3, 33:18       36:25, 37:19,       17:5, 17:11,         turn       understands       38:21, 38:22,       17:18, 20:7,         3:19, 5:11,       59:8       42:12, 51:2       22:7, 22:18,         10:10, 10:11,       understood       44:2, 57:17,       24:16, 24:21,         48:20, 60:18       54:20       44:2, 57:17,       24:16, 24:21,         59:4       29:3, 29:6,       29:3, 29:6,       29:12, 30:5       29:3, 34:24,         40:2, 40:4,       41:1, 42:4,       51:5, 51:17,       51:5, 51:17,         40:2, 40:4,       41:1, 42:4,       54:20       42:13       54:20,         40:2, 40:4,       41:1, 42:4,       54:20,       57:18       57:18       57:18       57:18       51:5, 51:17,         40:2, 40:4,       41:2, 41:6,       3:23, 8:25,       42:13       54:20,       54:20,       54:20,				
66:11       13:3, 33:14,       27:2, 30:24,       38:6         5:11, 29:2,       understand       12:25, 20:21,       34:11       virginia         47:20, 66:2,       12:25, 20:21,       41:6, 41:9       10:16, 13:14,         66:6       33:12       users       1:1, 1:6, 3:4,         40:5, 70:22       understanding       16:5, 16:12,         70:3, 70:22       understands       38:21, 38:22,       17:18, 20:7,         3:19, 5:11,       59:8       42:12, 51:2       22:7, 22:18,         10:10, 10:11,       understood       44:2, 57:17,       24:16, 24:21,         48:20, 60:18       54:20       44:2, 57:17,       25:3, 25:9,         29:4       29:3, 29:6,       29:12, 30:5       29:3, 29:6,         29:4       29:3, 29:6,       29:12, 30:5       29:3, 34:24,         40:2, 40:4,       university       57:18       44:21, 45:17,         57:18       57:18       51:5, 51:17,         40:2, 40:4,       until       41:1, 42:4,       54:9, 58:24,         41:2, 41:6,       3:23, 8:25,       42:13       59:1, 64:7,         41:2, 41:6,       3:23, 23:1,       43:14, 44:3       70:23         48:23, 22:15       21:23, 23:1,       21:23, 23:1,    <				34:3
## 15:11, 29:2, ## 29:3, ## 29:2, ## 29	66:11		useful	
5:11, 29:2,     understand     34:11     users     1:1, 1:6, 3:4,       47:20, 66:2,     12:25, 20:21,     41:6, 41:9     10:16, 13:14,       66:6     understanding     using     16:5, 16:12,       70:3, 70:22     20:3, 33:18     understands     17:5, 17:11,       10:10, 5:11,     understands     38:21, 38:22,     17:18, 20:7,       3:19, 5:11,     understands     42:12, 51:2     22:7, 22:18,       10:10, 10:11,     understands     42:12, 51:2     24:3, 24:10,       48:20, 60:18     44:2, 57:17,     24:16, 24:21,       48:20     uninsured     29:3, 29:6,     29:3, 34:24,       29:4     29:3, 29:6,     29:12, 30:5     29:3, 34:24,       39:23     university     57:18     44:21, 45:17,       57:18     51:5, 51:17,     53:24, 54:6,       40:2, 40:4,     41:1, 42:4,     53:24, 54:6,       41:12     10:20, 47:23     42:13     59:1, 64:7,       41:12     10:20, 47:23     43:14, 44:3     70:23       48:23, 22:15     22:15     22:15	trying		27:2, 30:24,	38:6
47:20, 66:2,       12:25, 20:21,         66:6       33:12         understanding       using         70:3, 70:22       20:3, 33:18         turn       38:21, 38:22,         3:19, 5:11,       59:8         10:10, 10:11,       understood         48:20, 60:18       54:20         uninsured       29:3, 29:6,         29:4       29:3, 29:6,         29:12, 30:5       university         40:2, 40:4,       unitl         41:6, 41:9       10:16, 13:14,         10:5, 16:12,       17:5, 17:11,         10:20, 47:23       22:7, 22:18,         10:20, 47:23       24:12, 51:2       22:7, 22:18,         24:3, 24:10,       24:3, 24:10,         24:16, 24:21,       25:3, 25:9,         29:3, 34:24,       25:3, 25:9,         29:3, 34:24,       38:7, 41:18,         44:21, 45:17,       51:5, 51:17,         51:5, 51:17,       51:5, 51:17,         51:5, 51:17,       51:5, 51:17,         51:5, 51:17,       51:6:22, 68:15,         41:12       41:1, 42:4,       42:13         41:12       51:13,       51:14         41:14, 44:3       51:17       51:17         <	5:11, 29:2,	•	34:11	virginia
66:6     33:12     41:6, 41:9     10:16, 13:14, 16:5, 16:12, 17:5, 17:11, 16:5, 16:12, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:5, 17:11, 17:13, 20:7, 17:18, 20:7, 17:1	47:20, 66:2,		users	1:1, 1:6, 3:4,
tubbs     understanding     using     16:5, 16:12,       70:3, 70:22     20:3, 33:18     36:25, 37:19,     17:5, 17:11,       turn     38:21, 38:22,     42:12, 51:2     22:7, 22:18,       10:10, 10:11,     understood     44:2, 57:17,     24:16, 24:21,       48:20, 60:18     54:20     44:2, 57:17,     25:3, 25:9,       turned     29:3, 29:6,     29:12, 30:5     29:12, 30:5       tw     29:12, 30:5     41:18,       40:2, 40:4,     41:1, 42:4,     42:13       41:12     10:20, 47:23     42:13     59:1, 64:7,       41:12     10:20, 47:23     43:14, 44:3     70:23       18:23, 22:15     22:15     10:23, 23:1,	66:6		41:6, 41:9	
70:3, 70:22 turn 31:19, 5:11, 10:10, 10:11, 48:20, 60:18 turned 29:4 tv 39:23 twitch 40:2, 40:4, 41:2, 41:6, 41:12 two 6:14, 15:13, 18:23, 22:15  20:3, 33:18 understands 59:8 understood 59:8 understood 59:8 understood 44:2, 57:17, 66:21, 66:23  V valley 57:18 variety 41:1, 42:4, 42:13 various 43:14, 44:3 virginia's  virginia's	tubbs		using	
turn       understands       38:21, 38:22,       17:18, 20:7,       22:7, 22:18,       22:7, 22:18,       22:7, 22:18,       24:3, 24:10,       24:16, 24:21,       24:16, 24:21,       24:16, 24:21,       24:16, 24:21,       24:16, 24:21,       25:3, 25:9,       29:3, 34:24,       38:7, 41:18,       20:7, 22:18,       22:7, 22:18,       22:7, 22:18,       24:3, 24:10,       24:16, 24:21,       24:16, 24:21,       25:3, 25:9,       29:3, 34:24,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:21, 42:13,       38:21, 42:4,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:7, 41:18,       38:21, 42:13,       38:21, 42:4,       38:7, 41:18,       38:21, 42:13,       38:24, 54:6,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:13,       38:21, 42:1	70:3, 70:22		36:25, 37:19,	
3:19, 5:11, 10:10, 10:11, 48:20, 60:18  turned  29:4  tv  39:23  twitch  40:2, 40:4, 41:2, 41:6, 41:2, 41:6, 41:12  two  6:14, 15:13, 18:23	turn		38:21, 38:22,	
10:10, 10:11, 48:20, 60:18 turned 29:4 tv 39:23 twitch 40:2, 40:4, 41:2, 41:6, 41:12 two 6:14, 15:13, 18:23, 22:15	3:19, 5:11,		42:12, 51:2	•
48:20, 60:18       44:2, 57:17,         turned       54:20         uninsured       29:4         tv       29:3, 29:6,         39:23       university         twitch       67:20         40:2, 40:4,       until         41:1, 42:4,       54:21, 64:21, 24:21, 25:3, 25:9, 29:3, 34:24, 38:7, 41:18, 44:21, 45:17, 57:18         variety       57:18         variety       53:24, 54:6, 54:6, 54:9, 58:24, 59:1, 64:7, 65:2, 68:15, 70:23         two       10:20, 47:23         unwinding       43:14, 44:3         18:23-22:15       21:23, 23:1, 23:1, 23:1,				
turned       29:4       66:21, 66:23       29:3, 25:9, 29:3, 34:24, 38:7, 41:18, 41:18, 42:4, 41:12         twitch       variety       41:1, 42:4, 42:13       44:21, 45:17, 51:5, 51:17, 53:24, 54:6, 42:13         40:2, 40:4, 41:12       41:1, 42:4, 42:13       42:13       42:13       59:1, 64:7, 65:2, 68:15, 70:23         two       43:14, 44:3       44:3       70:23       70:23         two       41:2, 23:22:15       42:13       70:23       70:23         two       43:14, 44:3       70:24       70:24         two       43:14, 44:3       70:24       70:24	48:20, 60:18		_	
29:4 tv 39:23 twitch 40:2, 40:4, 41:2, 41:6, 41:12 two 6:14, 15:13, 18:23 22:15	turned		66:21, 66:23	
tv     29:12, 30:5     valley     44:21, 45:17, 51:5, 51:17, 57:18       twitch     67:20     variety     53:24, 54:6, 54:9, 58:24, 59:1, 64:7, 65:2, 68:15, 70:23       40:2, 40:4, 41:2, 41:6, 41:2, 41:6, 41:1, 42:4, 42:13     42:13     59:1, 64:7, 65:2, 68:15, 70:23       41:12     10:20, 47:23     various     65:2, 68:15, 70:23       48:23, 22:15     21:23, 23:1, 23:1, 23:1     vendor     virginia's	29:4		v	•
39:23 twitch 40:2, 40:4, 41:2, 41:6, 41:12 two 6:14, 15:13, 18:23, 22:15  41:10  41:23, 43:17, 51:5, 51:17, 53:24, 54:6, 54:9, 58:24, 59:1, 64:7, 65:2, 68:15, 70:23 vendor vendor virginia's	tv		vallev	
twitch       67:20       variety       51:5, 51:17, 53:24, 54:6, 54:6, 54:9, 58:24, 54:6, 54:9, 58:24, 54:11, 42:13         40:2, 40:4, 41:2, 41:6, 41:2, 41:6, 41:1, 42:4, 42:13       3:23, 8:25, 42:13       59:1, 64:7, 65:2, 68:15, 70:23         41:12       10:20, 47:23       various       65:2, 68:15, 70:23         two       43:14, 44:3       70:23         18:23, 22:15       21:23, 23:1,       vendor       virginia's	39:23		_	
40:2, 40:4, 41:2, 41:6, 41:12 41:13 42:13 41:1, 42:4, 42:13 41:1, 42:4, 41:1, 42:4, 54:9, 58:24, 59:1, 64:7, 65:2, 68:15, 70:23 vendor 18:23, 22:15	twitch	<u> </u>		
41:2, 41:6, 41:12 two 6:14, 15:13, 18:23, 22:15. 41:1, 42:14, 42:13 various 43:14, 44:3 vendor 43:14, 44:3 vendor virginia's	40:2, 40:4,		_	
41:12 two 6:14, 15:13, 18:23, 22:15 10:20, 47:23 unwinding 21:23, 23:1, various 43:14, 44:3 vendor vendor virginia's	41:2, 41:6,			•
two 6:14, 15:13, 18:23, 22:15  unwinding 21:23, 23:1, 21:23, 23:1, vendor virginia's	41:12			
6:14, 15:13, 18:23, 22:15. vendor virginia's	two			
18.23. 22.15.	6:14, 15:13,	_	,	
3:15, 36:13,	18:23, 22:15,	21.20, 20.1,		
			10.1, 01.2	3:15, 36:13,

37:1, 40:15,	33:6, 53:3,	64:17	52:25
50:1	53:4, 58:12,	we've	white
virginia-specific	59:20, 61:21	10:17, 11:17,	4:14, 4:17
22:6	wanted	12:2, 17:3,	whole
virginians	6:5, 6:10,	20:17, 21:20,	63:5, 67:22
21:20, 23:6,	6:18, 13:6,	22:25, 23:10,	whomever's
24:11, 27:3,	13:16, 17:23,	25:14, 25:25,	26:10
28:6, 28:10,	22:12, 22:24,	26:3, 28:22,	wide
30:10, 30:19,	28:18, 50:3,	28:24, 29:9,	10:20, 24:22
31:12, 33:19,	64:20, 66:3,	29:25, 30:12,	widget
35:1, 35:10,	67:2, 67:10,	32:7, 43:14,	46:12
36:9, 36:15,	67:12	43:19, 43:21,	widgets
39:14, 45:19,	wants	45:5, 45:10,	46:11
49:8, 53:20,	10:22	46:18, 46:20,	williams
54:7	warner's	50:11, 50:15,	4:13
virtual	46:1	51:2, 61:1	willing
65:13	way	weather	60:16
virtually	3:12, 4:3, 9:5,	66:25	willingness
3:6	10:23, 12:2,	web	64:6
visibility	19:12, 29:5,	63 <b>:</b> 5	winter
51:3	30:4, 46:12,	webinars	65:10, 66:24
visible	46:14, 59:6,	43:14, 45:8	wish
41:13	66:25	website	52:20, 53:22,
visualization	ways	36:10, 37:4,	68:19
26:4	15:13, 24:8,	37:10, 37:21,	wishes
voice	41:1, 42:13,	43:3, 46:3,	9:22
62:8	54:19	46:4, 46:5,	without
vote	we'll	46:7, 46:10,	54:24
61:22, 62:9,	6:12, 16:11,	46:13, 46:18,	witness (es
62:17, 63:7	17:8, 26:11,	46:25, 47:2	70:5
voted	29:13, 40:25,	websites	women's
61:18, 61:19,	55:18, 63:10,	26:7, 38:25,	46:1
63:23	63:12, 68:9	39:17, 39:18	work
votes	we're	week	5:12, 7:17,
61:9	3:13, 6:8,	13:13, 17:7,	9:4, 21:15,
voting	12:14, 15:9,	41:17	23:2, 23:16,
2:2, 4:21, 7:1,	20:22, 21:1,	welcome	23:19, 23:22,
56:15, 56:24,	21:16, 25:16,	3:10, 68:16	26:6, 27:17,
60:19, 61:9,	26:17, 30:3,	went	27:25, 29:9,
61:10, 61:23,	30:20, 33:17,	5:25, 34:17,	34:18, 39:17,
61:24	35:3, 40:5,	34:21, 37:16,	46:3, 50:12,
W	41:7, 41:15,	61:17	51:20, 65:18,
wait	41:24, 42:1,	whatever	67:13
48:5	42:4, 42:6,	52:13, 53:1,	worked
want	43:25, 44:6,	53:3, 54:15	8:25, 9:15,
10:18, 12:9,	45:12, 47:12,	whereas	67:14
13:21, 20:25,	50:21, 50:22,	32:2	workers
	58:1, 62:5,	whether	44:23
		28:1, 33:24,	

working	year's	14	1
<pre>working 9:16, 9:19,</pre>	38:13		3
12:24, 30:3,	year-old	38:1, 48:9 <b>15</b>	3
41:17, 42:4,		11:24	1:14, 68:25
43:25, 44:6,	18:6, 18:16, 18:22, 19:8,	<b>16</b>	30
48:1, 48:3,	47:21	16:15	46:4, 47:14
50:15, 58:24	years	18	300
works	24:7, 50:9		18:6, 18:23
8:19, 51:16,	you-all	41:7, 47:21 1st	31
51:17, 54:8,	9:20, 49:2,	12:1	12:3, 70:18
54:19, 59:4	49:7, 62:4		_ 33
world	young	2	_ 16:15
22:1	44:11	2	34
wouldn't	younger	1:14, 3:3	17:5, 41:7
52:23	33:1, 41:8	2.2	342,540
wrong	youtube	38:6	43:3
61:18	39:12	200	37.2
Y		_ 19:9	42:25
	Z	_ 2010	4
yeah	zip	13:25	40
8:7, 20:20,	16:14, 30:1	_ 2021	1:14, 18:22,
20:24, 21:5,	\$	15:10	68 <b>:</b> 25
22:2, 32:7,	\$1.14	2023	400
33:17, 34:20,	43:4	66:18	15:5, 15:6,
48:17, 48:25,	\$20,000	2024	15:13, 15:15,
52:2, 52:3, 52:8, 54:14,	18:17	1:13, 3:7,	18:10, 19:2,
57:24, 62:1,	\$80,000	5:25, 36:22,	19:12, 19:14
68:5	18:16	64:25, 66:20,	45
year	0	69:13	19:8
11:8, 11:14,	05	- 2025	46
11:23, 11:24,	1:14	3:13, 6:16,	43:4
12:1, 15:22,	06	15:23, 36:7,	485,581
16:2, 18:15,	3:3	64:22, 65:15,	43:2
18:17, 23:1,	1	_ 65:18	49
23:11, 23:19,	1.30	_ 22	13:2
24:5, 24:18,		16:6, 16:7,	5
27:3, 35:8,	43:6 <b>100</b>	16:11 <b>23</b>	50
35:23, 36:7,			18:24, 19:10
36:22, 40:3,	20:21	69:12 <b>24</b>	563589
40:6, 40:13,	100,000		1:23
43:5, 43:7,	17:11, 17:18 <b>12</b>	24:18, 41:23 <b>25</b>	5th
48:3, 48:15,			42:24
50:7, 50:13,	1:13, 3:7, 13:3	17:16, 18:8, 70:18	6
51:1, 51:20,	122,000 17:4	26	60
52:5, 65:11,	138	17:8	18:6, 18:16
65:13, 66:11,	20:21	<b>293</b>	10:0, 10:10
66:12	20:21		
		43:7	

7	
70	
1:24, 48:14	
7929796	
70:17	
8	
8	
47:14	
86	
28:8, 28:20	
9	
90	
20:10, 28:20	