

TOLL-FREE **800.262.8777**

LOCAL **540.667.0600**

FAX **540.667.6562**

**VIRGINIA DEPARTMENT OF HEALTH  
STATE EMS ADVISORY BOARD MEETING**

**FRIDAY, AUGUST 02, 2019  
1:04 P.M.**

**EMBASSY SUITES BY HILTON RICHMOND  
2925 EMERYWOOD PARKWAY  
RICHMOND, VIRGINIA 23294**

**APPEARANCES****ON BEHALF OF THE VIRGINIA DEPARTMENT OF HEALTH:**

JACQUELINE HUNTER BUYER

**OFFICE OF EMERGENCY MEDICAL SERVICES**

1041 TECHNOLOGY PARK DRIVE

GLEN ALLEN, VIRGINIA 23059

TELEPHONE: 571.528.5518

E-MAIL: JACQUELINE.HUNTER@VDH.VIRGINIA.GOV

**BOARD:**

CHRIS PARKER, CHAIR

EDDIE FERGUSON

PARHAM JABERI, M.D.

GARY R. BROWN, DIRECTOR

SCOTT WINSTON, ASSISTANT DIRECTOR

GEORGE LINDBECK, M.D.

AMANDA LAVIN

GARY CRITZER

KEVIN DILLARD

JON HENSCHER

GARY SAMUELS

DREAMA CHANDLER

JOHN KORMAN

TOM SCHWALENBERG

1 **BOARD :**

2 JASON FERGUSON

3 VALERIE QUICK

4 LORI KNOWLES

5 ALLEN YEE, M.D.

6 SAMUEL BARTLE, M.D.

7 MICHEL ABOUTANOS, M.D.

8 SHAWN SAFFORD

9 KAREN SHIPMAN

10 MIKE WATKINS

11 FEFF YOUNG, M.D.

12 MARGARET GRITTEN, M.D.

13 MARK DAY

14 GREY WOODS

15

16 **SPEAKERS :**

17 CHRISTOPHER L. PARKER - CHAIR - VIRGINIA

18 EMERGENCY NURSES

19 DILLARD E. FERGUSON JR. - VIRGINIA STATE

20 FIREFIGHTERS ASSOCIATION

21 PARHAM JABERI, MD, MPT - CHIEF DEPUTY

22 COMMISSIONER

23 GARY R. BROWN - DIRECTOR

24 CAM CRITTENDEN

25 ADAM HARRELL

1 **SPEAKERS :**

2 VINCENT VALERIANO

3 KAREN OWENS

4 GEORGE LINDBECK MD - STATE EMS MEDICAL DIRECTOR

5 AND OEMS STAFF

6 AMANDA LAVIN - ASSISTANT ATTORNEY GENERAL

7 KEVIN DILLARD

8 JONATHAN HENSCHER

9 GARY SAMUELS - VIRGINIA FIREFIGHTERS/IAFF

10 DREAMA CHANDLER - VIRGINIA ASSOCIATION OF

11 VOLUNTEER RESCUE SQUAD

12 THOMAS E. SCHWALENBERG

13 R. JASON FERGUSON - BLUE RIDGE EMS COUNCIL

14 VALERIE QUICK - THOMAS JEFFERSON EMS COUNCIL

15 LORI KNOWLES - RAPPAHANNOCK EMS COUNCIL

16 ALLEN YEE - MD, FAAEM - VIRGINIA COLLEGE OF

17 EMERGENCY PHYSICIANS

18 JASON D. FERGUSON - WESTERN VIRGINIA EMS COUNCIL

19 SAMUEL BARTLE - AMERICAN ACADEMY OF PEDATRICS

20 MICHEL ABOUTANOS MD - AMERICAN COLLEGE OF

21 SURGEONS

22 DR. SHAWN STAFFORD

23 MIKE WATKINS

24 JEFF YOUNG

25 TIM ERSKINE

1 **SPEAKERS :**

2 KELLY PARKER

3 GREG WOODS

4 GARY W. TANNER - VIRGINIA ASSOCIATION OF  
5 COUNTIES

6 BETH ADAMS - NORTHERN VIRGINIA EMS COUNCIL

7 ED RHOADES

8 WALTER N/L/N

9 VALETA C. DANIELS - VIRGINIA ASSISTANT OF  
10 VOLUNTEER RESCUE SQUADS

11 CHAD BLOSSER

12 DILLARD E. FERGUSON - VIRGINIA STATE FIREFIGHTERS  
13 ASSOCIATION

14 HEIDI N/L/N

15 JOHN C. BOLLING - SW VIRGINIA EMS COUNCIL

16

17

18

19

20

21

22

23

24

25

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

**VIRGINIA DEPARTMENT OF HEALTH**  
**STATE EMS ADVISORY BOARD MEETING**

**FRIDAY, AUGUST 2, 2019**

**1:04 P.M.**

**MR. PARKER:** I'd like to take a moment and welcome everyone to the August 2nd EMS Advisory Board quarterly meeting. The agenda is before, should be before most of you. I know we're running a little tight on seats. The staff is working to bring more seats in. First we'd like to stand for the Pledge of Allegiance. The flag is located in this direction.

**(WHEREUPON, the Pledge of Allegiance was recited.)**

**MR. PARKER:** Please remain standing for a moment of silence for those public safety members who have lost their lives since our last meeting. I ask that you keep Dr. Melton and his family as well as the entire healthcare community in your thoughts.

**(WHEREUPON, a moment of silence was observed.)**

**MR. PARKER:** Thank you. You may be seated. The first item up is the approval of the May 3rd meeting minutes. The minutes were distributed as well as posted on the town hall.

1 A motion to approve the minutes?

2 **BOARD MEMBER:** I submit.

3 **MR. PARKER:** Second?

4 **(WHEREUPON, the motion was seconded.)**

5 **MR. PARKER:** All in favor?

6 **(WHEREUPON, the board members voted in the**  
7 **affirmative.)**

8 **MR. PARKER:** Motion passed. You  
9 have before you the agenda. I need a motion to  
10 approve the agenda.

11 **(WHEREUPON, the motion was approved.)**

12 **MR. PARKER:** So moved. Second?

13 **BOARD MEMBERS:** Second.

14 **MR. PARKER:** All in favor?

15 **(WHEREUPON, the board members voted in the**  
16 **affirmative.)**

17 **MR. PARKER:** Agenda is approved.  
18 Chairman's report. And I apologize for this  
19 being a little lengthy, and I want to start off  
20 this meeting by reading a few statements from the  
21 EMS Agenda 2050. "More than 20 years ago,  
22 Emergency Medical Services pioneers and leaders  
23 described a vision of data-driven and evidence-  
24 based systems in the EMS Agenda for the Future.  
25 Since then, the profession has worked tirelessly

1 to fulfill the vision set out in that landmark  
2 document. When tasked with creating a vision for  
3 the future of the Emergency Medical Services in  
4 the United States, the charge was clear: to  
5 create a bold vision for EMS and the people we  
6 serve. A people-centered EMS system includes  
7 processes, protocols, technology, policies and  
8 practices designed to provide the best possible  
9 outcome for individuals and communities. The  
10 people-centered EMS system serves as the front  
11 line of a region's healthcare system and plays a  
12 core role in supporting the well-being of a  
13 community residents and visitors through data-  
14 driven, evidence-based and safe approaches to  
15 prevention, response and clinical care. EMS  
16 organizations collaborate with their community  
17 partners and have access to the resources they  
18 need, including up-to-date technology and a  
19 highly trained, healthy workforce." Many of you  
20 are aware, although some may not be, the system  
21 we have here in Virginia was founded mostly on  
22 the hills of this historical document of twenty  
23 years ago. As we move into this new era of EMS,  
24 one thing remains clear: Virginia stands on the  
25 forefront of being both innovate and



1 collaborative in our approach to Emergency  
2 Medical Services in this state. I would like to  
3 personally thank Gary and all of the office of  
4 EMS staff for pushing and oftentimes hurling,  
5 sometimes kicking and screaming, Virginia forward  
6 to remain ahead of most of the country. As  
7 prescribed in Code of Virginia, the purpose of  
8 the EMS Advisory Board is in advising the Board  
9 of Health by way of the Office of EMS on the  
10 following. The administration of the statewide  
11 Emergency Medical Services system, the Emergency  
12 Medical Services vehicles maintained and operated  
13 to provide transportation to persons requiring  
14 emergency medical treatment, and for reviewing  
15 and making recommendations on the statewide  
16 Emergency Medical Services plan. Furthermore,  
17 the EMS Advisory Board is charged to review  
18 reports on the status of all aspects of the  
19 statewide Emergency Medical Services system to  
20 determine what is in the best interest of the  
21 patients of which we serve within this great  
22 Commonwealth. With that in mind, it is  
23 imperative that we reflect and look forward and  
24 also inward to determine if we are where we  
25 should be for the future of the EMS system in

1 Virginia. I also want to note that we will be  
2 following the Board of Health procedures for  
3 public comment during this meeting. Those coming  
4 before the board are reminded that they will have  
5 three minutes to address the board. The board  
6 does not have to respond to public comment. And  
7 this concludes my report. Next up is the vice  
8 chair report, Eddie Ferguson.

9 **MR. FERGUSON:** Thank you, Mr.  
10 Chairman. I don't have a report at this time.

11 **MR. PARKER:** Thank you. Chief  
12 Deputy Commissioner Dr. Jaberri?

13 **DR. JABERI:** Thank you, Mr. Chair.  
14 It's a pleasure to be here. In your opening  
15 remarks, you mentioned Dr. Melton's name and I  
16 just wanted to, for those who aren't aware, just  
17 to share some messages and some information that  
18 we heard this morning. For those that don't know  
19 him, Dr. Sam Hughes Melton is a long-time  
20 physician leader and has assumed many, many  
21 different roles with the state. Previously he  
22 was in this role, the chief deputy commissioner  
23 for Virginia Department of Health, and most  
24 currently had been serving as the commissioner  
25 for the Department of Behavioral Health and

1 Developmental Services. We were informed that he  
2 was in a motor vehicle crash on Wednesday  
3 afternoon and was transported to UVA where he  
4 sustained very serious injuries. This morning it  
5 was reported at the commissioner's office that it  
6 does not seem that he will be able to surmount  
7 those injuries today. So again, we'd like to  
8 just certainly acknowledge him. I know there  
9 will be a lot more information coming from the  
10 governor's office, from the commissioner's office  
11 and certainly the secretary of health with  
12 regards to this event, and again we ask that you  
13 keep his family in your thoughts and prayers in  
14 this difficult time. He has touched the lives of  
15 many folks at VDH and I'm sure many of you here  
16 in this community, and his loss will be felt  
17 throughout Virginia. So again, I'm sorry to  
18 share that news with you, but thank you for the  
19 acknowledgement, Mr. Chair. The report I guess  
20 that I want to just simply share is a follow-up  
21 of some conversation, impromptu to some extent.  
22 We knew that we'd have a number of stakeholders  
23 here in this quarterly meeting gathered here in  
24 Richmond, and some questions and concerns and  
25 some paths for future strategic planning as it

1 relates to the relationship between the Office of  
2 EMS and our EMS councils across the state. So  
3 we've had certain discussions recently about  
4 offering additional assistance to the councils in  
5 providing some staff support, some FTEs where we  
6 would be able to better help and coordinate the  
7 administrative duties that falls upon many of our  
8 councils. Really, for the sake of efficiency,  
9 for the sake of where things like such as  
10 procurement where we could use the assets and  
11 resources of the state to be able to purchase  
12 equipment or items at a reduced rate, for a  
13 number of reasons, our Office of EMS had been  
14 again approached for some support, and I'll ask  
15 Mr. Brown to expand upon those. At the same  
16 time, we had also been asked by some stakeholders  
17 about the communications and the relationship had  
18 between the Office of EMS and our councils. We  
19 realize that we're a regulatory agency, we're  
20 contracting out to the councils, and some of the  
21 discussions that are sometimes had about the  
22 deliverables of what is expected and what we hope  
23 to achieve can require some revisiting, and  
24 really looking at how those questions and those  
25 demands or those asks are had of the councils and

1 what we could do to ensure that the communication  
2 between the office and the councils continues so  
3 that we can maintain our coordinated and  
4 collaborative system as we go forth. So we have  
5 an issue of staffing the councils and issue  
6 regarding communications. And then as many of  
7 you know, I took this position on ten months ago  
8 and in recent months had been working with the  
9 Office of EMS leadership to learn a little bit  
10 more about the impact the councils have had  
11 across the state, and I've come to realize, as  
12 many of you know, there have been multiple  
13 iterative processes, one approximately every ten  
14 years, to look at how we can improve service  
15 delivery across the state. We realize that the  
16 councils are an extension of the office, are able  
17 to help us implement and coordinate much of the  
18 work that the office is charged to do by code in  
19 the system. They're the ones that know the  
20 partners and they bring many of the critical  
21 stakeholders together, and that effort is not  
22 just unique to OEMS. That is exactly how we do  
23 our work and other offices across VDH. Our  
24 Office of Drinking Water has a central office in  
25 Richmond. The employees in the regional office

1 are ours but we work through a coordinated and  
2 collaborative system to ensure that local input  
3 is taken and received and that we're able to  
4 ultimately deliver a product in the service that  
5 takes into account the variability across this  
6 beautiful and very large state. So the  
7 discussions have kind of evolved around where do  
8 we need to standardize and where do we need to  
9 keep that local flexibility in a discussion I  
10 presume will continue ten years again from now  
11 and twenty years again from now, but some  
12 interest in looking at what exactly again do we  
13 need the councils to do to ensure that we have  
14 this coordinated and collaborative system, what  
15 is the ask of the Office of EMS, how can we  
16 really partner most effectively to ensure the  
17 citizens, the providers, and all other  
18 stakeholders receive the necessary services from  
19 VDH and again our local stakeholders. So I just  
20 wanted to put this out there on the table. We  
21 had this discussion with the Executive Advisory  
22 Committee on Wednesday, and it was felt that we  
23 should openly share this interest with all of our  
24 members here today. We are working on developing  
25 that stakeholder input, but we wanted to simply



1 let you know that this was something that VDH,  
2 the Office of EMS was looking at in terms of  
3 again the role of the EMS councils, how we can  
4 best support them, and future collaborations  
5 going forth. While that is the long-term  
6 project, I do want to allow Mr. Brown to comment  
7 on some of the more immediate steps and requests  
8 of our office in terms of the administrative  
9 support that some of the councils have asked of  
10 OEMS to take on.

11 **MR. BROWN:** Okay. Thank you, Jr.  
12 Jaber. For those of you that were here for the  
13 February meeting of the State EMS Advisory Board,  
14 Gary Critzer, who was past chair of the advisory  
15 board but also president of the Central  
16 Shenandoah EMS Council, did report on a, kind of  
17 a new approach, a new model in the Commonwealth  
18 of a partnership with that council. They had  
19 approached us about some of their challenges,  
20 whether it be fundraising to staffing to service  
21 delivery, and we entered into just open  
22 discussions and dialogue, and it was really  
23 driven by Central Shenandoah, their Executive  
24 Committee, and their board of directors with  
25 regards to what was the best opportunity for that

1 region of the state through the council for  
2 support of their EMS system, their EMS providers,  
3 their EMS agencies, the hospitals, and so forth.  
4 It was, as we began that dialogue, it did become  
5 very evident, and they expressed this themselves,  
6 that the sustainability of their council was  
7 pretty bleak in some respects, and they were  
8 really looking to, at a different way of doing  
9 business. And that business, what was finally  
10 agreed upon, again it was a true dialogue and  
11 coming to an agreement that we would place state  
12 staff in that region. The council still exists,  
13 still has a board of directors, but we would  
14 assume all the staffing and operational  
15 responsibilities, and that includes everything  
16 from rent to payroll to HR, just the  
17 infrastructure of technology support, the VITA  
18 drops, the computers, the phones, and really take  
19 that burden off the council and the amount of  
20 time that they were using to try to fundraise,  
21 and then being in competition with their  
22 jurisdictions and agencies, which was becoming  
23 more and more difficult for them to continue with  
24 reasonable funding for the council. So we have  
25 entered into an agreement with the board of



1 directors of the Central Shenandoah EMS Council,  
2 and Mr. Critzer did present this to the board in  
3 February. Immediately following that, there was  
4 some additional interest expressed to the Office  
5 of EMS from a couple other councils. We have not  
6 moved swiftly, but we are moving forward with  
7 discussions with these couple of other councils  
8 that are exploring this same opportunity to be  
9 able to possibly mirror something very similar to  
10 Central Shenandoah, but knowing that it needs to  
11 be what's right for those council service areas.  
12 It is not the desire, it has never been the goal  
13 of the Office of EMS, Virginia Department of  
14 Health to do away with regional councils. In  
15 fact, what we're trying to do is support  
16 regionalized systems of care. That tier in the  
17 Commonwealth is really important. We have  
18 national documentation most recently from the  
19 Institute of Medicine that talks about  
20 regionalized systems of care, and we have to have  
21 that. The Office of EMS, Virginia Department of  
22 Health cannot do everything from Richmond, nor  
23 should we. It has to be a reasonable approach.  
24 There has to be the protocols. There has to be  
25 the drug box exchanges. It has to be local

1 involvement to reflect what the EMS system needs  
2 in their particular service area, because one  
3 size does not fit all. So it has to be, we can't  
4 go in and just with one model if you will and say  
5 here it is, take it or leave it, and that has  
6 been stated that we've had approach in some  
7 respects on some things like that. That is not  
8 our approach. This has to be customized. It has  
9 to be worked out with each of the councils and it  
10 has to be something that is doable. It has to be  
11 something that is going to make improvements and  
12 it is going to make a difference, and we're  
13 driven by several creeds if you will, but the  
14 main one, and I'm glad that the Chair read from  
15 the Code of Virginia, because this is patient-  
16 care driven. If we do what's right in the  
17 Commonwealth, no matter what region you're in, to  
18 improve and do what's right for the delivery of  
19 EMS patient care, then we're doing our jobs, and  
20 that's what has to drive this process and that's  
21 what is driving it. The second thing that I've  
22 always lived by is do the right thing, and we're  
23 going to do the right thing. And so it is a  
24 collaborative effort. I'm glad that Dr. Jaber  
25 is here. He knows that it's a collaborative

1 effort that needs to be instilled and he's very  
2 well aware that we have to have good  
3 communications, and we do need to move forward.  
4 We need to, models that were put into place in  
5 the 1970s and 1980s simply are not working for  
6 today. Things have changed. So that's kind of I  
7 guess a little bit of some specificity, but  
8 that's really where we are at the moment. It's  
9 just, it's an open dialogue and it's really  
10 working together, and we'll work with any of the  
11 other regions that at any point they want to  
12 approach us, but we're not going into any area of  
13 the state and initiate discussions first. We're  
14 waiting to see if any councils that liked what  
15 they heard about Central Shenandoah and they have  
16 approached us, then we will listen. And that's  
17 exactly what we're doing right now.

18 **MR. JABERI:** Thank you and just to  
19 piggyback on that, again, this is being shared,  
20 oftentimes we come here to present a plan. It's  
21 just a simple opportunity for us to be  
22 transparent and let you all know of our intent.  
23 Certainly open to any feedback, comments,  
24 questions. Many of you have your specific  
25 contacts of the Office of EMS, but with regards

1 to these two issues, I would ask that you do, if  
2 you have those contacts, to cc Mr. Brown or  
3 myself where appropriate so we can be kept  
4 abreast of the necessary questions and desires  
5 that need our attention. But again, I just want  
6 to simply appreciate, send my appreciation to all  
7 of the individuals that did come forward  
8 throughout the course of this week and prior to  
9 share their concerns. We at the Virginia  
10 Department of Health take all of those comments  
11 quite seriously and we like to take action that  
12 shows our responsiveness and hopefully our  
13 ability to resolve those issues. So thank you  
14 again and thank you for allowing us to have this  
15 update.

16 **MR. BROWN:** Thank you, Dr. Jaber. I  
17 We're down to the Office of EMS reports. I  
18 guess, let me do a little bit more. Maybe I  
19 shouldn't be announcing what I'm getting ready to  
20 announce, but just to be fully vetted here, we  
21 have put in a budget amendment through the VDH  
22 process. All state agencies' offices every year  
23 are given an opportunity to submit proposed bills  
24 or budget bill language and so forth, and we have  
25 put in a request, it's a non-financial budget

1 request. It's only to establish FTEs, in the  
2 case we need them, and what we're doing is just  
3 trying to again be visionary to be proactive. If  
4 we need to pool from a pool of FTEs because we  
5 bring on another council and support that council  
6 through state staff, then we're able to have  
7 those FTEs. So that has been put forward. We  
8 don't know what the outcome of that's going to be  
9 at the moment, but we are working that way. And  
10 to give one other example, one of the executive  
11 directors for council said that they were  
12 spending up to seventy percent of their time  
13 fundraising and it's becoming really even more  
14 difficult to have support for the council, and  
15 it's said that the sustainability of that council  
16 is probably less than two years. So they are  
17 being proactive in working with us, but we also  
18 have to have the infrastructure and the ability,  
19 because we don't want to see a council or region  
20 fail. We want to see it succeed. And if we're  
21 going to come in and help be part of the  
22 solution, we will need a pool of FTEs. So again,  
23 just want to kind of put that out there. I hope  
24 that was okay. Oh, he didn't say yes.

25 **MR. JABERI:** Just for those that

1 don't work in the state government, just to  
2 understand, let me explain why Gary is sharing  
3 that. So that was an office request of the  
4 commissioner's level. That issue is actually,  
5 the discussion started on Wednesday going forth.  
6 In order to meet the needs of Central Shenandoah,  
7 we just simply took from our agency FTE pool. We  
8 all have a certain number of individuals we can  
9 hire, regardless of whether we have funding or  
10 not, and so, you know, those are positions that  
11 could be a disease surveillance specialist, a  
12 public health nurse, wherever. So we created  
13 those positions earlier this year. However, the  
14 request that had come in was roughly twenty-nine  
15 FTEs. So the reason we share that here is it's  
16 important when VDH puts forth those requests, if  
17 it is approved in that forum, I believe we'll  
18 probably have a more sequential introduction that  
19 we would recommend to the secretary's office,  
20 which then needs to be, you know, approved by the  
21 governor's office before it's brought forth to  
22 the general assembly, is that many times, it's  
23 looked upon as expanding the size of government.  
24 So it's important for you all to understand what  
25 the process is like, is that if we do want state

1 FTEs to help support the councils while we have  
2 the funds for it, it's still creating new  
3 positions and expanding the size of government,  
4 so we would need to work with the messaging with  
5 our local partners in order to ensure and really  
6 help elucidate why we are doing what we're doing.  
7 So while we were able to respond to Central  
8 Shenandoah's needs using the current FTEs of VDH,  
9 we do not have additional FTEs to be able to  
10 respond to the newer requests that have come in.  
11 So again, just in the spirit of transparency,  
12 sometimes we deal with, in the state agencies,  
13 specific challenges that prevent us from  
14 necessarily being able to move forth, and I want  
15 to just make sure everybody has that  
16 understanding. So that consideration is working  
17 its way up through the commissioner's level and  
18 the secretary's level, and certainly your input  
19 as to whether you feel this is an appropriate  
20 path to take would be helpful as we make our case  
21 to the secretary and the governor's office.  
22 Thank you.

23 **MR. BROWN:** Thank you. At this  
24 time, I'd like to introduce a new member to the  
25 state EMS Advisory Board. As you know, Northern

1 Virginia was represented by Jose Salazar and he  
2 retired from Loudoun County, and so the Northern  
3 Virginia EMS Council did submit three nominees to  
4 the secretary of the Commonwealth's office for  
5 the governor's consideration, and the governor  
6 did make his appointment, and we were notified  
7 earlier last week that it's Beth Adams. Beth, if  
8 you'll raise your hand and say hi. And so Beth  
9 is representing the Northern Virginia EMS Council  
10 with the unexpired term of Jose and then will be  
11 eligible obviously for reappointment. At the  
12 moment, Beth is a quality manager for the EMS  
13 Division Fairfax County Fire and Rescue  
14 Department. She's also been an adjunct assistant  
15 professor in the clinical research and leadership  
16 of the health science programs at George  
17 Washington University in D.C. She's been in that  
18 role since 1995 to the present. She is really a  
19 laundry list here of professional experience,  
20 education, licensure and certification, and  
21 selected professional activities, very highly  
22 qualified. I've met Beth I think back in the  
23 nineties and it's really a pleasure to have her  
24 on board as the newest Advisory Board member, and  
25 Beth, I'll see if you would like to say anything



1 to the board.

2 **(WHEREUPON, Ms. Adams indicated negatively.)**

3 **MR. BROWN:** Okay.

4 **MR. PARKER:** To be transparent,  
5 she just met me about three minutes before...

6 **MR. BROWN:** Exactly.

7 **MR. PARKER:** ...the start, so...

8 **MR. BROWN:** Exactly.

9 **MR. PARKER:** ...welcome aboard.

10 **MR. BROWN:** Okay. And as we're  
11 doing some recognition, we do have, at Office of  
12 EMS, we do have an employee that I do want to  
13 recognize, and if she could at least come forward  
14 and stand in the middle so we can embarrass her,  
15 Heather Phillips. She's somewhere in the room.  
16 Okay, while Heather is walking towards the  
17 center, here's a resolution, it's the State EMS  
18 Advisory Board Certificate of Recognition. By  
19 virtue of the authority vested by the State  
20 Emergency Medical Services Advisory Board of the  
21 Commonwealth of Virginia and the Virginia Office  
22 of Emergency Medical Services, there as hereby  
23 officially recognized S. Heather Phillips Green.  
24 Whereas S. Heather Phillips, National Registry  
25 Paramedic, has dedicated more than thirty years

1 of service to the EMS field as a volunteer and  
2 career professional, she has represented EMS  
3 interests throughout the Commonwealth by serving  
4 at the local, regional, and state level to help  
5 improve Virginia's EMS System. And whereas  
6 Phillips has served as an EMS provider, educator,  
7 staff member of the Virginia Office of EMS, in  
8 September of 2001, Phillips became a Virginia  
9 Office of EMS program representative, and in  
10 March of 2006, she accepted the role as program  
11 representative supervisor. She has held up her  
12 retirement, to her retirement now. Whereas  
13 Phillips has managed numerous commitments  
14 effortlessly throughout her career, her extensive  
15 knowledge and expertise in the field of public  
16 safety has allowed her to actively participate on  
17 various committees and serve as a resource of  
18 information to EMS agencies and to the EMS  
19 community. Whereas consistently Phillips worked  
20 to improve the quality and service delivery of  
21 EMS Virginia as a provider, instructor, and  
22 compliance investigator. In addition, she  
23 maintains numerous certifications in emergency  
24 management and as an EMS instructor. Therefore,  
25 be it resolved that the Virginia Office of EMS

1 and the State EMS Advisory Board hereby commends  
2 and honors S. Heather Phillips Green for her  
3 commitment and contribute to Virginia's EMS  
4 system and for her service to protect the health  
5 and promote the well-being of all people in  
6 Virginia. Signed by myself and Chris Parker.

7 So, Heather?

8 **(WHEREUPON, the audience applauded.)**

9 **MR. BROWN:** Okay, well, as we're  
10 honoring someone that's retiring, we're going to  
11 recognize someone that just started, so Cam  
12 Crittenden, if you will introduce the newest  
13 member of your staff. Hey Cam, can you come to  
14 the mike? I know you love that.

15 **MR. CRITTENDEN:** Thank you,  
16 everybody. Narod Misroy has been working with  
17 the Office of EMS for the last year as a contract  
18 epidemiologist. We got approval from our  
19 leadership to post that as a full-time position  
20 and we recruited and interviewed multiple  
21 candidates. Narod was one of them, and he came  
22 through with flying colors, was the best  
23 candidate and we were very fortunate to offer him  
24 a full-time position and he accepted, so he is  
25 part of our team permanently now. So welcome

1 him.

2 **(WHEREUPON, the audience applauded.)**

3 **MR. BROWN:** Okay and following  
4 the path of recognition, we do have a board  
5 member that needs to be recognized and was just  
6 recently appointed chief of Goochland County, and  
7 that is Eddie Ferguson. Where is Eddie? Oh,  
8 right here.

9 **(WHEREUPON, the audience applauded.)**

10 **MR. BROWN:** That was a big deal.  
11 He was even on television here in the Richmond  
12 area for the announcement and so forth, and let  
13 me tell you, if you're looking for a good county  
14 to move to, you can move to Goochland because  
15 you're going to be in great hands with Eddie and  
16 his staff.

17 **MR. FERGUSON:** Appreciate that.

18 **MR. BROWN:** Okay, along these  
19 lines, I will continue with Adam Harrell to  
20 introduce an intern that's in our office, and if  
21 Adam will come to the microphone, too, and we're  
22 going to have our intern explain the project that  
23 he's working on, which I think will be of  
24 interest to everyone here.

25 **MR. HARRELL:** See, I came up to

1 the mike without having to be prompted. And I'm  
2 not going to be near as long-winded as Cam. I'm  
3 going to let Vince do the talking. Vince came to  
4 the Office of EMS as a graduate intern for the  
5 summer. He comes from Liberty University, and  
6 I'm going to let him provide you a little bit  
7 more on his background and the project that he's  
8 working on.

9 **MR. PARKER:** Is that microphone  
10 on?

11 **MR. VALERIANO:** Hello?

12 **MR. PARKER:** There.

13 **MR. VALERIANO:** Okay. Thank you  
14 for having me here. It's an honor to be here.  
15 I've really enjoyed my time at the Office of  
16 Emergency Medical Services and I have a passion  
17 for the project that they have tasked me with.  
18 As many of you know, EMS provider mental health  
19 is a serious issue. In 2015, reviving responders  
20 conducted a national survey on EMS provider  
21 mental health and found that EMS providers  
22 contemplate and commit suicide at a rate ten  
23 times higher than the national, or the general  
24 population. In 2018, the Ruderman Foundation did  
25 a study and found that first responders are more

1 likely to die by suicide than in the line of  
2 duty. So EMS provider mental health is a serious  
3 issue, and currently we don't have any  
4 information or data about EMS provider mental  
5 health within the state of Virginia. And so my  
6 project that I've been tasked with is to build a  
7 surveillance instrument to assess EMS provider  
8 mental health. And so some of the objectives of  
9 that are to one, get a baseline understanding of  
10 what is the mental health status of our EMS  
11 providers. Two is understanding what are the  
12 barriers to EMS providers seeking help. Three is  
13 understanding what services are being utilized  
14 and what services are needed. Four is  
15 understanding the culture and attitude  
16 surrounding mental health within EMS agencies and  
17 to see if there's, EMS providers feel supported,  
18 if EMS providers feel that there are high levels  
19 of stigma within their agency, just to get an  
20 understanding of that. And then five I think is  
21 important is to provide EMS providers a safe and  
22 stigma-free place to express concerns about  
23 mental health issues that they may have seen or  
24 are experiencing. And so our goal is to really  
25 understand what are the issues surrounding EMS

1 provider mental health, and then two is to really  
2 have data to back up interventions that we will  
3 do in the future. And so these past two months,  
4 I have been working on building a survey with my  
5 team. We've had internally the Office of  
6 Emergency Medical Services. We have constructed  
7 a survey utilizing previously validated questions  
8 and creating some of our own. We have sent out  
9 the survey to a thousand randomly selected EMS  
10 providers to pretest the instrument. We made  
11 final changes to the instrument, and this past  
12 two Mondays ago, we sent out the instrument. And  
13 so as of today, we have out of thirty-four  
14 thousand EMS providers that we sent the  
15 instrument to, the survey to, we have about  
16 twenty-three hundred responses. So I can give  
17 you guys some stats of our baseline of what we  
18 have so far. So as of today, 62.8 percent of EMS  
19 providers reported having experienced being burnt  
20 out in their career or volunteering as an EMS  
21 provider; 54.6 report experiencing traumatic  
22 stress that has had a negative impact on their  
23 mental health as an EMS provider; 40 percent  
24 report that they have suffered from depression  
25 due to serving as an EMS provider; 38.5 percent

1 believe that they have experienced PTSD due to  
2 serving; and 14.7 percent reported that they have  
3 contemplated suicide since becoming an EMS  
4 provider. And so these are just some of the  
5 really crude baseline statistics that we have so  
6 far. We're going to be doing another week of  
7 data collection, and then after that, we're going  
8 to be analyzing the data and then coming up with  
9 a plan of action. But our ultimate hope is that  
10 this survey will result in further action that  
11 will help EMS provider health and safety and  
12 resiliency and hopefully also decrease stigma  
13 that may be around EMS provider mental health.  
14 Thank you.

15 **MR. PARKER:** Thanks, Vince.  
16 Appreciate that. I would also have, kind of  
17 challenge Vince and Adam and Karen that we submit  
18 a post-abstract to the National Association of  
19 State EMS Officials for next year for their  
20 competition. I think we're going to be very  
21 strong in terms of a submission and I think it  
22 will gain national recognition. Just another  
23 example of things that we're doing as an office  
24 that truly is I think ahead of the curve and  
25 ahead of other states in terms of what we're



1 doing. So stay tuned. Oh yeah, well, I tell  
2 you, Karen, you said you like surprises, so let  
3 me call on you. We have done, and I think we  
4 mentioned at the last board meeting, met the call  
5 presentation, and we actually rolled out the  
6 video at last year's EMS Symposium at the banquet  
7 that night and kind of talk about that and any  
8 statistics off the top of your head and also our  
9 award.

10 **MS. OWENS:** Oh, well, I didn't  
11 make note cards. So as y'all know, the Make the  
12 Call Campaign was a targeted campaign to all of  
13 public safety to take the stigma away, to get  
14 them to understand that it's okay to make the  
15 call and to, you know, step up and recognize  
16 mental health as an issue. We shared it. We did  
17 a targeted campaign that actually ended at the  
18 end of July, of posters, Twitter posts, Facebook  
19 posts that actually targeted first responders.  
20 We kept the video up. When we first shared the  
21 video on Facebook, the Richmond Ambulance also  
22 shared it and they had over twenty-four thousand  
23 views in the first two days, which was very  
24 mindboggling. So that targeted campaign is  
25 technically done. We're no longer advertising

1 the campaign or the video across social media,  
2 but it's all out there still. It's available,  
3 the video, the posters, all of the media that was  
4 put together by the company we worked with is  
5 available for free to anybody that wants it.  
6 It's at [www.vdh.virginia.gov/makethecall](http://www.vdh.virginia.gov/makethecall). Okay,  
7 I had to make sure. I didn't want to give you  
8 the wrong website. And you know, the company  
9 that we worked with was actually very excited for  
10 the work. They were passionate about it, you  
11 know, put together a good product. Do you want  
12 me to give the rest of the, okay. I see a lot of  
13 head shakes. And they submitted it to a  
14 competition, the fortieth anniversary of the  
15 Telly Awards is this year, and they were excited  
16 to share with us that the Make the Call Campaign  
17 won a bronze Telly for the category that it was  
18 submitted. These are awards that are given to  
19 media that has developed, Conan O'Brien has won  
20 awards for media shown on his show, CNN, Fox  
21 News, a lot of, MSMBC, they've all kind of  
22 submitted some of the health videos that have  
23 gone out have been put in for this, so we were  
24 really excited to win bronze and glad that it got  
25 a little more attention just nationwide to get

1 that campaign out. I have no statistics, though.

2 **MR. BROWN:** Thank you, Karen. We  
3 won a bronze out of fifteen thousand submissions  
4 for awards. And now that she mentioned the  
5 fortieth anniversary of the Telly Awards, that's  
6 a good segue for me to talk with the fortieth  
7 anniversary of the Virginia EMS Symposium. And  
8 so that's coming up in November. Irene I know  
9 has reached out to every member of the EMS  
10 Advisor Board, and years ago we, even though it's  
11 really hard on the staff, it was still, we  
12 thought it was important that the last quarterly  
13 meeting of the calendar year for the state EMS  
14 Advisory Board be held in concert with the State  
15 EMS Symposium. And we have held it there I guess  
16 probably for at least the last twenty years, it  
17 seems, and we felt it was important to, because  
18 that's really the largest gathering of EMS  
19 providers at any one time in the Commonwealth of  
20 Virginia, and to be able to, number one, expose  
21 them to who the advisory board was, but also give  
22 the advisory board members an opportunity to look  
23 at the providers and say the decisions we make  
24 are impacting each of you. So it's a really win-  
25 win educational session both ways, and we have

1 found that it's really well-attended. Our EMS  
2 providers like that opportunity to know who the  
3 advisory board is, what they are, what you do and  
4 so forth. So anyway, we do waive the  
5 registration fee for the advisory board members  
6 to attend the entire symposium. We do cover at  
7 least one night of lodging for you, and multiple  
8 nights in terms of if you're also attending any  
9 of the committee meetings or you're a member of  
10 any of the other committee meetings that are  
11 taking place at the symposium. If you have not  
12 registered, do see Irene so she can get you  
13 registered in our system because we do have to  
14 override a couple of the fields to waive the fee  
15 and things of that nature and let her know what  
16 lodging requirements you have and so forth to  
17 attend the symposium. And speaking of that, we  
18 have over four hundred classes scheduled this  
19 year, so we're keeping with the four and the  
20 fortieth, and that's the largest number of  
21 classes of any conference in the entire United  
22 States. So again, we're really pleased about  
23 that. We have tremendous tracks, tremendous  
24 speakers both from Virginia and nationally and  
25 internationally. We're going to have, in working

1 with Kevin Dillard. We're going to have guests  
2 from Germany here during the symposium. We  
3 normally have, we've kind of gone a little bit  
4 international of people attending the symposium,  
5 and it's really a great even, so please make sure  
6 you get in touch with Irene so we can take care  
7 of you. I think there was something else I  
8 wanted to say about the symposium, but it's, you  
9 know, we hope that you celebrate with us on the  
10 fortieth and we look forward to seeing you down  
11 on Norfolk on November the 6th. That Wednesday  
12 is the actual board meeting, but then we also  
13 have a lot of committee meetings and then all the  
14 classes. And one thing I, Chris, I haven't even  
15 had a chance to talk to you about this, but we  
16 were able to, we were approached by Ed Brazle  
17 with Virginia Beach, and we do have a couple of  
18 sessions that he and Virginia Beach are going to  
19 offer on the shooting even that occurred in  
20 Virginia Beach, and he would like and I think it  
21 would be appropriate, some time on the advisory  
22 board schedule on November the 6th to also make a  
23 presentation to the board. So that's something  
24 that will take place, too, so again, a lot of  
25 good highlights that are going on. We're

1 bringing back Randy Mantooth who, if you're as  
2 old as I am, you remember Emergency on TV and  
3 that's what got a lot of people involved in EMS  
4 in the country. We have Bob Page who retired his  
5 Grim Reaper presentation years ago, but he's  
6 going to, he's promised to brush that off and do  
7 that for one more encore just for us. And we've  
8 got some other national speakers for some general  
9 sessions and we're bringing back a banquet  
10 speaker for the Saturday night EMS awards  
11 program. Okay. I will, oh, I'm supposed to  
12 mention this, too. On Friday, August the 16th in  
13 Charlottesville at the Holiday Inn Monticello is  
14 a VDH Office of Health Equity and Office of EMS  
15 is offering a mobile integrated healthcare  
16 community paramedicine summit. Dr. Jaberri will  
17 be there to speak, Dr. Allen Yee will be there to  
18 speak. We have some out-of-state guests  
19 including from Georgia and also counsel from Page  
20 Wolfberg & Wirth, Kevin McGinnis, who is a  
21 program manager for the National Association of  
22 State EMS Officials, who's also been a national  
23 leader in mobile integrated healthcare community  
24 paramedicine. And so this is free. I will look  
25 at Tim and Chris, if there's anything that they

1 want to add to this that I'm maybe not covering,  
2 but you can get with Tim or Chris or myself or  
3 contact the office and again, if you have an  
4 interest in that, that is being offered on  
5 August 16th at no cost. And with that, I'm going  
6 to turn to George, and George, maybe you can hit  
7 on the first thing that was in the green book,  
8 and I always mention that you got a copy of the  
9 quarterly report. It is on our website as well  
10 for those that are not on that distribution list,  
11 and maybe you can talk about HB nineteen?

12 **DR. LINDBECK:** Seventeen?

13 **MR. BROWN:** Seventeen? 1943.

14 **DR. LINDBECK:** So just a brief  
15 update on that, this is concerning provider  
16 exposures. We've been managing that for a long  
17 time fairly well. Recently we've become aware of  
18 some gaps in that system, particularly when we  
19 deal with victims, patients who have expired in  
20 the field, and how do we get testing done on both  
21 first responders as well as good Samaritans who  
22 have attended to patients who have died in the  
23 field, and it has exposed a lot of issues. How  
24 to run serology testing on cadaver blood, who can  
25 do that? It turns out that there are no labs in

1 Virginia that are credentialed to run serology on  
2 cadaver blood. Who's going to provide counseling  
3 for those people, who's going to provide post-  
4 exposure prophylaxis when needed, et cetera. So  
5 we had a meeting about two weeks ago with OCME  
6 and it was a very productive meeting in terms of  
7 getting everybody at the table discussing  
8 concerns and sharing their issues. It wasn't at  
9 the point where we could make any decisions yet,  
10 but we are moving that along. Right now I don't,  
11 I can't say that we've got a solution for that  
12 problem. It's probably going to require some  
13 regulatory language and some changes to make that  
14 work, but we are working on it and we realize  
15 it's an issue. I think that's about it. I don't  
16 think I have anything else to report that won't  
17 be covered by one of the committees.

18 **MR. BROWN:** Okay, thank you,  
19 George. And I think that's, we'll stop there,  
20 Mr. Chair, because anything else I would mention  
21 will probably be covered under the committee  
22 reports. Thank you.

23 **MR. PARKER:** Thank you, Gary.  
24 Amanda?

25 **MS. LAVIN:** I don't have anything.



1                   **MR. PARKER:** Okay. All right, so  
2 now we're down to the State Board of Health EMS  
3 representative report. I received an email  
4 earlier in the week from Gary Critzer and then a  
5 second email this morning. Unfortunately, he  
6 could not be in attendance this week due to a  
7 family emergency. He continues to thank the EMS  
8 Advisory Board for allowing him to represent EMS  
9 on the Board of Health and apologizes immensely  
10 for not being able to attend the meetings this  
11 week. Much of his report has already been  
12 covered by the Office of EMS reports and Dr.  
13 Lindbeck. The next Board of Health meeting will  
14 be on September 5th at the Perimeter Center, and  
15 this concludes his report. So we are now down to  
16 standing committee reports and action items.  
17 First up is the Executive Committee. The  
18 Executive Committee met on Wednesday, July 31st,  
19 and there was a lengthy discussion surrounding  
20 the much-needed evaluation of both committee and  
21 advisory board structure and composition. There  
22 are currently committees with clearly-defined  
23 goals and objectives, and there are committees  
24 that do not have such. The Executive Committee  
25 strongly feels that there needs to be a retreat

1 workday for the entire advisory board with an  
2 outside facilitator to look at both committee and  
3 board composition. The Executive Committee has  
4 tasked the office to work with them in planning  
5 such a retreat and more to come on this. This  
6 concludes the Executive Committee report.

7 Financial Assistance Review Committee, Kevin  
8 Dillard?

9 **MR. DILLARD:** Thank you, Mr.  
10 Chair. No action items. We will be offering  
11 another webinar for the rescue squad assistance  
12 technical assistance. That's going to be on  
13 Thursday, August the 15th from 1:00 to 3:30, and  
14 we will also be offering some classes at the EMS  
15 symposium. The Fall Branch cycle just opened  
16 yesterday, and it closes on Monday, September the  
17 16th. Thank you.

18 **MR. PARKER:** Thank you, sir.  
19 Administrative Coordinator Jon Henschel and you  
20 can give your Rules and Regulations Committee  
21 report.

22 **MR. HENSCHEL:** Okay. Rules and  
23 Regs met on Wednesday. Most of the topics we  
24 discussed were informational. The regs are  
25 currently, we're pausing at this point to allow

1 time for replica language to be modified within  
2 the regs as well as the mobile-integrated  
3 healthcare. Other than that, the rest of the  
4 information can be found in your quarterly  
5 report.

6 **MR. PARKER:** Thank you.  
7 Legislative and Planning Gary Samuels?

8 **MR. SAMUELS:** Legislative and  
9 Planning met this morning. We have no action  
10 items. Again, we went over a lot of  
11 informational topics and reviewed some  
12 legislation from the past year, and we're  
13 planning to alter our meetings scheduled for  
14 November into an October meeting so that we can  
15 review the state EMS plan so it will be ready to  
16 move forward at the November meeting, working  
17 with Chris and his team.

18 **MR. PARKER:** Infrastructure  
19 coordinator, Dreama Chandler?

20 **MS. CHANDLER:** None of the  
21 committees have any action items. Transportation  
22 Committee, in speaking with Eddie, they had no  
23 grants to review so they had no meeting.  
24 Communications Committee met this morning. There  
25 was not a quorum, so there was no business

1 conducted, but they did have a lengthy very  
2 informational meeting and I will turn the other  
3 over to Tom.

4 **MR. PARKER:** Thank you. Emergency  
5 Management Committee, Tom?

6 **MR. SCHWALENBERG:** Good afternoon.  
7 The Emergency Management Committee met yesterday.  
8 We have no action items at this time. Three  
9 items for just general information, we did review  
10 the new triage tag, which incorporates both salt  
11 and start. We reviewed that and approved that to  
12 move forward for production. We also reviewed  
13 the emergency operation training documents, both  
14 a registration form and a roster form, with a  
15 goal of getting better data collection on those  
16 that are taking MCI classes and partly for grant  
17 but also just to move it to a less manual process  
18 to process those course requests. And then much  
19 discussion on highly infectious disease from a  
20 standpoint of working with the Office of  
21 Epidemiology to make sure that we have a  
22 consistent message between Office of EMS and the  
23 rest of VHS, VDH, excuse me, for addressing those  
24 issues. This has some crossover with the Health  
25 and Safety Committee, as well, as far as

1 consistent messaging for highly infectious  
2 disease. And on that topic, just a reminder, on  
3 October 28th, there will be the Virginia Ebola  
4 Summit in Richmond, so please look out for that.  
5 That concludes my report.

6 **MR. PARKER:** Thank you.  
7 Professional Development Coordinator R. Jason  
8 Ferguson, and you may give your TCC report, as  
9 well.

10 **MR. FERGUSON:** Okay. I'll defer  
11 to the individual chairpersons to report on their  
12 committees. For TCC, the TR-98 work group met on  
13 July 9th and we made great progress on revising  
14 the TR-98 competency requirements. The new  
15 version will align more with the Appendix G that  
16 the paramedic programs follow for the COA  
17 accreditation. The work group will meet again on  
18 September the 3rd at 10 o'clock at the Office of  
19 EMS. Our goal is to focus on the quality of  
20 education versus quantity of skills performed,  
21 and we hope to have a final version to this board  
22 to approve at the November meeting. Training  
23 certification met the next day on July 10th.  
24 Billy Fritz has been reappointed to fill the non-  
25 VCCS program's position. Lisa Hale was appointed

1 by recommendation of VAVRS to fill their  
2 position, but she is no longer with VAVRS. So I  
3 reached out to both the executive director and  
4 the president for their recommendation, and as  
5 discussed in the Executive Committee, Scott Davis  
6 has been appointed to fill that position. There  
7 were no other action items there, and the next  
8 training certification meeting is here on October  
9 the 2nd at 10:30.

10 **MR. PARKER:** Thank you. Workforce  
11 Development Committee, Valerie Quick?

12 **MS. QUICK:** We met this morning.  
13 We have no actionable items. We did welcome  
14 Chris Payne, who is representing the military  
15 portion of VMS. He actually brought up just some  
16 information and queries about how to properly  
17 bridge his military staff into our EMS, so we  
18 actually directed him to the TCC to come up with  
19 some different options for them to take back to  
20 the military group. We do have an EMS officer  
21 course that actually filled within three days at  
22 symposium, so they're going to continue to offer  
23 that and they're going to broaden out the  
24 instructor pool. They are plugging right along  
25 with the standards of excellence. No new

1 applicants at this time, but they are going to do  
2 some re-visits on ones that are already  
3 accredited. The last thing is Jason Ferguson  
4 actually sent out a survey that over two thousand  
5 people responded. This was workforce based  
6 looking at what providers and agencies see as  
7 barriers and incentives to recruit men in  
8 retention, why they stay in, why they leave, and  
9 he is going to be compiling those and bringing it  
10 back to our workforce. We do have an EMS  
11 provider survey that is also going to go out  
12 within the next couple of months to be able to  
13 assess the demographics of our EMS agency. And  
14 we are meeting that Friday at 10 o'clock at  
15 symposium, I think that's the eighth, is that  
16 correct? Yeah, at 10:00 a.m. And I have no  
17 further.

18 **MR. PARKER:** Provider Health and  
19 Safety Committee, Lori Knowles.

20 **MS. KNOWLES:** Thank you, Mr.  
21 Chair. Provider Health and Safety Committee met  
22 this morning. We have no action items. Most of  
23 my report has already been covered by previous  
24 reports. We do have some continuing discussion  
25 on forming a DICO group to share information. It

1 was reported that the responder safety website is  
2 now listing the number of fatalities that occur  
3 on roadways, and these are fatalities that are  
4 occurring to law enforcement and other public  
5 safety, firefighter, EMS, et cetera, and there  
6 are also resources on that website for training  
7 and safety. And lastly, we reviewed the CISM  
8 accreditation application. We're going to try to  
9 make that a little bit easier for those that want  
10 to become accredited teams and peer teams.

11 That's all I have.

12 **MR. PARKER:** Thank you. Patient  
13 Care Coordinator Dr. Allen Yee and you may give  
14 the Medical Direction Committee report, as well.

15 **DR. YEE:** I have no report as  
16 coordinator. For the Medical Direction  
17 Committee, we met this past quarter. We have no  
18 action items. We have four informational items.  
19 The Medical Direction Committee feels that the  
20 scope of practice and formulary, I mean that is  
21 the practice max within the state, but it is not,  
22 we voted to say that it is not the educational  
23 minimum. The educational, in working ad hoc with  
24 the TCC Chair, we decided that the educational  
25 minimum will be the national educational



1 standards which are being developed and likely  
2 released in the next year or two. So we have  
3 some time before we have to make any transitions.  
4 Another informational item is we have a working  
5 group from medical control working on critical  
6 care and mobile-integrated healthcare. Both of  
7 these working groups are developing concept  
8 documents that the Office of EMS can use as a  
9 basis for regulations. That's moving on quite  
10 nicely. The Medical Control Committee has also  
11 voted to replace, place Dr. Reed Smith from  
12 Arlington County as an open member, member at  
13 large. That's all we have.

14 **MR. PARKER:** Thank you, Dr. Yee.  
15 Medevac Committee, Jason D. Ferguson.

16 **MR. FERGUSON:** The Medevac  
17 Committee met yesterday morning. We have no  
18 action items. There was just mainly general  
19 conversation and discussion around status of  
20 regulations. Some agencies were discussing  
21 potentially applying for variances on equipment  
22 and things of that nature, and everything else  
23 can be found in the report.

24 **MR. PARKER:** Thank you, sir. EMS  
25 for Children, Dr. Bartle?

1                   **MR. BARTLE:** Mr. Chairman, we last  
2 met on July 31st. We have no action items.  
3 There are a couple informational items I would  
4 like to share. We reviewed the ongoing  
5 distribution of child transport restraint systems  
6 that the committee has been giving out to various  
7 agencies. We also reviewed on the level of the  
8 Pediatric Readiness Project in the state where  
9 we're emphasizing to have a pediatric coordinator  
10 at hospitals to help with pediatric care. Two  
11 new things that are coming up that I want to  
12 share. One is that EMSC Committee is sponsoring  
13 some positions for the symposium registration  
14 fees. We have, we're going to cover forty  
15 attendees who want to go. It's the registration  
16 fee that will be covered, with the stipulation  
17 that they have to take three pediatric courses at  
18 the time of the symposium. It is a first come,  
19 first serve, so if there's anybody that you know  
20 would like to go but might be somewhat  
21 restrictive, this is basically a scholarship for  
22 the registration. Another new point is that we  
23 are starting collaboration with the Trauma  
24 Committee on the development of a state pediatric  
25 disaster planning. EMSC also would like to thank

1 the Office of OEMS for altering when our  
2 committee meetings meet. We're now trying to  
3 meet more with a, in conjunction with the rest of  
4 the committees here so there would be a lot more,  
5 there would be more of ability for crossover  
6 members who want to attend either EMS or EMSC or  
7 one of the other committees. That's my report.

8 **MR. PARKER:** And I want to commend  
9 you for moving the committee meeting. It was the  
10 first one I was able to attend and it was very  
11 well.

12 **MR. BARTLE:** Thank you.

13 **MR. PARKER:** Trauma system  
14 coordinator and the TAG report, Dr. Aboutanos?

15 **DR. ABOUTANOS:** Thank you, Mr.  
16 Chair. For the trauma system quarterly report, I  
17 will leave the various chairs to talk about their  
18 committee report. For the TAG report, we met  
19 today. There was no action item; however, there  
20 are a couple of things quickly to report. We did  
21 have a planning session in June, 27 of June, and  
22 that was mainly to give more orientation online  
23 to various committees as the committees are  
24 starting to grow, wanted to make sure they're all  
25 aligned under the same mission and the vision for

1 the trauma system plan. And there was one  
2 central theme that was, if we wanted to be a  
3 data-driven system plan, we need to know our  
4 data. And so the central theme as you will see  
5 from all the various committees is to go back and  
6 find out what are the value of different data  
7 that drive the entire trauma system plan all the  
8 way from pre-injury to pre-hospital, then to  
9 acute care and then post-acute care. And that  
10 was kind of the main aspect. The other dominant  
11 theme that was discussed today at our meeting was  
12 the trauma fund, and more strategic plan and a  
13 pathway for us to be able to figure out how do we  
14 respond and how to prepare ourself more of a  
15 unanimous voice, all the trauma centers with the  
16 help of the Office of EMS and VHHA with regard to  
17 the large threat of having the trauma fund not be  
18 available and the significant, significant impact  
19 that that's going to have on the various trauma  
20 centers. So we decided that within six weeks, we  
21 can have a system so we can have an actual plan  
22 how we're going to go forward with this plan.  
23 And last, we decided that the Trauma  
24 Administrative and Governance Committee will  
25 start meeting every six weeks instead of

1 quarterly because of the significant amount of  
2 work that needs to be done. And that concludes  
3 my report for the TAG.

4 **MR. PARKER:** Thank you, sir.  
5 System Improvement Dr. Shawn Stafford?

6 **DR. ABOUTANOS:** So Dr. Shawn  
7 Stafford had to leave, but I'll quickly give his  
8 report. Basically we rated that every committee  
9 is going to work on data as we mentioned, and the  
10 system committee is going to be involved  
11 specifically with housing the various data from  
12 the various continuum of care, develop a regular  
13 output of a report with regard to the data. The  
14 first report will be now in December. That's  
15 the, one of the main action. That's basically an  
16 ongoing aspect, but there was no action item for  
17 them.

18 **MR. PARKER:** Okay. Injury and  
19 Violence Prevention, Karen Shipman?

20 **DR. ABOUTANOS:** Is Karen here? I  
21 don't see...

22 **MR. PARKER:** Is there someone from  
23 the office that can provide a report? Okay. No  
24 report from Injury and Violence Prevention. Pre-  
25 Hospital Care, Mike Watkins?

1                   **MR. WATKINS:** Good afternoon.  
2 Pre-Hospital Care Committee met yesterday. We  
3 have no action items. We do have some  
4 informational items. We identified some of our  
5 key areas of data requests and try to outline  
6 some of that with the Trauma and Critical Care  
7 Formatic System so we can start pulling some of  
8 that information. We reviewed the trauma  
9 quarterly report and identified some areas that  
10 we wanted to try to narrow down focus specific  
11 for age ranges, pediatrics and geriatric patients  
12 in trauma, and we identified and kind of  
13 demonstrated the challenges of data collection at  
14 the pre-hospital level with kind of an  
15 illustration with the V-Fib V3 system. So,  
16 that's all I have.

17                   **MR. PARKER:** Thank you. Acute  
18 Care, Dr. Jeff Young?

19                   **DR. ABOUTANOS:** Jeff Young just  
20 had to step out, as well, and his committee also  
21 met today and the main action they talked about,  
22 again with the same theme of collecting data for  
23 now what is the best data for the system. There  
24 will be more to come on that. There were no  
25 action items.

1                   **MR. PARKER:** Okay. Post-Acute  
2 Care, Margaret Griffin?

3                   **DR. ABOUTANOS:** Actually, Tim  
4 Erskine will report.

5                   **MR. PARKER:** Okay, Tim?

6                   **MR. ERSKINE:** Hi, I'm temporarily  
7 Maggie. We have no action items from the Post-  
8 Acute Care Committee. The committee spent its  
9 time reviewing potential data sources for  
10 rehabilitation, also just locating rehabilitation  
11 facilities. That's a fairly nebulous concept.  
12 The Brain Injury Association has actually a large  
13 robust data base which will be the starting point  
14 and there is an idea that was formulated during  
15 the meeting at looking at acquiring  
16 rehabilitation data from trauma centers that have  
17 an inpatient rehabilitation facility to allow for  
18 a longer term view of the outcomes of trauma  
19 victims. And that's about it.

20                   **MR. PARKER:** Thank you. Emergency  
21 Preparedness and Response, Mark Day?

22                   **DR. ABOUTANOS:** It will be  
23 actually Morris Reese to give the report if  
24 Morris is here. Maybe Kelly, can you give the  
25 report?

1                   **MR. PARKER:** Either Morris or  
2 Kelly or someone that can give a report?

3                   **DR. ABOUTANOS:** Kelly will.

4                   **MR. PARKER:** Hi.

5                   **MS. PARKER:** Hi. Thank you. We  
6 don't have any action items, just a couple of  
7 informational...

8                   **MR. PARKER:** Can you state your  
9 name for the...

10                   **MS. PARKER:** Yeah, sorry. Kelly  
11 Parker, Virginia Hospital and Healthcare  
12 Association. We discussed kind of the planning  
13 effort at the local, regional, and statewide  
14 level for emergency preparedness and disaster  
15 plans and how the Emergency Preparedness  
16 Committee can inform those plans from a trauma  
17 perspective. And then like most of the other  
18 committees, we discussed what data is available  
19 to kind of look at routine referral patterns and  
20 how we can use those routine patterns to  
21 potentially anticipate surge for some of our more  
22 vulnerable compilations.

23                   **MR. PARKER:** Awesome, thank you.  
24 At this point, we've been at it for an hour and  
25 five minutes. I feel like it's time to take



1 about a ten-minute break.

2 **(WHEREUPON, a brief recess was taken from 2:10**  
3 **p.m. to 2:22 p.m.)**

4 **MR. WOODS:** Greg Woods, chairman  
5 of the Regional Directors Group. By  
6 informational items, our group did meet on July  
7 the 31st. A couple of things that we're doing,  
8 we have agreed to be a symposium sponsor this  
9 year, so we are happy to continue supporting  
10 symposium. We also put together a work group to  
11 develop a regional EMS services assessment to  
12 help us as we move forward in the collaborative  
13 spirit that we have always enjoyed as part of the  
14 state EMS system. I do want to take a moment to  
15 note that we did meet, a small group of us,  
16 myself, Tracey McLaurin, the vice chair, and Rob  
17 Logan, who is the longest-serving regional  
18 counselor director with Dr. Jaberri, Gary Brown,  
19 and Scott Winston, to discuss the relationship,  
20 communication, and collaboration between regional  
21 EMS councils and the state, and I appreciate your  
22 comments related to collaboration because we  
23 truly believe that collaboration and partnership  
24 is the only way that we move forward and advance  
25 pre-hospital care in Virginia. We believe that

1 collaboration and partnership and communication  
2 is also the only way that we improve  
3 efficiencies, and we are very much open to  
4 discussions that lead to the improvement in pre-  
5 hospital care all across Virginia. With that  
6 said, we do, we have provided to you a document  
7 that refers specifically to information you  
8 received in the quarterly report. We believe  
9 that collaboration and communication must be  
10 open, honest, and transparent, and we do have  
11 issues with the way material presented in  
12 Appendix A was presented to the group, and so we  
13 provided that response. In respect of your time,  
14 we're not going to read that, but we will, I am  
15 going to summarize some of those key points and  
16 how it relates here today. I would ask that if  
17 you have any questions, feel free to direct those  
18 to me, and anything contained within our report  
19 or within the statements that I make today, I can  
20 verify in writing. I believe that statements  
21 should be verifiable, that they should be fact  
22 driven, and I have those today should anyone want  
23 to see those. So I want to frame our discussion  
24 about the Appendix A to say that it provides data  
25 related to the total contract amounts and

1 disbursement within specific categories, and the  
2 data presented is probably accurate in its  
3 presentation of accounting, but that is an  
4 incomplete picture of how we got to that  
5 relationship and how we performed. So in  
6 abbreviated history of the provision of  
7 continuing education of our regional councils in  
8 Virginia, you all probably remember that in May  
9 of 2016, around May, it was determined that the  
10 EMS Training Fund Program and the contracting  
11 practices were no longer allowable under state  
12 procurement laws. And so that delayed the  
13 availability of EMS training funds. Because the  
14 regional EMS councils understand the impact that  
15 those losses present for EMS agencies all across  
16 our regions, I in July of that year reached out  
17 to the Office of Emergency Medical Services and  
18 asked if there was a way to utilize our existing  
19 contracts to ensure the continuity of continuing  
20 education all across Virginia. I received a  
21 reply from OEMS that that was, that they would  
22 look into it, and then in fact in August of that  
23 year, we were informed that a process had been  
24 approved and that regional EMS councils had been  
25 identified as a contractor to ensure the

1 continuation of CE programs in Virginia. So  
2 along the way after several months we, in May, we  
3 were told that an MOU had been approved. On May  
4 24th, we received an electronic copy of that  
5 without any information related to finances  
6 related to it, and we also scheduled a meeting  
7 with OEMS where we could meet and discuss that  
8 MOU, what was expected from it, and at that  
9 meeting for the first time we were given an  
10 opportunity to look at the financial model that  
11 was presented by the state. That financial  
12 model, we had a couple of issues with that, based  
13 on the unique geographic and demographic  
14 variations within Virginia. In two specific  
15 areas, one related to the number of CE programs  
16 per locality and one related to the number of CE  
17 courses that, auxiliary CE courses that should be  
18 completed by providers in our regions. We  
19 expressed those concerns and we were told that  
20 that funding mechanism had been determined by  
21 OEMS, and it was not open to discussion. Now  
22 over the course of time, there were five versions  
23 of the MOU, and a stream of emails back and forth  
24 making some adjustments to the contract language  
25 within that MOU, but not changing the formula

1 that had been presented to us. And prior to  
2 that, we had had no input into either the MOU  
3 language or the financial structure that was  
4 proposed for us. We were told at that meeting  
5 that this represented a funding maximum, that  
6 this was the maximum amount per region that would  
7 be allocated under that MOU. However, after we  
8 signed, we had questions related to how that was  
9 going to be administered. So in follow-up  
10 communication with OEMS personally, I asked about  
11 those auxiliary numbers because for Southwest  
12 Virginia, the number was incredibly skewed. And  
13 we were told again that this was a funding  
14 maximum, that we would be compensated for what we  
15 accomplished and not penalized for what we did  
16 not do. That was affirmed again when another  
17 regional council director emailed the state and  
18 we got a reply from Charles Faison, who at that  
19 time was managing the program that we were  
20 correct, we would be compensated for what was  
21 accomplished, not penalized for what we couldn't  
22 do. We do have copies of those emails. If  
23 anyone would like to see them, I'd be happy to  
24 share those with you. From that time forward, we  
25 received no feedback or information regarding

1 performance or any changes to the expectations  
2 under those MOUs. It was extended and a new  
3 contract reached the following year, which is  
4 year two represented in that report. It wasn't  
5 until May of this year that we received any kind  
6 of feedback, and it was the document that now is  
7 included in Appendix A in your quarterly report,  
8 indicating that we had not performed as expected  
9 under that contract. The two, some of the issues  
10 that we have related to how that was presented  
11 and the implications of that report are that we  
12 were not a party to the creation of the funding  
13 matrix used in FY-2018 or FY-2019. The regional  
14 councils expressed their opposition to that  
15 funding matrix because we didn't feel that it  
16 realistically represented regional demands, nor  
17 did it take into account the geographic or  
18 demographic differences within regional councils.  
19 We were told at that first initial meeting that  
20 we could either take that MOU with that funding  
21 mechanism or leave it, and that if we chose not  
22 to execute the MOU, they would find an  
23 alternative means to do that. The administrative  
24 fees that are referenced in that report were not  
25 negotiated or determined by the regional EMS

1 councils, and in fact, we were not, we did not  
2 invoice for those fees throughout any of the  
3 terms of those two contracts. Those were added,  
4 calculated and added by the state office, and no  
5 feedback was received at any time indicating a  
6 performance deficiency or change in outcomes. We  
7 believe that collaboration is essential in  
8 creating and implementing programs that impact  
9 Virginia's EMS system, and it's necessary to  
10 ensure efficiency to produce plans that consider  
11 the geographic and demographic variations across  
12 Virginia. And Gary, I do want to thank you in  
13 your comments for noting that regional EMS has  
14 significant variations across Virginia and that  
15 we must in our processes meet those unique  
16 demands that are representative of regions. And  
17 that has been the goal and the aim of the  
18 regional EMS councils since our implementation  
19 and our founding nearly forty years ago. We  
20 believe that collaboration between OEMS and  
21 stakeholders is essential to advancing the field  
22 of Emergency Medical Services in Virginia and  
23 understanding very well those unique needs, those  
24 unique challenges that arise from our geographies  
25 and our demographics. We've always striven to be

1 proactive in our collaborations to build  
2 successful programs. Under the current MOU that  
3 was presented at our meeting in May, we were once  
4 again presented a document that we had not seen  
5 that defined a funding matrix that we had no  
6 input into. While we had opportunity for some  
7 discussions during that meeting, having not  
8 received the document in advance, we could not  
9 have informed discussions related to the impacts  
10 of that program or how we were going to  
11 administer those. So in that spirit of  
12 collaboration that we talked about, that  
13 following Monday I emailed the state to Mr. Chad  
14 Blosser and said, "Thank you for your  
15 presentation at our meeting on Thursday. I've  
16 spoken to numerous colleagues since our meeting  
17 about this proposal. The majority seem to agree  
18 that this is an innovative approach to ensuring  
19 the provision of EMS continuing education across  
20 Virginia. My colleagues have expressed their  
21 support of the program and desire to work  
22 collaboratively to make the program successful.  
23 With that said my colleagues have expressed  
24 challenges to implementation of this program as  
25 proposed. Not having the information in advance



1 precluded thorough discussion and dialogue during  
2 our brief meeting. With time to read the MOU and  
3 analyze costs, many of us have identified  
4 operational challenges to implementing this  
5 program as presented. Many of these arise out of  
6 the unique geographic, demographic, and  
7 structural characteristics of our regions.  
8 However, I believe that I can speak for our group  
9 in stating that our shared goal is to make this  
10 program succeed. I believe that we can build a  
11 better plan and better product by working  
12 together. As chair of Virginia's regional EMS  
13 councils, I am requesting a meeting to continue  
14 these discussions. I do not believe it must  
15 necessarily involve the entire regional  
16 director's group. I believe representative  
17 groups from the RDG and OEMS would be sufficient.  
18 I am willing to come to Richmond if necessary to  
19 meet or to meet between here and there. Please  
20 let me know what dates you have available and we  
21 will go from there. I did receive a reply back  
22 that Adam Harrell would be answering those  
23 questions, but we never got to a point where we  
24 had a meeting to discuss that MOU proposal. For  
25 background, I had already prior to this point

1 emailed all of the other regional EMS councils,  
2 asked them to refrain from directly contacting  
3 OEMS and expressing their individual views, to  
4 send those to me by email so that I could in a  
5 direct way address all of those concerns on  
6 behalf of all of us. Polling our group and  
7 having heard from all of them, only one region in  
8 the Commonwealth prior to my sending this email  
9 had had direct communication with OEMS after we  
10 left Richmond after being presented with these  
11 documents. So on Tuesday, May 7th, we received  
12 an email from Adam Harrell, noting that due to  
13 the considerable issues with deliverables,  
14 contract value, terms and conditions, and the  
15 desired level of performance and availability of  
16 continuing education, they were rescinding their  
17 offer of the CE MOUs for all regions. At this  
18 point, one region had already signed and returned  
19 the MOU in anticipation of being able to work  
20 through to implement this program. So I did  
21 follow-up with Gary Brown after receiving Adam's  
22 reply, and I noted that yesterday I requested a  
23 meeting as chair of the regional director's  
24 group, which had to talk through some questions  
25 raised after reviewing the proposed CE MOU and

1 having time to work with those numbers to project  
2 costs. Having not provided those documents in  
3 advance precluded informed discussion, and it's  
4 not an approach that I expect of government  
5 offices. Similarly, drafting such a plan with no  
6 input from EMS constituents or those intended to  
7 implement it cannot produce a truly well-reasoned  
8 and developed systemic solution. My email to  
9 Chad expressed my desire to work together to  
10 develop a workable and successful plan; however,  
11 it appears my offer has been summarily dismissed.  
12 This is not a positive or helpful response in  
13 this situation. And then I went on to say while  
14 I've advocated for partnership and collaboration  
15 between the regional offices and the state for  
16 years and continued to do so, responses and  
17 reactions such as this do not convey the openness  
18 nor transparency expected of government. Then I  
19 asked, I ask for your intervention as the head of  
20 OEMS to change the manner of discourse between  
21 members of the state office and OEMS to move  
22 toward greater partnership. Since those times,  
23 there have been a lot of communications related  
24 to those MOUs that were proposed in May of this  
25 year. They do not adequately describe what

1 happened, nor do they describe the exchanges  
2 between the regional EMS councils and OEMS, and  
3 they're not conducive to building and fostering  
4 collaborative relationships. Those who have  
5 studied leadership, we know that trust is  
6 essential and that honest and open communication  
7 engenders trust. I am very much encouraged and  
8 our regional directors are very encouraged by the  
9 efforts by Dr. Jaberri to talk with us and to  
10 foster opportunities for dialogue, but we do not  
11 appreciate the report that implies that our  
12 performance was inadequate when that measurement  
13 criteria had been affirmed multiple times by OEMS  
14 and we were in good faith executing financial  
15 schemes that we had no part in drafting to the  
16 best of our abilities; and we don't appreciate  
17 the non-transparent and sort of biased approach  
18 that has been taken in explaining those  
19 interactions over time. We look forward to  
20 continued discussions and we look forward to  
21 having open frank and honest discussions about  
22 what regional EMS councils should be doing and  
23 how we work with the state to accomplish the goal  
24 that all of us in this room should have, and that  
25 is simply improving pre-hospital care and making

1 sure that the patients that we touch have the  
2 best outcomes possible all across Virginia. I  
3 will not get into any of the details unless you  
4 ask of the specifics of what that MOU looked like  
5 or why I make the statements that there were  
6 challenges to it. You're welcome to ask those  
7 questions and I can speak from my region, or you  
8 can find me on a sidebar. If you have any  
9 questions, I encourage you to ask your regional  
10 EMS council, and as noted, I can share with you  
11 those email exchanges if you feel they're  
12 beneficial. With that, I conclude my report.

13 **MR. PARKER:** Thank you. We're now  
14 down to public comment period. For those wishing  
15 to make public comment, you're asked to come to  
16 the microphone, state your name, and then the  
17 Chair, myself, will recognize your three minutes  
18 as noted on the clock in the center of the room.  
19 You are asked to speak slowly so the court  
20 reporter can understand what you're saying.

21 **MR. TANNER:** Mr. Chair?

22 **MR. PARKER:** I open the floor for  
23 public comment.

24 **MR. TANNER:** Mr. Chair? I'd like  
25 to make a motion that this document that was

1 handed out be added to the minutes of the  
2 meeting.

3 **MS. ADAMS:** Second.

4 **MR. PARKER:** So we'll call for a  
5 vote. All in favor signal by lights on. So I  
6 have one, two, sorry about that. All right, all  
7 in favor say so by saying aye.

8 **(WHEREUPON, board members voted in the**  
9 **affirmative.)**

10 **MR. PARKER:** Any opposed? Any  
11 abstained? Motion passed.

12 **(WHEREUPON, the motion was passed.)**

13 **MR. PARKER:** Public comment  
14 period. Is there anyone wishing to bring any  
15 business before the board today?

16 **MS ADAMS:** Mr. Chair? I've been  
17 asked by the Northern Virginia Fire and EMS  
18 Chiefs to provide a statement, and in light of  
19 what just preceded, this seems like a good time  
20 for that.

21 **MR. PARKER:** Okay.

22 **MS. ADAMS:** Thank you again for  
23 making me feel welcome on day one. Roughly  
24 thirty years ago I joined the Minnesota EMS...

25 **MALE:** Turn the mike.

1                   **MS. ADAMS:** Turn the mike towards  
2 me. Thirty years ago I was welcomed to the  
3 Minnesota EMS Advisory Committee, had been  
4 appointed by that governor, so what's old is new  
5 again. In the intervening years, as Gary noted,  
6 I have spent much of my time as an educator. My  
7 first dozen years in Virginia, I taught with  
8 George Washington University full time and at one  
9 point was responsible for continuing education  
10 for five of the seven major jurisdictions in  
11 Northern Virginia. So I had a pretty good handle  
12 on what was going on and have worked closely, and  
13 in the dozen years since, I've been in the,  
14 working for a specific agency. So on behalf of  
15 the Northern Virginia Fire Chiefs and EMS Chiefs,  
16 I've been asked to share this information with  
17 you. The Northern Virginia EMS Council has met  
18 or exceeded all parameters for performance for  
19 the MOU for disseminating training funds. The  
20 office of EMS has stated that the cost of doing  
21 business on the previous MOU was prohibitive;  
22 however, the MOU stated that the regional EMS  
23 councils would receive ten to eleven percent of  
24 their allocated amount as administrative fees.  
25 This caused many of the EMS councils to receive

1 the same amount or even more money than what was  
2 invoiced for their region. The proposal was  
3 brought up by the regional directors and again by  
4 the Northern Virginia Chiefs at a meeting at the  
5 Virginia Office of EMS to suggest that the MOU be  
6 amended to only provide the ten to eleven percent  
7 based on invoices provided. This incentivizes  
8 the additional training and collaboration within  
9 the region, thus making it easier for EMS  
10 providers to find CEU classes closer to their  
11 home or even workplace. When the regional  
12 directors offered to assist in making the  
13 proposed new MOU a more effective program, Office  
14 of EMS staff stated they do not negotiate with  
15 contractors. Although the terminology of  
16 contractor in quotes is correct, citing section  
17 32.1-111.11 of the Code of Virginia, establishing  
18 the regional councils in defining their function  
19 and purpose. The purpose of the councils is to  
20 collaborate with the Office of EMS, local  
21 government officials, physicians, hospitals, and  
22 EMS agencies to plan and coordinate EMS  
23 activities at the regional level to promote  
24 quality of care. The establishment of contracted  
25 educators directly through the Office of EMS



1 specifically bypassing the councils is not an  
2 effective way to collaborate. Introducing a  
3 change in the MOU during a meeting in May with  
4 expected implementation by July 1 is not a very  
5 effective way to make positive change. Self-  
6 imposed deadlines on the part of the Office of  
7 EMS makes it difficult to plan for the future on  
8 a regional level. A contingent of the Northern  
9 Virginia Fire Chiefs traveled to Glen Allen on  
10 June 12th of this year for a meeting with Office  
11 of EMS staff to voice their concerns. Shortly  
12 after the conclusion of that meeting, Mr. Brown  
13 asserted that the Office of EMS would be working  
14 on a new plan to be presented to the NoVA Fire  
15 Chiefs as an alternate option, and to date there  
16 has been no plan received by the group. The  
17 Board of Directors at the Northern Virginia EMS  
18 Council is appointed by the EMS agency heads  
19 within our region. Those are the fire chiefs.  
20 They determine the representation to the board,  
21 and so when the EMS councils, Northern Virginia  
22 EMS Council Board speaks, the majority or  
23 speaking on the behest of the fire chiefs.  
24 Bypassing the Northern Virginia EMS Council with  
25 programs such as these makes it difficult for the

1 Board of Directors and the chiefs to work with  
2 the Office of EMS. As customers of the Office of  
3 EMS, this can't be the norm, and they have four  
4 asks. Ask number one: the best option would be  
5 to restore the MOU for training funds with the  
6 amendment that the administrative fees paid to  
7 the councils be based on their invoices provided  
8 to the Office of EMS. Two, if that cannot be  
9 done, the chiefs would like the Office of EMS to  
10 work with the Board of Directors from the  
11 Northern Virginia EMS Council to develop an MOU  
12 effective for all parties. And in addition,  
13 three, changes of significance brought forth by  
14 the Office of EMS should be discussed at this  
15 board or at the appropriate subcommittee so that  
16 there is an opportunity for its discussion prior  
17 to implementation. And lastly, what commitment  
18 or specificity is there with regard to  
19 collaboration with the EMS councils for training  
20 that will be conducted in their region by these  
21 state-funded contractors. Thank you. And I'll,  
22 Chris, I'll send you an email copy of this.  
23 Thank you.

24 **MR. PARKER:** Thank you. Is there  
25 anyone else that would like to come before the

1 board?

2 **MR. RHOADES:** Mr. Chairman, Ed  
3 Rhoades coming to you as chairman of the Health  
4 and Human Resources Subpanel of the Commonwealth  
5 Preparedness Panel, inviting the board to come to  
6 our next meeting on September the 10th of this  
7 year at the Glen Allen Library off Staples Mill  
8 Road. Thank you.

9 **MR. PARKER:** Is there anyone else  
10 that would like to bring any business before the  
11 board?

12 **MR. HUMER:** My name is Walter  
13 Humer. I am currently, been working in EMS for  
14 thirty years. Some people here know me.  
15 Thirteen years in Richmond, seventeen years in  
16 Dinwiddie County where I reside. I have seen a  
17 lot of people injured throughout my time as I was  
18 a medic, so I come to the conclusion, I started  
19 an organization that's a 501(c)(3) nonprofit  
20 charitable organization called Foundation Trauma.  
21 It is, with the mission of helping those that  
22 have been critically injured. To date, I have  
23 helped four families that have been sent from  
24 area hospitals to level one trauma centers and  
25 sent back home. They are in need of financial

1 help mainly, so I was able to help them as much  
2 as I could. So I'm looking for some recognition  
3 and you all putting the word out for me to help  
4 other people. Thank you for your time.

5 **MR. PARKER:** Thank you, sir. Is  
6 there anyone else that would like to bring any  
7 business before the board? At this point, we're  
8 at the unfinished business. Is there any  
9 unfinished business to come before the board  
10 today? Valeta?

11 **MS. DANIELS:** I just have a couple  
12 of questions about some reports that were given  
13 today. One is what about giving the regional  
14 councils more people? And I don't understand  
15 what the state is hiring people to do CEU credit  
16 classes for versus it being the regional  
17 councils. That's my first question. I have  
18 another question, but, so I'm just not  
19 understanding the difference there. Did we pull  
20 it from the regional councils and now the state  
21 is going to handle that?

22 **MR. PARKER:** Hey, Adam.

23 **MS. DANIELS:** I'm just not clear  
24 on how that happened and what those positions  
25 are, what they're going to be expected to do.

1                   **MR. HARRELL:** So what the state  
2 is, what the office is doing is we're hiring  
3 contractors. We're hiring people to perform  
4 category one CE for every planning district. So  
5 these are not taking funds away from the council,  
6 you know, that were, not taking people away from  
7 that, that type of arrangement. This is a new  
8 model for providing specific category one CE  
9 throughout the Commonwealth.

10                   **MS. DANIELS:** So were the councils  
11 not presenting enough category CEU one, CE  
12 category ones?

13                   **MR. HARRELL:** The overall CE that  
14 was being delivered was not meeting expectations.  
15 I can't say that each council didn't meet  
16 performance measures. It was the program as a  
17 whole was not meeting the CE needs that were  
18 anticipated. So this is a different approach of  
19 providing staff instructors within the planning  
20 districts to provide that continuing education.

21                   **MS. DANIELS:** And then how will  
22 they be disbursed?

23                   **MR. HARRELL:** It will be, it's  
24 roughly one per planning district. Some planning  
25 districts, because of their size of geography,

1 receive two, but it is one full-time employee,  
2 forty hours a week, providing continuing  
3 education to every planning district.

4 **MS. DANIELS:** And what about, so  
5 do the regional councils still have their  
6 training funds?

7 **MR. HARRELL:** No, ma'am.

8 **MS. DANIELS:** Okay. So the  
9 training funds have been pulled from the regional  
10 councils?

11 **MR. HARRELL:** That is correct.

12 **MS. DANIELS:** In lieu of the state  
13 hiring people to do this.

14 **MR. HARRELL:** Correct.

15 **MS. DANIELS:** Do they have state  
16 benefits and all that?

17 **MR. HARRELL:** No, they do not.  
18 These are contract employees through the state's  
19 contingent labor contract. So they do not have  
20 full-time benefits. They receive an hourly wage  
21 per that contract.

22 **MS. DANIELS:** And where are they  
23 going to work out of?

24 **MR. HARRELL:** They will be home-  
25 based employees with state assets. They have

1 access to state email. They have a state  
2 telephone. They have projection and educational  
3 equipment. They will be monitored by the ACE  
4 Division and will be under Mr. Chad Blosser as  
5 direct reports.

6 **MS. DANIELS:** All right. I just  
7 have some concerns about this, but okay, thank  
8 you.

9 **MR. HARRELL:** Mm-hmm (indicating  
10 affirmatively).

11 **MS. DANIELS:** Okay, question  
12 number two, Dr. Lindbeck and Dr. Jaber. So I  
13 just find it hard to believe that the Medical  
14 Examiner's office has never ever had an employee  
15 exposed to something. What did they do if they,  
16 I mean, I know that they suit up. I know, but  
17 things rip, things tear, so what's their internal  
18 process if one of their employees is exposed?

19 **DR. LINDBECK:** So a different  
20 issue, they have had exposures. The point is  
21 that they don't run serology in-house. It gets  
22 sent out to a reference lab. And there are only  
23 two reference labs in the country that do this.  
24 One is at the Mayo Clinic in Rochester. The  
25 other is LabCorp, and the closest LabCorp lab is

1 in North Carolina right now. So the OCME has  
2 looked after their own employees...

3 **MS. DANIELS:** Right.

4 **DR. LINDBECK:** ...but they've  
5 never had a mandate to look after the EMS system,  
6 first responders, and nobody really knows what to  
7 do with the good Samaritans.

8 **MS. DANIELS:** Right.

9 **DR. LINDBECK:** Because nobody  
10 really has responsibility for them and  
11 responsibility incurs costs and availability, and  
12 we just don't have that system. So OCME has  
13 always looked after their employees, but again,  
14 they don't run these serologies in-house. Even  
15 their toxicology work generally gets sent out to  
16 a reference lab. Does that make sense?

17 **MS. DANIELS:** Yes, sir. Thank  
18 you.

19 **DR. LINDBECK:** Okay.

20 **MR. PARKER:** Any unfinished, any  
21 more unfinished business? Sorry.

22 **MR. BOLLING:** Just an additional  
23 question. The...

24 **MR. PARKER:** Can you slide the  
25 microphone a little bit?



1                   **MR. BOLLING:** Normally I don't  
2 have to have a little audio assistance to project  
3 my voice, but I'll be happy to. The, going  
4 further with her question, the new continuing  
5 education program is a replacement program as a  
6 result of rescinding the CE MOUs, correct? So  
7 this is just moving forward?

8                   **MR. HARRELL:** That is correct.

9                   **MR. BOLLING:** And secondly, how  
10 will success of this program be measured? What  
11 are the metrics to measure success of this  
12 program?

13                   **MR. HARRELL:** So there will be  
14 multiple factors utilized to measure success. So  
15 we are, we will solicit input from the agencies,  
16 the operational medical directors, the  
17 individuals that are listed in our system as  
18 super users for each agency within those planning  
19 districts, as well as provide a mechanism for  
20 individual providers to provide input to the  
21 office to say these are the topics that we want  
22 to see taught within our region. We're also  
23 working with our epidemiologist in-house to take  
24 a look at patient care data to determine areas,  
25 you know, areas of specific education based upon

1 region to take that back to the agencies and  
2 operational medical directors to say based upon  
3 the data, these are areas of deficiency. So once  
4 education is being delivered, we're going to  
5 gauge it from customer satisfaction surveys,  
6 determining how well the EMS community is  
7 accepting that education, how well was the  
8 quality of the education delivered. We're also  
9 going to monitor this geospatial identification  
10 of availability of CE versus, you know, time of  
11 day, number of providers, and then compare that  
12 to historical data to determine performance.

13 **MR. BOLLING:** Excellent. Have you  
14 set a bar as to what is acceptable and what is  
15 not?

16 **MR. HARRELL:** In, from...

17 **MR. BOLLING:** For those results.  
18 What...

19 **MR. HARRELL:** We have historic  
20 data..

21 **MR. BOLLING:** Okay.

22 **MR. HARRELL:** ...that we are using  
23 as a baseline right now and we're also utilizing  
24 industry-specific educational customer service  
25 metrics, so similar to what you see at community

1 colleges and universities.

2 **MR. BOLLING:** Are these the same  
3 metrics for measurement that were part of the  
4 previous MOUs when the councils were overseeing  
5 that?

6 **MR. HARRELL:** You can't, so it's  
7 different methodologies, so we can't, it's apples  
8 to oranges, the education that's going to be  
9 delivered, because under the old method, it was  
10 the councils utilizing multiple educators and  
11 multiple individuals that may be delivering  
12 various topics through various methodologies. So  
13 this is a universal-guided approach throughout  
14 the entire Commonwealth to be able to gauge  
15 performance on a statewide level, as well as  
16 being able to drill down to specific planning  
17 districts and regions.

18 **MR. BOLLING:** Were the metrics for  
19 measurement of success, the way it was previously  
20 done, were those communicated through the MOU or  
21 was it left open?

22 **MR. HARRELL:** So when you look at  
23 it from a standpoint of performance, there was no  
24 identified performance metric specifically to  
25 each council. It was the overall utilization of

1 the monies to produce education within each  
2 region is what we looked at as a performance  
3 factor, because at the time, that's what that  
4 program was to do, was to put education out. We  
5 saw a, we didn't see education necessarily being  
6 delivered in each of those regions. That's the  
7 data that's in the advisory board report.

8 **MR. BOLLING:** So it was more about  
9 spending the money than it was the end result?  
10 Is that...

11 **MR. HARRELL:** No, sir.

12 **MR. BOLLING:** Okay.

13 **MR. HARRELL:** That's not what I'm  
14 saying.

15 **MR. BOLLING:** All right, then say  
16 it again for me.

17 **MR. HARRELL:** What I'm saying  
18 is...

19 **MR. BOLLING:** A little slower for  
20 me, clarify for me.

21 **MR. HARRELL:** ...there were  
22 specific things that were put into that contract  
23 to say that X number of courses could be taught  
24 in a specific FIPS code.

25 **MR. BOLLING:** Okay.

1                   **MR. HARRELL:** And that's how the  
2 budgets were determined. So as was previously  
3 stated, there was a contract maximum. This is  
4 the maximum we'll pay for the number of classes  
5 being taught.

6                   **MR. BOLLING:** Okay.

7                   **MR. HARRELL:** Looking at that as a  
8 performance measure, if the money was not spent,  
9 classes weren't being taught. So we also had  
10 direct input from providers throughout the  
11 Commonwealth that they were not finding classes,  
12 they didn't have classes available in their  
13 regions, although they had heard through the  
14 advisory board and through other communications  
15 that money was going to the regions to support  
16 education. So what we're going to look at now is  
17 taking that into account. That's how we're going  
18 to gauge performance moving forward.

19                   **MR. BOLLING:** Okay, thank you.

20                   **MR. HARRELL:** Yes, sir.

21                   **MS. DANIELS:** I have another  
22 question. So what about the merit badge courses,  
23 the ACLS, PALS, those?

24                   **MR. HARRELL:** At this time it's  
25 not included in this CE program. This is

1 category one continuing education.

2 **MS. DANIELS:** Because that hurts.  
3 That hurts a lot. So how can we be able to get  
4 those, still get those classes, as a volunteer,  
5 still get those classes because I don't have  
6 \$150, \$250 to put out for one merit badge course.

7 **MR. HARRELL:** So one mechanism is  
8 return to locality monies. They are able to be  
9 utilized for training purposes. That money can  
10 be used by a jurisdiction to identify specific  
11 education they would like to have conducted. The  
12 move away from auxiliary programs was one we were  
13 seeing substantial utilization of that as a means  
14 of continuing ed., and through national research,  
15 it's been identified that utilizing auxiliary  
16 programs as a primary means of continuing  
17 education is not effective. Because now you can  
18 get ACLS online. You go in and you might show  
19 somebody your skills or you may perform them on a  
20 mannequin. So what we were looking at is this  
21 money being utilized to put educators out there  
22 or hands-on in-person education, not necessarily  
23 a merit badge course that helps bulk some hours  
24 together to recertify.

25 **MS. DANIELS:** Then it doesn't go

1 towards certification hours anymore? ACLS and  
2 PALS don't. They used to. I think it was about  
3 two years.

4 **MR. HARRELL:** They still do.  
5 National Registry does not require them anymore.

6 **MS. DANIELS:** Right.

7 **MR. HARRELL:** But they, you do get  
8 CE, CE is available for auxiliary courses.

9 **MS. DANIELS:** Okay. Something's  
10 not right and I certainly hope that the board and  
11 our director will work with the EMS councils  
12 because it just seems that there has been a lot  
13 of not taking into account the regional councils,  
14 and we certainly obviously need those as Gary  
15 alluded to at the beginning, so.

16 **MR. PARKER:** I appreciate your  
17 comments. Is there any other comments to come  
18 before the board?

19 **MS. ADAMS:** I have a question.

20 **MR. BOLLING:** For my last follow-  
21 up, one other just, I'm sorry.

22 **MS. ADAMS:** Go right ahead.

23 **MR. BOLLING:** I'd just like to  
24 follow-up with one other comment, and while  
25 they're referred to as a merit badge course, I

1 need you to answer for me, just pull up a seat  
2 beside me here, Adam. While they may be referred  
3 to as merit badge courses, I feel like that's an  
4 understatement of actually what the classes are,  
5 and while National Registry may not require  
6 those, there are some operational medical  
7 directors in our region, I'm going to go back to  
8 address some regional needs, that do require  
9 these classes. And where we're operating under  
10 their license, our agencies are operating under  
11 their license, I do feel like those classes,  
12 while they aren't merit badges, they do have  
13 merit and I feel like that now saying we're going  
14 to let what your operational medical director is  
15 requiring, we're going to shovel the cost of that  
16 back on to the localities, and that's how it's  
17 going to be perceived, and the little towns  
18 throughout Southwest Virginia, we've got  
19 everything on our backs we can. Can these  
20 classes not be a part of the education program,  
21 blend this to meet the needs of each region?  
22 Some places may not need this, and I thoroughly  
23 understand that, but I do know the region I come  
24 from, these are required by some of the  
25 operational medical directors. So could there be



1 some type of blending or some type of research to  
2 say okay, well, if this is what that region  
3 needs, then we'll include this as part of it, to  
4 have a more effective program, and then I'll  
5 digress.

6 **MR. HARRELL:** I can make the same  
7 comments that I made to VAGEMSA earlier  
8 referenced to the auxiliary programs. It's not  
9 that we haven't, that we decided, you know, we're  
10 not going to fund auxiliary programs anymore.  
11 The mechanism that we're getting out right now to  
12 provide continuing education that's required for  
13 recertification is to get these educators out.  
14 We're still looking at options for auxiliary  
15 programs. As was alluded to earlier, the old  
16 training funds program went away because of  
17 fraud. The bulk of that fraud occurred through  
18 auxiliary programs, because what we continue to  
19 see, and even recently are seeing, is people  
20 falsified the required documents to the parent  
21 organization just for the sake of getting the  
22 money. Now I'm not saying that that's the only  
23 reason it's not included in this, but there has  
24 to be a different methodology looked at to  
25 provide auxiliary programs on a statewide basis.

1 And in some respects, trying to look at this from  
2 what can we do as you said regionally to be able  
3 to promote these, looking at things like working  
4 through the Virginia Community College System or  
5 working through, I know VCU here in Richmond  
6 offered discounted courses. What can we do along  
7 those lines? It's not that we are completely  
8 discounting auxiliary courses. It's that through  
9 a means of procurement, we have got to identify a  
10 way that we can vet what we're paying for.

11 **MR. BOLLING:** Maybe even through  
12 the regional councils. Backing up to what you  
13 said about there was fraud, was there any  
14 investigation, any charges, any prosecution made?

15 **MR. HARRELL:** There was  
16 investigation occurred and that was forwarded on  
17 to the appropriate agencies.

18 **MR. BOLLING:** Okay, very good.  
19 Thank you.

20 **MS. ADAMS:** Are these educator  
21 positions being posted on vajobs.gov or whatever  
22 it's called so that the host of talented capable  
23 providers and educators across the Commonwealth  
24 may apply for consideration?

25 **MR. HARRELL:** No, these are not

1 state FTEs. These are individuals that are being  
2 brought on through a mandatory use contract for  
3 contingent labor, so they're not required to go  
4 through the normal HR processes.

5 **MS. ADAMS:** So it's not an open  
6 application?

7 **MR. HARRELL:** No.

8 **MS. ADAMS:** If I decide I want to  
9 leave my job tomorrow and say hey, I've been  
10 pretty good at this for damn near forty years, I  
11 can't apply?

12 **MR. HARRELL:** The ACE Division has  
13 been working on communicating out the openings  
14 and the availability as well as rigorous  
15 processes for ensuring the educators that we're  
16 bringing onboard.

17 **MS. ADAMS:** So the answer is no, I  
18 cannot apply.

19 **MR. HARRELL:** No, you can contact  
20 the ACE Division and they can provide you more  
21 information relative to any positions that are  
22 open.

23 **MS. ADAMS:** Okay. All right, I  
24 have another question, not about that at the  
25 moment. My other question is, I know that

1 NAEMSP, that Virginia, that VFIB adopts the  
2 NAEMSP standard for our data sets, and I wonder,  
3 and I know in conversations both at NAEMSP in  
4 January and at Pinnacle last week that they are  
5 continuing to evolve the data sets. My question  
6 is at what point are we going to have options for  
7 our non-binary clients, customers, patients,  
8 providers to have choices other than male,  
9 female, and question mark? That doesn't seem  
10 very twenty-first century. So I just want us to  
11 start considering that unknown or unable to  
12 determine, or as it stands now a question mark,  
13 doesn't seem to speak to the inherent worth and  
14 dignity of each patient we encounter.

15 **MR. PARKER:** Thank you.

16 **MR. BOLLING:** Mr. Chairman?

17 **MR. PARKER:** Oh, I'm sorry.

18 **MR. BOLLING:** I'd like to follow-  
19 up, general no fault and I'd just like to share  
20 with, while I may have been here asking some  
21 questions about how things work, I would like to  
22 clarify where he, Adam just advised they were  
23 contract employees, not full-time employees of  
24 the Office of Emergency Medical Services,  
25 correct?

1                   **MR. HARRELL:** That is correct.  
2 They are contract employees.

3                   **MR. BOLLING:** Excellent. I just  
4 want to commend the Office of Emergency Medical  
5 Services for doing that because that does provide  
6 a more cost efficient way of having these  
7 employees without having to have everything that  
8 goes with it, correct?

9                   **MR. HARRELL:** Correct.

10                  **MR. BOLLING:** And I admire you for  
11 that. Why was that not offered in the Memorandum  
12 of Understanding that was proposed to the  
13 councils? We were going to have to bring them on  
14 as full-time employees with benefits. I think a  
15 lot of the question about the cost associated  
16 with it could have been alleviated if it had been  
17 clarified to the employee, the regional councils  
18 those employees could be through a contract work  
19 organization.

20                  **MR. HARRELL:** So those discussions  
21 have been had with the councils before about  
22 using contract employees. That was not something  
23 that was in this. That was a discussion that we  
24 had with them at that time when this was  
25 presented that they did not have to be employees

1 of the council, they could be contractors.

2 **MR. BOLLING:** Okay, very good.

3 That was included in the MOU original?

4 **MR. HARRELL:** As far as I know.

5 Chad would have to help me with that.

6 **MR. BLOSSER:** I mean, the  
7 figures, I don't think there was anything in  
8 there that specified it had to be a full-time  
9 employee. The word full time was referenced for  
10 forty hours a week, so it was understood in that  
11 regard, but...

12 **MR. BOLLING:** I think in the  
13 spirit of collaboration, there's where a big  
14 disconnect is because I read the MOU and it  
15 referenced full-time employees, and in figuring  
16 our taxes and insurance that would have to go  
17 along with a full-time employee started adding  
18 costs to it. That's where the questions came  
19 from, but we never really had an opportunity to  
20 sit down and discuss that with you, but again,  
21 hats off to OEMS for using the contract  
22 employees. That is an excellent mechanism.  
23 Appreciate you, thank you.

24 **MR. PARKER:** The Chair recognizes  
25 Dr. Jaber.

1                   **DR. JABERI:** Can I just see if  
2 Adam can make a clarification. So I'm not sure  
3 if these are mutually exclusive. A contract  
4 employee, for those who don't work with the state  
5 system, we don't wind up paying for the fringe  
6 and the benefits, but you could still work the  
7 full forty hours so you are a full-time employee  
8 as in you're working more than thirty-two hours,  
9 but you're not necessarily requiring those health  
10 benefits. So it's separate from an FTE and the  
11 concept of when we look at our maximum employment  
12 level and the state agency, going back to some of  
13 the discussions I had earlier about the council's  
14 requesting assistance with the administrative  
15 support, we have a certain number of employees  
16 that VDH can hire. I won't quote the number but  
17 it's an X amount, and that's all that we're  
18 legislatively allowed to have. So when we say an  
19 FTE, we want to be really careful what that  
20 means. FTE in the concept that it's one of the  
21 positions that's included in our employment level  
22 or are we talking about an abbreviation for full-  
23 time employee which could be a contract employee  
24 or an actual FTE of the state? So Adam, do you  
25 want to come and clarify? I think there's some

1 confusion over this, that a contractor can be  
2 full-time as in work forty hours in that sense.

3                   **MR. HARRELL:** That is correct.  
4 Any employee that, any person that works over  
5 thirty-two hours for payment is considered full  
6 time, unless there is something defining that,  
7 which the state does have policies that define  
8 that, as well. In this instance, these are full-  
9 time employees. They are full-time contractors  
10 for the Commonwealth of Virginia, and  
11 specifically to the MOU, there was a full-time  
12 salary option in there as well as additional  
13 monies provided for fringe, so it was not  
14 something that was not accounted for in that  
15 contract. And you know, in looking at those  
16 factors, that's why it was given as an option,  
17 and there was, you know, specific discussion  
18 relative to the contractor component in that  
19 meeting. So again, there is, there are things  
20 that are in that MOU when we use the term full-  
21 time employee in a contract or MOU, it's not in  
22 the same sense as a full-time employee for the  
23 Commonwealth or an FTE for the state.

24                   **MR. BOLLING:** Appreciate that and  
25 I want to say that within five minutes, we have



1 clarified something that we were not able to  
2 clarify from the regional councils asking for a  
3 meeting to discuss this, because the dollar  
4 amount put in for fringe benefits was way short  
5 of being able to carry the Worker's Compensation  
6 or the Worker's Comp insurance and the health  
7 benefits that would go with it. This is  
8 something that could have been made to work, but  
9 I just hate to see that from the fact that we  
10 were never able to get together, and we need to  
11 do this. And it doesn't have to be here in this  
12 meeting. We need to sit down together and learn  
13 to work together. But it seems like there's a  
14 barrier between us. We need to go to lunch more  
15 often. We need to have these discussions so that  
16 we don't lose things in the context of an email  
17 coming out or a memo being handed out and asking  
18 to turn it back in before we leave. We can clear  
19 up a lot of this, but there's a severe disconnect  
20 of communication going on. But that cleared up  
21 in just five minutes, we cleared up one of the  
22 points of contention of that MOU because the way  
23 it was presented, it was going to cost additional  
24 monies to the councils to employ, our council to  
25 employ those three people. But we were looking

1 for a way to do it and the way the state did it  
2 would have been perfect for us, too. I wish we  
3 could have talked beforehand. Come on to Bristol  
4 more often. I'll take you out to dinner and  
5 we'll talk. There's so much we can accomplish  
6 working together because we as regional councils  
7 are on the same thing as you, same team as you.  
8 Everybody in this room, we're all about patient  
9 care, and if we all get all the mules pulling in  
10 the same direction at one time, oh boy, the sky  
11 is the limit, and I'll go back to what Gary Brown  
12 once said. We're looked upon as a national model  
13 and I take pride in that and I'd like to see us  
14 keep going that way. I digress.

15 **MR. BLOSSER:** Mr. Chairman, so I  
16 would just like to reiterate what Ms. Daniels  
17 said about the value in the merit badge classes  
18 and merit badge classes is probably an  
19 understatement for what the value they really  
20 have. They may not bring forward the amount of  
21 CE that they once did and they may not be totally  
22 in align with the NCCR models as they once were.  
23 However, I think they do help us to address  
24 certain types of emergencies and certain types of  
25 patient populations, and that would be medical

1 patients, cardiac patients, trauma patients, and  
2 certainly geriatric and definitely pediatric  
3 patients. We have a lot of value in those  
4 classes. Operational medical directors are going  
5 to continue to require those programs, and fire  
6 and EMS chiefs are going to continue to require  
7 those programs because they guarantee the  
8 provider skills, hands-on skills, much like maybe  
9 one of the similar objectives to having the  
10 educators go in the field for face-to-face hands-  
11 on training. These programs do require that.  
12 And yes, the expense is going to be passed back  
13 onto the EMS provider, and those lucky ones that  
14 work for agencies who were well-funded will have  
15 to absorb the impact of that in their budget on  
16 the cost of about \$60 in addition to what they  
17 had been paying. So I would say that we should  
18 take a look at that. I've also mentioned on a  
19 number of occasions, and certainly I think there  
20 are some things working to do this, as well, is  
21 some of the CE money could possibly go to support  
22 departments that have already invested into  
23 online training platforms. Only as an example,  
24 Target Solutions seems to be one of the more up  
25 and coming programs that providers and

1 departments use to get out CE. So I will say  
2 that in this forum. Again, we spoke about it  
3 earlier in VAGEMSA and I do believe the Office of  
4 EMS is working behind the scenes to make that  
5 possible. And I will just point out the obvious,  
6 too. We've had a communication breakdown and it  
7 seems like this is probably one of the more  
8 controversial issues that I recognize that's come  
9 forward in a long time, and I don't know exactly  
10 how we do this or how we go back and try to  
11 include all the stakeholders, but it seems like  
12 that if there's a will and there's a way, that we  
13 should have a reset on some of the decisions that  
14 might have been made recently and go back and  
15 take a look at those. Some may have already been  
16 made, and I understand fully that this is an  
17 advisory board and is not a policy board.  
18 However, I think there's an opportunity before us  
19 and I think we all have demonstrated in the past  
20 how well we work together and how we can overcome  
21 challenges and take into account everyone's  
22 consideration. And so that's what I would say  
23 and I would be happy to help any way that we  
24 could think of a way to do that.

25 **MR. PARKER:** Thank you, sir.

1 **MR. FERGUSON:** Mr. Chair?

2 **MR. PARKER:** Where was that?

3 **MR. FERGUSON:** Here.

4 **MR. PARKER:** Thank you.

5 **MR. FERGUSON:** Question for you,  
6 Adam. With the current model that you guys have  
7 put in place with these contractors, do they,  
8 will they work with the councils to determine  
9 needs for the different areas and regions?

10 **MR. HARRELL:** Absolutely.

11 **MR. FERGUSON:** So while obviously  
12 I agree with my colleagues here that maybe  
13 communication could have been a little bit better  
14 in this situation, and I do also see the merit in  
15 the merit badge courses and I have voiced that to  
16 you all, as well. Whether the councils  
17 contracted these individuals or whether the  
18 office contracts these individuals, at the end of  
19 the day, will not he same service be provided  
20 that will affect the citizens of the  
21 Commonwealth?

22 **MR. HARRELL:** Absolutely.

23 **MR. FERGUSON:** Okay, I just wanted  
24 to make sure, and these council members have been  
25 made aware, they know that they have a stake in

1 this?

2 **MR. HARRELL:** We have advised  
3 throughout that these individuals would be  
4 contacting the councils for input and  
5 information. We did have to provide  
6 clarification at one point that, you know, these  
7 individuals did report, you know, what the  
8 reporting structure was. But this has been  
9 advertised and discussed as a collaborative  
10 effort.

11 **MR. FERGUSON:** And hopefully after  
12 today, maybe there can be some reiteration of  
13 everything involved between you all.

14 **FEMALE:** Per my conversations with  
15 the Virginia Fire Chiefs, they were told there  
16 would be no collaboration with the councils or  
17 the agencies.

18 **MR. HARRELL:** Gary?

19 **MR. BROWN:** That would be  
20 incorrect. If that was told to you, that was not  
21 accurate.

22 **FEMALE:** Thank you.

23 **MS. QUICK:** I have a question for,  
24 I don't know if Mr. Harrell or Mr. Woods can  
25 better address this, but I'm thinking about

1 really audience here. If the regional council  
2 program wasn't successful, was that because there  
3 wasn't an audience for that and is that going to  
4 be the same with this kind of contract. I think  
5 that as an educator, and I've been an educator  
6 for over twenty years, too, how I have supplied  
7 education has changed dramatically in the last  
8 twenty years, and the, I guess the, many of the  
9 larger agencies now are doing that themselves,  
10 and even the smaller agencies are utilizing  
11 online options and options that are easier and  
12 more accessible to their population. So I'm  
13 wondering if there really is a bigger elephant in  
14 the room here as to who this is really serving  
15 and who is going to really have access to this  
16 educator that comes. If I am agency A and I want  
17 twenty hours of that time versus agency B that  
18 wants ten hours of that time, how is that going  
19 to be I guess looked at?

20 **MR. BLOSSER:** I think most of you  
21 know me. I'm Chad Blosser with the Office of  
22 EMS. The educators have been given autonomy to  
23 work with the individuals in their area that  
24 includes EMS agencies. They've been provided  
25 with data, contact information, and as soon as we

1 have one more release to the EMS portal in about  
2 a week or two, there will be additional  
3 information available to them so that they have  
4 three points of contact at agencies within their  
5 assigned service area. As far as, what was the  
6 question? I'm sorry, I just...

7 **MS. QUICK:** Yeah, I mean, was,  
8 this I guess is a council question but was there  
9 a failure of the constituents to come to the  
10 councils and ask for these classes? Or were they  
11 simply not being offered or, yeah?

12 **MR. WOODS:** So I'll be happy to  
13 attempt to address that, speaking specifically  
14 for Southwest Virginia EMS Council. In the  
15 original CE MOU, it defined both category one CE  
16 programs provided per locality and an amount for  
17 auxiliary programs. In Southwest Virginia today,  
18 I have a little over fifteen hundred EMS  
19 providers. Of those, only around 450 are ALS  
20 providers, and in the original CE MOU, I was  
21 allocated nearly thirteen hundred auxiliary  
22 course completions. If you were to say, well, in  
23 a given year, all of those providers were going  
24 to take three auxiliary courses, the numbers sort  
25 of add up, but we know that those are on a two-



1 year cycle. So typically you're recommended  
2 renewal is in two years. So in year one, we  
3 might have made a case for that, but in year two  
4 then, our case would have been zero should have  
5 been offered for auxiliary training, but it was  
6 not changed. That was my specific discussion  
7 with the original CE MOU, that those numbers were  
8 not valid for Southwest Virginia, and I can dig  
9 that down just a little bit further. We are also  
10 the American Heart Association training center  
11 for Southwest Virginia. We do ACLS and PALS. We  
12 serve both hospitals and EMS providers. Per  
13 year, we're averaging around four hundred cards  
14 to hospitals and providers in both ACLS and PALS.  
15 So even if we used those numbers, we'd have only  
16 gotten to, you know, maybe eight hundred. But we  
17 were told that those figures were historical data  
18 and we were not, it was not negotiated with us.  
19 So when I signed the MOU, obviously I had  
20 concerns knowing I do not have thirteen hundred  
21 providers in Southwest Virginia who will take  
22 auxiliary courses. So when you see the amount of  
23 the award for Southwest Virginia, it includes a  
24 totally inflated amount for auxiliary courses  
25 that we were never going to reach. And because I

1 was concerned with that, led to my reaching out  
2 to Chuck Faison, who was administering the  
3 program, to confirm that we weren't going to be  
4 penalized if we couldn't get there. I think it  
5 was an unrealistic number and I could have  
6 provided that data from my region and those  
7 actual numbers of ACLS and PALS courses that were  
8 being offered, and we are the A&J Training  
9 Center. Many of those are going to hospitals and  
10 they have in-house programs, and so they didn't  
11 need those outside training. But we didn't have  
12 that opportunity and so, you know, that report  
13 that sort of shows that total amount was never  
14 the numbers that should have been provided for  
15 Southwest Virginia, but rather than reject the  
16 MOU as was offered to us, we didn't have to  
17 produce it but we could accept it or reject it,  
18 knowing that that would mean that education in  
19 Southwest Virginia would continue to be halted  
20 until another process was defined, we signed it  
21 and then we sought clarification and we had  
22 multiple emails from Chuck Faison indicating  
23 that, you know, it wasn't a performance issue,  
24 that that was a maximum and there was no penalty.  
25 They would adjust those numbers in the future

1 based on who was actually taking those courses.

2 Does that answer your question...

3 **MS. QUICK:** What about the  
4 category one? I mean, do you have a flux of  
5 people that are coming to you that are asking for  
6 these courses, taking these courses for category  
7 one?

8 **MR. WOODS:** I can only say for  
9 Southwest Virginia, we've been doing category one  
10 CE training for, well, I've been there fifteen  
11 years, at least fifteen, I would estimate  
12 probably thirty years, so we were doing programs  
13 already. We successfully offered, you know, two  
14 CE programs in every locality in Southwest  
15 Virginia both years of that contract, both of  
16 those MOUs. So we were able to fill up the  
17 classes. In the first year, we had occasions  
18 where the numbers were lower, but we were seeing  
19 that grow, and I would anticipate that other  
20 regional councils would probably say the same.

21 **HEIDI:** Heidi from the Old  
22 Dominion EMS Alliance.

23 **MR. PARKER:** The chair recognizes  
24 Heidi for three minutes.

25 **HEIDI:** Thank you. I'm sorry,

1 Greg, I was just adding to what he was saying.  
2 ODEMSA was successful in our program. Look at  
3 the numbers. First quarter we're here, second  
4 quarter we're here, third quarter we're here.  
5 Fourth quarter, which is not in your report, by  
6 the way, I guess what happens again in the first  
7 quarter of the next year, we drop right back down  
8 to the bottom. That's why our first quarter  
9 number is so low. The contract, which we can't  
10 do anything about or talk to anybody about, is  
11 only good for one year. So if you're an educator  
12 or you're at an agency trying to plan your  
13 funding with us, the regional councils, we can't  
14 tell you what you can do in the first quarter  
15 because we don't know. Thank you.

16 **MR. PARKER:** Thank you. Is there  
17 any other questions? Okay. So we are continuing  
18 down the agenda. Any other unfinished business?

19 **MS. DANIELS:** Just one thing I  
20 would like to let my last point to point out. It  
21 just seems weird that it's not posted, the  
22 availability of that position is not posted and  
23 that you have to call the Department of Education  
24 to find out how to apply for it. It just seems  
25 like it's being handpicked rather than everyone

1 having a fair shot at that job. So I just, so it  
2 seems like there's still, it's not very  
3 transparent being, giving everyone the same  
4 opportunity to apply for that position if they  
5 wanted or not.

6 **MR. PARKER:** Thank you. Any other  
7 unfinished business? Okay, we're down to new  
8 business. Any new business to come before the  
9 board? Any new business to come before the  
10 board? Hearing no new business, is there a  
11 motion for adjournment?

12 **(WHEREUPON, the motion was moved and seconded.)**

13 **MR. PARKER:** Motion, I don't even  
14 think we need to carry that or pass it. Thank  
15 you.

16 **(WHEREUPON, the VIRGINIA DEPARTMENT OF HEALTH**  
17 **ADVISORY BOARD MEETING was concluded at 3:24**  
18 **p.m.)**

19  
20  
21  
22  
23  
24  
25

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

CAPTION

The foregoing matter was taken on the date, and at the time and place set out on the title page hereof.

It was requested that the matter be taken by the reporter and that the same be reduced to typewritten form.

1 CERTIFICATE OF REPORTER AND SECURE ENCRYPTED  
2 SIGNATURE AND DELIVERY OF CERTIFIED TRANSCRIPT

3 I, **KOREY ROGERS**, Notary Public, do hereby  
4 certify that the forgoing matter was reported by  
5 stenographic and/or mechanical means, that same was  
6 reduced to written form, that the transcript prepared  
7 by me or under my direction, is a true and accurate  
8 record of same to the best of my knowledge and  
9 ability; that there is no relation nor employment by  
10 any attorney or counsel employed by the parties  
11 hereto, nor financial or otherwise interest in the  
12 action filed or its outcome.

13 This transcript and certificate have been  
14 digitally signed and securely delivered through our  
15 encryption server.

16 IN WITNESS HEREOF, I have here unto set my hand  
17 this 9th day of August, 2019.

18  
19  
20  
21 

22  
23  
24 /s/ KOREY ROGERS

25 COURT REPORTER

<p>§</p> <hr/> <p><b>\$150</b> 86:6</p> <p><b>\$250</b> 86:6</p> <p><b>\$60</b> 99:16</p> <hr/> <p>1</p> <hr/> <p><b>1</b> 73:4</p> <p><b>1:00</b> 42:13</p> <p><b>1:04</b> 6:4</p> <p><b>10</b> 45:18 47:14</p> <p><b>10:00</b> 47:16</p> <p><b>10:30</b> 46:9</p> <p><b>10th</b> 45:23 75:6</p> <p><b>12th</b> 73:10</p> <p><b>14.7</b> 32:2</p> <p><b>15th</b> 42:13</p> <p><b>16th</b> 38:12 39:5 42:17</p> <p><b>1943</b> 39:13</p> <p><b>1970s</b> 19:5</p> <p><b>1980s</b> 19:5</p> <p><b>1995</b> 24:18</p> <hr/> <p>2</p> <hr/> <p><b>2</b> 6:3</p> <p><b>2:10</b> 57:2</p> <p><b>2:22</b> 57:3</p> <p><b>20</b> 7:21</p> <p><b>2001</b> 26:8</p> <p><b>2006</b> 26:10</p>	<p><b>2015</b> 29:19</p> <p><b>2016</b> 59:9</p> <p><b>2018</b> 29:24</p> <p><b>2019</b> 6:3</p> <p><b>2050</b> 7:21</p> <p><b>24th</b> 60:4</p> <p><b>27</b> 51:21</p> <p><b>28th</b> 45:3</p> <p><b>2nd</b> 6:6 46:9</p> <hr/> <p>3</p> <hr/> <p><b>3:24</b> 109:17</p> <p><b>3:30</b> 42:13</p> <p><b>31st</b> 41:18 50:2 57:7</p> <p><b>32.1-111.11</b> 72:17</p> <p><b>38.5</b> 31:25</p> <p><b>3rd</b> 6:24 45:18</p> <hr/> <p>4</p> <hr/> <p><b>40</b> 31:23</p> <p><b>450</b> 104:19</p> <hr/> <p>5</p> <hr/> <p><b>501(c) (3)</b> 75:19</p> <p><b>54.6</b> 31:21</p> <p><b>5th</b> 41:14</p> <hr/> <p>6</p> <hr/> <p><b>62.8</b> 31:18</p> <p><b>6th</b> 37:11</p>	<p>37:22</p> <hr/> <p>7</p> <hr/> <p><b>7th</b> 66:11</p> <hr/> <p>9</p> <hr/> <p><b>9th</b> 45:13</p> <hr/> <p>A</p> <hr/> <p><b>A&amp;J</b> 106:8</p> <p><b>a.m</b> 47:16</p> <p><b>abbreviated</b> 59:6</p> <p><b>abbreviation</b> 95:22</p> <p><b>abilities</b> 68:16</p> <p><b>ability</b> 20:13 21:18 51:5</p> <p><b>able</b> 11:6 12:6 12:11 13:16 14:3 17:9 21:6 23:7 23:9 23:14 35:20 37:16 41:10 47:12 51:10 52:13 66:19 76:1 83:14 83:16 86:3 86:8 90:2 97:1 97:5 97:10 107:16</p> <p><b>aboard</b> 25:9</p> <p><b>Aboutanos</b></p>	<p>51:14 51:15</p> <p>53:6 53:20</p> <p>54:19 55:3</p> <p>55:22 56:3</p> <p><b>abreast</b> 20:4</p> <p><b>Absolutely</b> 101:10 101:22</p> <p><b>absorb</b> 99:15</p> <p><b>abstained</b> 70:11</p> <p><b>accept</b> 106:17</p> <p><b>acceptable</b> 82:14</p> <p><b>accepted</b> 26:10 27:24</p> <p><b>accepting</b> 82:7</p> <p><b>access</b> 8:17 79:1 103:15</p> <p><b>accessible</b> 103:12</p> <p><b>accomplish</b> 68:23 98:5</p> <p><b>accomplished</b> 61:15 61:21</p> <p><b>account</b> 14:5 62:17 85:17 87:13 100:21</p> <p><b>accounted</b> 96:14</p> <p><b>accounting</b> 59:3</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



<b>accreditatio n</b> 45:17 48:8	49:18 50:2 51:19 53:15 53:16 54:3 54:21 54:25 55:7 56:6	71:1 87:19 87:22 90:20 91:5 91:8 91:17 91:23	64:11
<b>accredited</b> 47:3 48:10	<b>actionable</b> 46:13	<b>add</b> 39:1 104:25	<b>administered</b> 61:9
<b>accurate</b> 59:2 102:21	<b>actively</b> 26:16	<b>added</b> 63:3 63:4 70:1	<b>administerin g</b> 106:2
<b>ACE</b> 79:3 91:12 91:20	<b>activities</b> 24:21 72:23	<b>adding</b> 94:17 108:1	<b>administrati on</b> 9:10
<b>achieve</b> 12:23	<b>actual</b> 37:12 52:21 95:24 106:7	<b>addition</b> 26:22 74:12 99:16	<b>administrati ve</b> 12:7 15:8 42:19 52:24 62:23 71:24 74:6 95:14
<b>acknowledge</b> 11:8	<b>actually</b> 22:4 33:5 33:17 33:19 34:9 46:15 46:18 46:21 47:4 55:3 55:12 55:23 88:4 107:1	<b>additional</b> 12:4 17:4 23:9 72:8 80:22 96:12 97:23 104:2	<b>admire</b> 93:10
<b>acknowledgem ent</b> 11:19	<b>acute</b> 52:9 54:17 55:8	<b>address</b> 10:5 66:5 88:8 98:23 102:25 104:13	<b>adopts</b> 92:1
<b>ACLS</b> 85:23 86:18 87:1 105:11 105:14 106:7	<b>ad</b> 48:23	<b>addressing</b> 44:23	<b>advance</b> 57:24 64:8 64:25 67:3
<b>acquiring</b> 55:15	<b>Adam</b> 28:19 28:21 32:17 65:22 66:12 76:22 88:2 92:22 95:2 95:24 101:6	<b>adequately</b> 67:25	<b>advancing</b> 63:21
<b>across</b> 12:2 13:11 13:15 13:23 14:5 34:1 58:5 59:15 59:20 63:11 63:14 64:19 69:2 90:23	<b>Adams</b> 24:7 25:2	<b>adjournment</b> 109:11	<b>advertised</b> 102:9
<b>action</b> 20:11 32:9 32:10 41:16 42:10 43:9 43:21 44:8 46:7 47:22 48:18	<b>Adam's</b> 66:21	<b>adjunct</b> 24:14	<b>advertising</b> 33:25
	<b>ADAMS</b> 70:3 70:16 70:22	<b>adjust</b> 106:25	<b>advised</b> 92:22 102:2
		<b>adjustments</b> 60:24	<b>advising</b> 9:8
		<b>administer</b>	<b>Advisor</b> 35:10
			<b>advisory</b> 6:2 6:7 9:8 9:17 14:21 15:13 15:14 23:25 24:24 25:18 25:20

27:1 35:14	104:4	<b>alleviated</b>	103:16
35:21 35:22	<b>agency</b> 12:19	93:16	<b>Amanda</b> 40:24
36:3 36:5	22:7 30:19	<b>Alliance</b>	<b>Ambulance</b>
37:21 41:8	47:13 71:14	107:22	33:21
41:21 42:1	73:18 81:18	<b>allocated</b>	<b>amended</b> 72:6
71:3 84:7	95:12	61:7 71:24	<b>amendment</b>
85:14	103:16	104:21	20:21 74:6
100:17	103:17	<b>allow</b> 15:6	<b>American</b>
109:17	108:12	42:25 55:17	105:10
<b>advocated</b>	<b>agenda</b> 6:7	<b>allowable</b>	<b>amount</b> 16:19
67:14	7:9 7:10	59:11	53:1 61:6
<b>affect</b>	7:17 7:21	<b>allowed</b>	71:24 72:1
101:20	7:24 108:18	26:16 95:18	95:17 97:4
<b>affirmative</b>	<b>ago</b> 7:21	<b>allowing</b>	98:20
7:7 7:16	8:23 13:7	20:14 41:8	104:16
70:9	31:12 35:10	<b>alluded</b>	105:22
<b>affirmativel</b>	38:5 40:5	87:15 89:15	105:24
<b>y</b> 79:10	63:19 70:24	<b>already</b>	106:13
<b>affirmed</b>	71:2	41:11 47:2	<b>amounts</b>
61:16 68:13	<b>agreed</b> 16:10	47:23 65:25	58:25
<b>afternoon</b>	57:8	66:18 99:22	<b>analyze</b> 65:3
11:3 44:6	<b>agreement</b>	100:15	<b>analyzing</b>
54:1	16:11 16:25	107:13	32:8
<b>age</b> 54:11	<b>ahead</b> 9:6	<b>ALS</b> 104:19	<b>anniversary</b>
<b>agencies</b>	32:24 32:25	<b>alter</b> 43:13	34:14 35:5
16:3 16:22	87:22	<b>altering</b>	35:7
20:22 23:12	<b>aim</b> 63:17	51:1	<b>announce</b>
26:18 30:16	<b>align</b> 45:15	<b>alternate</b>	20:20
47:6 49:20	98:22	73:15	<b>announcement</b>
50:7 59:15	<b>aligned</b>	<b>alternative</b>	28:12
72:22 81:15	51:25	62:23	<b>announcing</b>
82:1 88:10	<b>Allegiance</b>	<b>am</b> 38:2	20:19
90:17 99:14	6:11 6:13	58:14 65:13	<b>answer</b> 88:1
102:17	<b>Allen</b> 38:17	65:18 68:7	91:17 107:2
103:9	48:13 73:9	75:13	<b>answering</b>
103:10	75:7		
103:24			



65:22	<b>apples</b> 83:7	<b>appropriate</b>	<b>assembly</b>
<b>anticipate</b>	<b>applicants</b>	20:3 23:19	22:22
56:21	47:1	37:21 74:15	<b>asserted</b>
107:19	<b>application</b>	90:17	73:13
<b>anticipated</b>	48:8 91:6	<b>approval</b>	<b>assess</b> 30:7
77:18	<b>apply</b> 90:24	6:23 27:18	47:13
<b>anticipation</b>	91:11 91:18	<b>approve</b> 7:1	<b>assessment</b>
66:19	108:24	7:10 45:22	57:11
<b>anybody</b> 34:5	109:4	<b>approved</b>	<b>assets</b> 12:10
50:19	<b>applying</b>	7:11 7:17	78:25
108:10	49:21	22:17 22:20	<b>assigned</b>
<b>anymore</b> 87:1	<b>appointed</b>	44:11 59:24	104:5
87:5 89:10	28:6 45:25	60:3	<b>assist</b> 72:12
<b>anyone</b> 58:22	46:6 71:4	<b>approximatel</b>	<b>assistance</b>
61:23 70:14	73:18	<b>y</b> 13:13	12:4 42:7
74:25 75:9	<b>appointment</b>	<b>area</b> 18:2	42:11 42:12
76:6	24:6	19:12 28:12	81:2 95:14
<b>anything</b>	<b>appreciate</b>	75:24	<b>assistant</b>
24:25 38:25	20:6 28:17	103:23	24:14
40:16 40:20	32:16 57:21	104:5	<b>associated</b>
40:25 58:18	68:11 68:16	<b>areas</b> 17:11	93:15
94:7 108:10	87:16 94:23	54:5 54:9	<b>Association</b>
<b>anyway</b> 36:4	96:24	60:15 81:24	32:18 38:21
<b>apologize</b>	<b>appreciation</b>	81:25 82:3	55:12 56:12
7:18	20:6	101:9	105:10
<b>apologizes</b>	<b>approach</b> 9:1	<b>aren't</b> 10:16	<b>assume</b> 16:14
41:9	15:17 17:23	88:12	<b>assumed</b>
<b>appears</b>	18:6 18:8	<b>arise</b> 63:24	10:20
67:11	19:12 64:18	65:5	<b>attempt</b>
<b>Appendix</b>	67:4 68:17	<b>Arlington</b>	104:13
45:15 58:12	77:18 83:13	49:12	<b>attend</b> 36:6
58:24 62:7	<b>approached</b>	<b>arrangement</b>	36:17 41:10
<b>applauded</b>	12:14 15:19	77:7	51:6 51:10
27:8 28:2	19:16 37:16	<b>aspect</b> 52:10	<b>attendance</b>
28:9	<b>approaches</b>	53:16	41:6
	8:14	<b>aspects</b> 9:18	

<b>attended</b> 39:22	59:13 66:15 80:11 82:10 91:14 108:22	86:6 86:23 87:25 88:3 98:17 98:18 101:15	<b>becoming</b> 16:22 21:13 32:3
<b>attendees</b> 50:15			<b>beforehand</b> 98:3
<b>attending</b> 36:8 37:4	<b>available</b> 34:2 34:5 52:18 56:18 65:20 85:12 87:8 104:3	<b>badges</b> 88:12 <b>banquet</b> 33:6 38:9 <b>bar</b> 82:14	<b>beginning</b> 87:15
<b>attention</b> 20:5 34:25		<b>barrier</b> 97:14	<b>behalf</b> 66:6 71:14
<b>attitude</b> 30:15	<b>averaging</b> 105:13	<b>barriers</b> 30:12 47:7	<b>Behavioral</b> 10:25
<b>audience</b> 27:8 28:2 28:9 103:1 103:3	<b>award</b> 33:9 105:23	<b>Bartle</b> 49:25 50:1 51:12	<b>behest</b> 73:23
<b>audio</b> 81:2	<b>awards</b> 34:15 34:18 34:20 35:4 35:5 38:10	<b>base</b> 55:13	<b>believe</b> 22:17 32:1 57:23 57:25 58:8 58:20 63:7 63:20 65:8 65:10 65:14 65:16 79:13 100:3
<b>August</b> 6:3 6:6 38:12 39:5 42:13 59:22	<b>aware</b> 8:20 10:16 19:2 39:17 101:25	<b>based</b> 7:24 47:5 60:12 72:7 74:7 78:25 81:25 82:2 107:1	
<b>authority</b> 25:19	<b>away</b> 17:14 33:13 77:5 77:6 86:12 89:16	<b>baseline</b> 30:9 31:17 32:5 82:23	<b>beneficial</b> 69:12
<b>autonomy</b> 103:22		<b>basically</b> 50:21 53:8 53:15	<b>benefits</b> 78:16 78:20 93:14 95:6 95:10 97:4 97:7
<b>auxiliary</b> 60:17 61:11 86:12 86:15 87:8 89:8 89:10 89:14 89:18 89:25 90:8 104:17 104:21 104:24 105:5 105:22 105:24	<b>Awesome</b> 56:23 <b>aye</b> 70:7	<b>basis</b> 49:9 89:25	<b>beside</b> 88:2
	B	<b>Beach</b> 37:17 37:18 37:20	<b>best</b> 8:8 9:20 15:4 15:25 27:22 54:23 68:16 69:2 74:4
	<b>background</b> 29:7 65:25	<b>beautiful</b> 14:6	<b>Beth</b> 24:7 24:7 24:8
	<b>Backing</b> 90:12	<b>became</b> 26:8	
	<b>backs</b> 88:19	<b>become</b> 16:4 39:17 48:10	
<b>availability</b>	<b>badge</b> 85:22		

24:12 24:22	10:5 15:13	84:25 85:6	22:21 46:15
24:25	15:15 15:24	85:19 87:20	72:3 74:13
<b>better</b> 12:6	16:13 16:25	87:23 90:11	91:2
44:15 65:11	17:2 23:25	90:18 92:16	<b>Brown</b> 12:15
65:11	24:24 24:24	92:18 93:3	15:6 15:11
101:13	25:1 25:18	93:10 94:2	20:2 20:16
102:25	25:20 27:1	94:12 96:24	23:23 25:3
<b>biased</b> 68:17	28:4 33:4	<b>book</b> 39:7	25:6 25:8
<b>bigger</b>	35:10 35:14	<b>bottom</b> 108:8	25:10 27:9
103:13	35:21 35:22	<b>box</b> 17:25	28:3 28:10
<b>bill</b> 20:24	36:3 36:5	<b>boy</b> 98:10	28:18 35:2
<b>bills</b> 20:23	37:12 37:22	<b>Brain</b> 55:12	39:13 40:18
<b>Billy</b> 45:24	37:23 41:2	<b>Branch</b> 42:15	57:18 66:21
<b>bit</b> 13:9	41:8 41:9	<b>Brazle</b> 37:16	73:12 98:11
19:7 20:18	41:13 41:21	<b>break</b> 57:1	102:19
29:6 37:3	42:1 42:3	<b>breakdown</b>	<b>brush</b> 38:6
48:9 80:25	45:21 70:8	100:6	<b>budget</b> 20:21
101:13	70:15 73:17	<b>bridge</b> 46:17	20:24 20:25
105:9	73:20 73:22	<b>brief</b> 39:14	99:15
<b>bleak</b> 16:7	74:1 74:10	57:2 65:2	<b>budgets</b> 85:2
<b>blend</b> 88:21	74:15 75:1	<b>bring</b> 6:10	<b>build</b> 30:6
<b>blending</b>	75:5 75:11	13:20 21:5	64:1 65:10
89:1	76:7 76:9	70:14 75:10	<b>building</b>
<b>blood</b> 39:24	84:7 85:14	76:6 93:13	31:4 68:3
40:2	87:10 87:18	98:20	<b>bulk</b> 86:23
<b>Blosser</b>	100:17	<b>bringing</b>	89:17
64:14 79:4	100:17	38:1 38:9	<b>burden</b> 16:19
94:6 98:15	109:9	47:9 91:16	<b>burnt</b> 31:19
103:20	109:10	<b>Bristol</b> 98:3	<b>business</b>
103:21	109:17	<b>broaden</b>	16:9 16:9
<b>board</b> 6:2	<b>Bob</b> 38:4	46:23	43:25 70:15
6:7 7:2 7:6	<b>bold</b> 8:5	<b>bronze</b> 34:17	71:21 75:10
7:13 7:15	<b>BOLLING</b>	34:24 35:3	76:7 76:8
9:8 9:8	80:22 81:1	<b>brought</b>	76:9 80:21
9:17 10:2	81:9 82:13		108:18
10:4 10:5	82:17 82:21		109:7 109:8
	83:2 83:18		109:8 109:9
	84:8 84:12		
	84:15 84:19		

109:10	55:8 57:25	104:15	<b>ns</b> 26:23
<b>bypassing</b>	58:5 68:25	104:20	<b>cetera</b> 40:4
73:1 73:24	72:24 81:24	105:7	48:5
<hr/>	98:9	107:10	<b>CEU</b> 72:10
C	<b>career</b> 26:2	107:14	76:15 77:11
<hr/>	26:14 31:20	<b>celebrate</b>	<b>Chad</b> 64:13
<b>cadaver</b>	<b>careful</b>	37:9	67:9 79:4
39:24 40:2	95:19	<b>center</b> 25:17	94:5 103:21
<b>calculated</b>	<b>Carolina</b>	41:14 69:18	<b>chair</b> 10:8
63:4	80:1	105:10	10:13 11:19
<b>calendar</b>	<b>carry</b> 97:5	106:9	15:14 18:14
35:13	109:14	<b>centers</b>	40:20 42:10
<b>Cam</b> 27:11	<b>case</b> 21:2	52:15 52:20	47:21 48:24
27:13 29:2	23:20 105:3	55:16 75:24	51:16 57:16
<b>campaign</b>	105:4	<b>central</b>	65:12 66:23
33:12 33:12	<b>categories</b>	13:24 15:15	69:17 69:21
33:17 33:24	59:1	15:23 17:1	69:24 70:16
34:1 34:16	<b>category</b>	17:10 19:15	94:24 101:1
35:1	34:17 77:4	22:6 23:7	107:23
<b>candidate</b>	77:8 77:11	52:2 52:4	<b>chairman</b>
27:23	77:12 86:1	<b>century</b>	10:10 50:1
<b>candidates</b>	104:15	92:10	57:4 75:2
27:21	107:4 107:6	<b>certain</b> 12:3	75:3 92:16
<b>capable</b>	107:9	22:8 95:15	98:15
90:22	<b>caused</b> 71:25	98:24 98:24	<b>Chairman's</b>
<b>cardiac</b> 99:1	<b>cc</b> 20:2	<b>certainly</b>	7:18
<b>cards</b> 33:11	<b>CE</b> 60:1	11:8 11:11	<b>chairpersons</b>
105:13	60:15 60:16	19:23 23:18	45:11
<b>care</b> 8:15	60:17 66:17	87:10 87:14	<b>chairs</b> 51:17
17:16 17:20	66:25 77:4	99:2 99:19	<b>challenge</b>
18:16 18:19	77:8 77:11	<b>Certificate</b>	32:17
37:6 48:13	77:13 77:17	25:18	<b>challenges</b>
49:6 50:10	81:6 82:10	<b>certificatio</b>	15:19 23:13
52:9 52:9	85:25 87:8	n 24:20	54:13 63:24
53:12 53:25	87:8 98:21	45:23 46:8	64:24 65:4
54:2 54:6	99:21 100:1	87:1	69:6 100:21
54:18 55:2	104:15	<b>certificatio</b>	

<b>chance</b> 37:15	<b>child</b> 50:5	104:10	63:20 64:12
<b>Chandler</b>	<b>Children</b>	107:17	67:14 72:8
43:19 43:20	49:25	<b>clear</b> 8:4	74:19 94:13
<b>change</b> 63:6	<b>choices</b> 92:8	8:24 76:23	102:16
67:20 73:3	<b>chose</b> 62:21	97:18	<b>collaboratio</b>
73:5	<b>Chris</b> 27:6	<b>cleared</b>	<b>ns</b> 15:4
<b>changed</b> 19:6	37:14 38:25	97:20 97:21	64:1
103:7 105:6	39:2 43:17	<b>clearly-</b>	<b>collaborativ</b>
<b>changes</b>	46:14 74:22	<b>defied</b>	<b>e</b> 9:1 13:4
31:11 40:13	<b>Chuck</b> 106:2	41:22	14:2 14:14
62:1 74:13	106:22	<b>clients</b> 92:7	18:24 18:25
<b>changing</b>	<b>CISM</b> 48:7	<b>Clinic</b> 79:24	57:12 68:4
60:25	<b>citing</b> 72:16	<b>clinical</b>	102:9
<b>characterist</b>	<b>citizens</b>	8:15 24:15	<b>collaborativ</b>
<b>ics</b> 65:7	14:17	<b>clock</b> 69:18	<b>ely</b> 64:22
<b>charge</b> 8:4	101:20	<b>closely</b>	<b>colleagues</b>
<b>charged</b> 9:17	<b>clarificatio</b>	71:12	64:16 64:20
13:18	<b>n</b> 95:2	<b>closer</b> 72:10	64:23
<b>charges</b>	102:6	<b>closes</b> 42:16	101:12
90:14	106:21	<b>closest</b>	<b>collecting</b>
<b>charitable</b>	<b>clarified</b>	79:25	54:22
75:20	93:17 97:1	<b>CNN</b> 34:20	<b>collection</b>
<b>Charles</b>	<b>clarify</b>	<b>COA</b> 45:16	32:7 44:15
61:18	84:20 92:22	<b>code</b> 9:7	54:13
<b>Charlottesvi</b>	95:25 97:2	13:18 18:15	<b>College</b> 90:4
<b>lle</b> 38:13	<b>classes</b>	72:17 84:24	<b>colleges</b>
<b>chief</b> 10:11	36:18 36:21	<b>collaborate</b>	83:1
10:22 28:6	37:14 42:14	8:16 72:20	<b>colors</b> 27:22
<b>chiefs</b> 70:18	44:16 72:10	73:2	<b>comes</b> 29:5
71:15 71:15	76:16 85:4	<b>collaboratio</b>	103:16
72:4 73:9	85:9 85:11	<b>n</b> 50:23	<b>coming</b> 10:3
73:15 73:19	85:12 86:4	57:20 57:22	11:9 16:11
73:23 74:1	86:5 88:4	57:23 58:1	32:8 35:8
74:9 99:6	88:9 88:11	58:9 63:7	50:11 75:3
102:15	88:20 98:17		97:17 99:25
	98:18 99:4		107:5



<b>commend</b> 51:8 93:4	44:25 46:5 46:11 47:19 47:21 48:14 48:17 48:19 49:10 49:15 49:17 50:6 50:12 50:24 51:2 51:9 51:18 52:24 53:8 53:10 54:2 54:20 55:8 55:8 56:16 71:3	57:20 58:1 58:9 61:10 66:9 68:6 97:20 100:6 101:13	<b>completed</b> 60:18
<b>commends</b> 27:1		<b>communicatio</b> <b>ns</b> 12:17 13:6 19:3 43:24 67:23 85:14	<b>completely</b> 90:7
<b>comment</b> 10:3 10:6 15:6 69:14 69:15 69:23 70:13 87:24		<b>communities</b> 8:9	<b>completions</b> 104:22
<b>comments</b> 19:23 20:10 57:22 63:13 87:17 87:17 89:7	<b>committees</b> 26:17 40:17 41:22 41:23 43:21 45:12 51:4 51:7 51:23 51:23 52:5 56:18	<b>community</b> 6:20 8:13 8:16 11:16 26:19 38:16 38:23 82:6 82:25 90:4	<b>compliance</b> 26:22
<b>commissioner</b> 10:12 10:22 10:24	<b>Commonwealth</b> 9:22 15:17 17:17 18:17 25:21 26:3 35:19 66:8 75:4 77:9 83:14 85:11 90:23 96:10 96:23 101:21	<b>Comp</b> 97:6	<b>component</b> 96:18
<b>commissioner</b> 's 11:5 11:10 22:4 23:17		<b>company</b> 34:4 34:8	<b>composition</b> 41:21 42:3
<b>commit</b> 29:22		<b>compare</b> 82:11	<b>computers</b> 16:18
<b>commitment</b> 27:3 74:17		<b>compensated</b> 61:14 61:20	<b>Conan</b> 34:19
<b>commitments</b> 26:13		<b>Compensation</b> 97:5	<b>concept</b> 49:7 55:11 95:11 95:20
<b>committee</b> 14:22 15:24 36:9 36:10 37:13 40:21 41:16 41:17 41:18 41:20 41:24 42:2 42:3 42:6 42:7 42:20 43:22 43:24 44:5 44:7	<b>Commonwealth</b> 's 24:4	<b>competency</b> 45:14	<b>concerned</b> 106:1
	<b>communicated</b> 83:20	<b>competition</b> 16:21 32:20 34:14	<b>concerning</b> 39:15
	<b>communicatin</b> <b>g</b> 91:13	<b>compilations</b> 56:22	<b>concerns</b> 11:24 20:9 30:22 40:8 60:19 66:5 73:11 79:7 105:20
	<b>communicatio</b> <b>n</b> 13:1	<b>compiling</b> 47:9	<b>concert</b> 35:14
			<b>conclude</b> 69:12
			<b>concluded</b> 109:17
			<b>concludes</b>



10:7 41:15 42:6 45:5 53:2 <b>conclusion</b> 73:12 75:18 <b>conditions</b> 66:14 <b>conducive</b> 68:3 <b>conducted</b> 29:20 44:1 74:20 86:11 <b>conference</b> 36:21 <b>confirm</b> 106:3 <b>confusion</b> 96:1 <b>conjunction</b> 51:3 <b>consider</b> 63:10 <b>considerable</b> 66:13 <b>consideratio</b> <b>n</b> 23:16 24:5 90:24 100:22 <b>considered</b> 96:5 <b>considering</b> 92:11 <b>consistent</b> 44:22 45:1 <b>consistently</b>	26:19 <b>constituents</b> 67:6 104:9 <b>constructed</b> 31:6 <b>contact</b> 39:3 91:19 103:25 104:4 <b>contacting</b> 66:2 102:4 <b>contacts</b> 19:25 20:2 <b>contained</b> 58:18 <b>contemplate</b> 29:22 <b>contemplated</b> 32:3 <b>contention</b> 97:22 <b>context</b> 97:16 <b>contingent</b> 73:8 78:19 91:3 <b>continuation</b> 60:1 <b>continue</b> 14:10 16:23 28:19 46:22 57:9 65:13 89:18 99:5 99:6 106:19 <b>continued</b>	67:16 68:20 <b>continues</b> 13:2 41:7 <b>continuing</b> 47:24 59:7 59:19 64:19 66:16 71:9 77:20 78:2 81:4 86:1 86:14 86:16 89:12 92:5 108:17 <b>continuity</b> 59:19 <b>continuum</b> 53:12 <b>contract</b> 27:17 58:25 60:24 62:3 62:9 66:14 78:18 78:19 78:21 84:22 85:3 91:2 92:23 93:2 93:18 93:22 94:21 95:3 95:23 96:15 96:21 103:4 107:15 108:9 <b>contracted</b> 72:24 101:17 <b>contracting</b> 12:20 59:10 <b>contractor</b> 59:25 72:16	96:1 96:18 <b>contractors</b> 72:15 74:21 77:3 94:1 96:9 101:7 <b>contracts</b> 59:19 63:3 101:18 <b>contribute</b> 27:3 <b>control</b> 49:5 49:10 <b>controversia</b> <b>l</b> 100:8 <b>conversation</b> 11:21 49:19 <b>conversation</b> <b>s</b> 92:3 102:14 <b>convey</b> 67:17 <b>coordinate</b> 12:6 13:17 72:22 <b>coordinated</b> 13:3 14:1 14:14 <b>coordinator</b> 42:19 43:19 45:7 48:13 48:16 50:9 51:14 <b>copies</b> 61:22 <b>copy</b> 39:8 60:4 74:22 <b>core</b> 8:12
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>correct</b>	14:13 15:3	<b>country</b> 9:6	<b>crash</b> 11:2
47:16 61:20	15:9 17:5	38:4 79:23	<b>create</b> 8:5
72:16 78:11	17:7 17:14	<b>county</b> 24:2	<b>created</b>
78:14 81:6	18:9 19:14	24:13 28:6	22:12
81:8 92:25	23:1 57:21	28:13 49:12	<b>creating</b> 8:2
93:1 93:8	59:7 59:14	75:16	23:2 31:8
93:9 96:3	59:24 62:14	<b>couple</b> 17:5	63:8
<b>cost</b> 39:5	62:18 63:1	17:7 36:14	<b>creation</b>
71:20 88:15	63:18 65:13	37:17 47:12	62:12
93:6 93:15	66:1 68:2	50:3 51:20	<b>credentialed</b>
97:23 99:16	68:22 71:23	56:6 57:7	40:1
<b>costs</b> 65:3	71:25 72:18	60:12 76:11	<b>credit</b> 76:15
67:2 80:11	72:19 73:1	<b>course</b> 20:8	<b>creeds</b> 18:13
94:18	73:21 74:7	44:18 46:21	<b>criteria</b>
<b>council</b>	74:19 76:14	60:22 86:6	68:13
15:16 15:18	76:17 76:20	86:23 87:25	<b>critical</b>
16:1 16:6	77:10 78:5	104:22	13:20 49:5
16:12 16:19	78:10 83:4	<b>courses</b>	54:6
16:24 17:1	83:10 87:11	50:17 60:17	<b>critically</b>
17:11 21:5	87:13 90:12	60:17 84:23	75:22
21:5 21:11	93:13 93:17	85:22 87:8	<b>Crittenden</b>
21:14 21:15	93:21 97:2	88:3 90:6	27:12 27:15
21:19 24:3	97:24 98:6	90:8 101:15	<b>Critzer</b>
24:9 61:17	101:8	104:24	15:14 17:2
69:10 71:17	101:16	105:22	41:4
73:18 73:22	102:4	105:24	<b>crossover</b>
73:24 74:11	102:16	106:7 107:1	44:24 51:5
77:5 77:15	104:10	107:6 107:6	<b>crude</b> 32:5
83:25 94:1	107:20	<b>court</b> 69:19	<b>culture</b>
97:24	108:13	<b>cover</b> 36:6	30:15
101:24	<b>council's</b>	50:14	<b>current</b> 23:8
103:1 104:8	95:13	<b>covered</b>	64:2 101:6
104:14	<b>counsel</b>	40:17 40:21	<b>currently</b>
<b>councils</b>	38:19	41:12 47:23	10:24 30:3
12:2 12:4	<b>counseling</b>	50:16	
12:8 12:18	40:2	<b>covering</b>	
12:20 12:25	<b>counselor</b>	39:1	
13:2 13:5	57:18		
13:10 13:16			

41:22 42:25	58:24 59:2	25:25	54:13
75:13	81:24 82:3	<b>defer</b> 45:10	100:19
<b>curve</b> 32:24	82:12 82:20	<b>deficiency</b>	<b>Department</b>
<b>customer</b>	84:7 92:2	63:6 82:3	6:1 10:23
82:5 82:24	92:5 103:25	<b>define</b> 96:7	10:25 17:13
<b>customers</b>	105:17	<b>defined</b> 64:5	17:21 20:10
74:2 92:7	106:6	104:15	24:14
<b>customized</b>	<b>data-driven</b>	106:20	108:23
18:8	7:23 52:3	<b>defining</b>	109:16
<b>cycle</b> 42:15	<b>date</b> 73:15	72:18 96:6	<b>departments</b>
105:1	75:22	<b>definitely</b>	99:22 100:1
<hr/>	<b>dates</b> 65:20	99:2	<b>depression</b>
D	<b>Davis</b> 46:5	<b>delayed</b>	31:24
<hr/>	<b>day</b> 45:23	59:12	<b>deputy</b> 10:12
<b>D.C</b> 24:17	55:21 70:23	<b>deliver</b> 14:4	10:22
<b>damn</b> 91:10	82:11	<b>deliverables</b>	<b>describe</b>
<b>Daniels</b>	101:19	12:22 66:13	67:25 68:1
76:11 76:23	<b>days</b> 33:23	<b>delivered</b>	<b>described</b>
77:10 77:21	46:21	77:14 82:4	7:23
78:4 78:8	<b>deadlines</b>	82:8 83:9	<b>designed</b> 8:8
78:12 78:15	73:6	84:6	<b>desire</b> 17:12
78:22 79:6	<b>deal</b> 23:12	<b>delivering</b>	64:21 67:9
79:11 80:3	28:10 39:19	83:11	<b>desired</b>
80:8 80:17	<b>December</b>	<b>delivery</b>	66:15
85:21 86:2	53:14	13:15 15:21	<b>desires</b> 20:4
86:25 87:6	<b>decide</b> 91:8	18:18 26:20	<b>details</b> 69:3
87:9 98:16	<b>decided</b>	<b>demands</b>	<b>determine</b>
108:19	48:24 52:20	12:25 62:16	9:20 9:24
<b>data</b> 8:13	52:23 89:9	63:16	73:20 81:24
30:4 31:2	<b>decisions</b>	<b>demographic</b>	82:12 92:12
32:7 32:8	35:23 40:9	60:13 62:18	101:8
44:15 52:4	100:13	63:11 65:6	<b>determined</b>
52:6 53:9	<b>decrease</b>	<b>demographics</b>	59:9 60:20
53:11 53:13	32:12	47:13 63:25	62:25 85:2
54:5 54:13	<b>dedicated</b>	<b>demonstrated</b>	<b>determining</b>
54:22 54:23			
55:9 55:13			
55:16 56:18			

82:6	<b>dig</b> 105:8	74:1 74:10	12:3 12:21
<b>develop</b>	<b>dignity</b>	<b>disaster</b>	14:7 15:22
53:12 57:11	92:14	50:25 56:14	17:7 19:13
67:10 74:11	<b>digress</b> 89:5	<b>disbursed</b>	58:4 64:7
<b>developed</b>	98:14	77:22	64:9 65:14
34:19 49:1	<b>Dillard</b> 37:1	<b>disbursement</b>	68:20 68:21
67:8	42:8 42:9	59:1	93:20 95:13
<b>developing</b>	<b>dinner</b> 98:4	<b>disconnect</b>	97:15
14:24 49:7	<b>Dinwiddie</b>	94:14 97:19	<b>disease</b>
<b>development</b>	75:16	<b>discounted</b>	22:11 44:19
45:7 46:11	<b>direct</b> 58:17	90:6	45:2
50:24	66:5 66:9	<b>discounting</b>	<b>dismissed</b>
<b>Developmenta</b>	79:5 85:10	90:8	67:11
<b>l</b> 11:1	<b>directed</b>	<b>discourse</b>	<b>disseminatin</b>
<b>dialogue</b>	46:18	67:20	<b>g</b> 71:19
15:22 16:4	<b>direction</b>	<b>discuss</b>	<b>distributed</b>
16:10 19:9	6:12 48:14	57:19 60:7	6:25
65:1 68:10	48:16 48:19	65:24 94:20	<b>distribution</b>
<b>DICO</b> 47:25	98:10	97:3	39:10 50:5
<b>die</b> 30:1	<b>directly</b>	<b>discussed</b>	<b>district</b>
<b>died</b> 39:22	66:2 72:25	42:24 46:5	77:4 77:24
<b>difference</b>	<b>director</b>	52:11 56:12	78:3
18:12 76:19	46:3 57:18	56:18 74:14	<b>districts</b>
<b>differences</b>	61:17 87:11	102:9	77:20 77:25
62:18	88:14	<b>discussing</b>	81:19 83:17
<b>different</b>	<b>directors</b>	40:7 49:20	<b>Division</b>
10:21 16:8	15:24 16:13	<b>discussion</b>	24:13 79:4
46:19 52:6	17:1 21:11	14:9 14:21	91:12 91:20
77:18 79:19	68:8 72:3	22:5 41:19	<b>doable</b> 18:10
83:7 89:24	72:12 81:16	44:19 47:24	<b>document</b> 8:2
101:9	82:2 88:7	49:19 58:23	8:22 58:6
<b>difficult</b>	88:25 99:4	60:21 65:1	62:6 64:4
11:14 16:23	<b>director's</b>	67:3 74:16	64:8 69:25
21:14 73:7	65:16 66:23	93:23 96:17	<b>documentatio</b>
73:25	<b>Directors</b>	105:6	<b>n</b> 17:18
	57:5 73:17	<b>discussions</b>	<b>documents</b>

44:13 49:8 66:11 67:2 89:20 <b>dollar</b> 97:3 <b>dominant</b> 52:10 <b>Dominion</b> 107:22 <b>done</b> 33:3 33:25 39:20 53:2 74:9 83:20 <b>dozen</b> 71:7 71:13 <b>Dr</b> 6:18 10:12 10:13 10:15 10:19 18:24 20:16 38:16 38:17 39:12 39:14 41:12 48:13 48:15 49:11 49:14 49:25 51:14 51:15 53:5 53:6 53:6 53:20 54:18 54:19 55:3 55:22 56:3 57:18 68:9 79:12 79:12 79:19 80:4 80:9 80:19 94:25 95:1 <b>drafting</b> 67:5 68:15 <b>dramatically</b>	103:7 <b>Dreama</b> 43:19 <b>drill</b> 83:16 <b>Drinking</b> 13:24 <b>drive</b> 18:20 52:7 <b>driven</b> 8:14 15:23 18:13 18:16 58:22 <b>driving</b> 18:21 <b>drop</b> 108:7 <b>drops</b> 16:18 <b>drug</b> 17:25 <b>due</b> 31:25 32:1 41:6 66:12 <b>during</b> 10:3 37:2 55:14 64:7 65:1 73:3 <b>duties</b> 12:7 <b>duty</b> 30:2 <hr/> <p style="text-align: center;">E</p> <hr/> <b>earlier</b> 22:13 24:7 41:4 89:7 89:15 95:13 100:3 <b>easier</b> 48:9 72:9 103:11 <b>Ebola</b> 45:3	<b>ed</b> 37:16 75:2 86:14 <b>Eddie</b> 10:8 28:7 28:7 28:15 43:22 <b>education</b> 24:20 45:20 59:7 59:20 64:19 66:16 71:9 77:20 78:3 81:5 81:25 82:4 82:7 82:8 83:8 84:1 84:4 84:5 85:16 86:1 86:11 86:17 86:22 88:20 89:12 103:7 106:18 108:23 <b>educational</b> 35:25 48:22 48:23 48:24 48:25 79:2 82:24 <b>educator</b> 26:6 71:6 90:20 103:5 103:5 103:16 108:11 <b>educators</b> 72:25 83:10 86:21 89:13 90:23 91:15 99:10 103:22	<b>effective</b> 72:13 73:2 73:5 74:12 86:17 89:4 <b>effectively</b> 14:16 <b>efficiencies</b> 58:3 <b>efficiency</b> 12:8 63:10 <b>efficient</b> 93:6 <b>effort</b> 13:21 18:24 19:1 56:13 102:10 <b>effortlessly</b> 26:14 <b>efforts</b> 68:9 <b>eight</b> 105:16 <b>eighth</b> 47:15 <b>either</b> 51:6 56:1 61:2 62:20 <b>electronic</b> 60:4 <b>elephant</b> 103:13 <b>eleven</b> 71:23 72:6 <b>eligible</b> 24:11 <b>else</b> 37:7 40:16 40:20 49:22 74:25
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

75:9 76:6	<b>employee</b>	24:12 25:12	63:18 64:19
<b>elucidate</b>	25:12 78:1	25:17 26:1	65:12 66:1
23:6	79:14 93:17	26:2 26:5	67:6 68:2
<b>email</b> 41:3	94:9 94:17	26:6 26:7	68:22 69:10
41:5 66:4	95:4 95:7	26:9 26:18	70:17 70:24
66:8 66:12	95:23 95:23	26:18 26:21	71:3 71:15
67:8 69:11	96:4 96:21	26:24 26:25	71:17 71:20
74:22 79:1	96:22	27:1 27:3	71:22 71:25
97:16	<b>employees</b>	27:17 29:4	72:5 72:9
<b>emailed</b>	13:25 78:18	29:18 29:20	72:14 72:20
61:17 64:13	78:25 79:18	29:21 30:2	72:22 72:22
66:1	80:2 80:13	30:4 30:7	72:25 73:7
<b>emails</b> 60:23	92:23 92:23	30:10 30:12	73:11 73:13
61:22	93:2 93:7	30:16 30:17	73:17 73:18
106:22	93:14 93:18	30:18 30:21	73:21 73:22
<b>embarrass</b>	93:22 93:25	30:25 31:9	73:24 74:2
25:14	94:15 94:22	31:14 31:18	74:3 74:8
<b>emergencies</b>	95:15 96:9	31:20 31:23	74:9 74:11
98:24	<b>employment</b>	31:25 32:3	74:14 74:19
<b>emergency</b>	95:11 95:21	32:11 32:13	75:13 80:5
7:22 8:3	<b>EMS</b> 6:2 6:6	32:19 33:6	82:6 87:11
9:1 9:11	7:21 7:24	35:7 35:9	99:6 99:13
9:11 9:14	8:5 8:6	35:13 35:15	100:4
9:16 9:19	8:10 8:15	35:18 36:1	103:22
25:20 25:22	8:23 9:4	38:3 38:10	103:24
26:23 29:16	9:8 9:9	38:14 38:22	104:1
31:6 38:2	9:17 9:25	41:2 41:7	104:14
41:7 44:4	12:2 12:2	41:8 41:12	104:18
44:7 44:13	12:13 12:18	42:14 43:15	105:12
55:20 56:14	13:9 14:15	44:22 45:19	107:22
56:15 59:17	15:2 15:3	46:17 46:20	<b>EMSC</b> 50:12
63:22 92:24	15:13 15:16	47:10 47:13	50:25 51:6
93:4	16:2 16:2	48:5 49:8	<b>encore</b> 38:7
<b>emphasizing</b>	16:3 17:1	49:24 51:6	<b>encounter</b>
50:9	17:5 17:13	52:16 57:11	92:14
<b>employ</b> 97:24	17:21 18:1	57:14 57:21	<b>encourage</b>
97:25	18:19 19:25	59:10 59:13	69:9
	20:17 23:25	59:14 59:15	<b>encouraged</b>
	24:3 24:9	59:24 62:25	
		63:9 63:13	

68:7 68:8 <b>enforcement</b> 48:4 <b>engenders</b> 68:7 <b>enjoyed</b> 29:15 57:13 <b>ensure</b> 13:1 14:2 14:13 14:16 23:5 59:19 59:25 63:10 <b>ensuring</b> 64:18 91:15 <b>entered</b> 15:21 16:25 <b>entire</b> 6:19 36:6 36:21 42:1 52:7 65:15 83:14 <b>epidemiologi st</b> 27:18 81:23 <b>Epidemiology</b> 44:21 <b>equipment</b> 12:12 49:21 79:3 <b>Equity</b> 38:14 <b>era</b> 8:23 <b>Erskine</b> 55:4 55:6 <b>essential</b> 63:7 63:21 68:6	<b>establish</b> 21:1 <b>establishing</b> 72:17 <b>establishmen t</b> 72:24 <b>estimate</b> 107:11 <b>et</b> 40:4 48:5 <b>evaluation</b> 41:20 <b>event</b> 11:12 <b>everybody</b> 23:15 27:16 40:7 98:8 <b>everyone</b> 6:6 28:24 108:25 109:3 <b>everyone's</b> 100:21 <b>everything</b> 16:15 17:22 49:22 88:19 93:7 102:13 <b>evidence</b> 7:23 <b>evidence- based</b> 8:14 <b>evident</b> 16:5 <b>evolve</b> 92:5 <b>evolved</b> 14:7 <b>exactly</b> 13:22 14:12	19:17 25:6 25:8 100:9 <b>Examiner's</b> 79:14 <b>example</b> 21:10 32:23 99:23 <b>exceeded</b> 71:18 <b>excellence</b> 46:25 <b>excellent</b> 82:13 93:3 94:22 <b>exchanges</b> 17:25 68:1 69:11 <b>excited</b> 34:9 34:15 34:24 <b>exclusive</b> 95:3 <b>excuse</b> 44:23 <b>execute</b> 62:22 <b>executing</b> 68:14 <b>executive</b> 14:21 15:23 21:10 41:17 41:18 41:24 42:3 42:6 46:3 46:5 <b>existing</b> 59:18 <b>exists</b> 16:12	<b>expand</b> 12:15 <b>expanding</b> 22:23 23:3 <b>expect</b> 67:4 <b>expectations</b> 62:1 77:14 <b>expected</b> 12:22 60:8 62:8 67:18 73:4 76:25 <b>expense</b> 99:12 <b>experience</b> 24:19 <b>experienced</b> 31:19 32:1 <b>experiencing</b> 30:24 31:21 <b>expertise</b> 26:15 <b>expired</b> 39:19 <b>explain</b> 22:2 28:22 <b>explaining</b> 68:18 <b>exploring</b> 17:8 <b>expose</b> 35:20 <b>exposed</b> 39:23 79:15 79:18 <b>exposure</b> 40:4
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



<b>exposures</b> 39:16 79:20	81:14 96:16	<b>feel</b> 23:19 30:17 30:18 56:25 58:17 62:15 69:11 70:23 88:3 88:11 88:13	105:17
<b>express</b> 30:22	<b>fail</b> 21:20		<b>figuring</b> 94:15
<b>expressed</b> 16:5 17:4 60:19 62:14 64:20 64:23 67:9	<b>failure</b> 104:9		<b>fill</b> 45:24 46:1 46:6 107:16
<b>expressing</b> 66:3	<b>fair</b> 109:1	<b>feels</b> 41:25 48:19	<b>filled</b> 46:21
<b>extended</b> 62:2	<b>Fairfax</b> 24:13	<b>fees</b> 50:14 62:24 63:2 71:24 74:6	<b>final</b> 31:11 45:21
<b>extension</b> 13:16	<b>fairly</b> 39:17 55:11	<b>felt</b> 11:16 14:22 35:17	<b>finally</b> 16:9
<b>extensive</b> 26:14	<b>Faison</b> 61:18 106:2 106:22	<b>female</b> 92:9 102:14 102:22	<b>finances</b> 60:5
<b>extent</b> 11:21	<b>faith</b> 68:14	<b>Ferguson</b> 10:8 10:9 28:7 28:17 45:8 45:10 47:3 49:15 49:16 101:1 101:3 101:5 101:11 101:23 102:11	<b>financial</b> 42:7 60:10 60:11 61:3 68:14 75:25
<hr/> <b>F</b> <hr/>	<b>Fall</b> 42:15		<b>finding</b> 85:11
<b>Facebook</b> 33:18 33:21	<b>falls</b> 12:7		<b>FIPS</b> 84:24
<b>face-to-face</b> 99:10	<b>falsified</b> 89:20		<b>fire</b> 24:13 70:17 71:15 73:9 73:14 73:19 73:23 99:5 102:15
<b>facilitator</b> 42:2	<b>families</b> 75:23		<b>firefighter</b> 48:5
<b>facilities</b> 55:11	<b>family</b> 6:19 11:13 41:7	<b>field</b> 26:1 26:15 39:20 39:23 63:21 99:10	<b>first</b> 6:10 6:23 19:13 29:25 33:19 33:20 33:23 39:7 39:21 41:17 50:18 50:19 51:10 53:14 60:9 62:19 71:7 76:17 80:6
<b>facility</b> 55:17	<b>fatalities</b> 48:2 48:3	<b>fields</b> 36:14	
<b>fact</b> 17:15 58:21 59:22 63:1 97:9	<b>fault</b> 92:19	<b>fifteen</b> 35:3 104:18 107:10 107:11	
<b>factor</b> 84:3	<b>favor</b> 7:5 7:14 70:5 70:7	<b>figure</b> 52:13	
<b>factors</b>	<b>February</b> 15:13 17:3	<b>figures</b> 94:7	
	<b>fee</b> 36:5 36:14 50:16		
	<b>feedback</b> 19:23 61:25 62:6 63:5		



107:17	55:14	29:24 75:20	27:19 27:24
108:3 108:6	<b>forth</b> 13:4	<b>founded</b> 8:21	78:1 78:20
108:8	15:5 16:3	<b>founding</b>	92:23 93:14
108:14	20:24 22:5	63:19	94:8 94:15
<b>fit</b> 18:3	22:16 22:21	<b>Fourth</b> 108:5	94:17 95:7
<b>five</b> 30:20	23:14 28:12	<b>Fox</b> 34:20	96:2 96:9
56:25 60:22	36:4 36:16	<b>frame</b> 58:23	96:11 96:22
71:10 96:25	60:23 74:13	<b>frank</b> 68:21	<b>fully</b> 20:20
97:21	<b>fortieth</b>	<b>fraud</b> 89:17	100:16
<b>flag</b> 6:12	34:14 35:5	89:17 90:13	<b>function</b>
<b>flexibility</b>	35:6 36:20	<b>free</b> 34:5	72:18
14:9	37:10	38:24 58:17	<b>fund</b> 52:12
<b>floor</b> 69:22	<b>fortunate</b>	<b>Friday</b> 6:3	52:17 59:10
<b>flux</b> 107:4	27:23	38:12 47:14	89:10
<b>flying</b> 27:22	<b>forty</b> 50:14	<b>fringe</b> 95:5	<b>funding</b>
<b>focus</b> 45:19	63:19 78:2	96:13 97:4	16:24 22:9
54:10	91:10 94:10	<b>Fritz</b> 45:24	60:20 61:5
<b>folks</b> 11:15	95:7 96:2	<b>front</b> 8:10	61:13 62:12
<b>follow-up</b>	<b>forum</b> 22:17	<b>FTE</b> 22:7	62:15 62:20
11:20 61:9	100:2	95:10 95:19	64:5 108:13
66:21 87:24	<b>forward</b> 9:5	95:20 95:24	<b>fundraise</b>
<b>forefront</b>	9:23 17:6	96:23	16:20
8:25	19:3 20:7	<b>FTEs</b> 12:5	<b>fundraising</b>
<b>form</b> 44:14	21:7 25:13	21:1 21:4	15:20 21:13
44:14	37:10 43:16	21:7 21:22	<b>funds</b> 23:2
<b>Formatic</b>	44:12 52:22	22:15 23:1	59:13 71:19
54:7	57:12 57:24	23:8 23:9	74:5 77:5
<b>forming</b>	61:24 68:19	91:1	78:6 78:9
47:25	68:20 81:7	<b>fulfill</b> 8:1	89:16
<b>formula</b>	85:18 98:20	<b>full</b> 71:8	<b>Furthermore</b>
60:25	100:9	94:9 95:7	9:16
<b>formulary</b>	<b>forwarded</b>	95:22 96:5	<b>future</b> 7:24
48:20	90:16	96:8 96:20	8:3 9:25
<b>formulated</b>	<b>foster</b> 68:10	<b>full-time</b>	11:25 15:4
	<b>fostering</b>		31:3 73:7
	68:3		106:25
	<b>Foundation</b>		<b>FY-2018</b>

62:13	40:19 71:8	105:16	<b>groups</b> 49:7
<b>FY-2019</b>	<b>Georgia</b>	<b>Governance</b>	65:17
62:13	38:19	52:24	<b>grow</b> 51:24
<hr/>	<b>geospatial</b>	<b>government</b>	107:19
G	82:9	22:1 22:23	<b>guarantee</b>
<b>gain</b> 32:22	<b>geriatric</b>	23:3 67:4	99:7
<b>gaps</b> 39:18	54:11 99:2	67:18 72:21	<b>guess</b> 11:19
<b>Gary</b> 9:3	<b>Germany</b> 37:2	<b>governor</b>	19:7 20:18
15:14 22:2	<b>gets</b> 79:21	24:5 71:4	35:15 103:8
40:23 41:4	80:15	<b>governor's</b>	103:19
43:7 57:18	<b>getting</b>	11:10 22:21	104:8 108:6
63:12 66:21	20:19 40:7	23:21 24:5	<b>guests</b> 37:1
71:5 87:14	44:15 89:11	<b>graduate</b>	38:18
98:11	89:21	29:4	<b>guys</b> 31:17
102:18	<b>given</b> 20:23	<b>grant</b> 44:16	101:6
<b>gathered</b>	34:18 60:9	<b>grants</b> 43:23	<hr/>
11:23	76:12 96:16	<b>great</b> 9:21	H
<b>gathering</b>	103:22	28:15 37:5	<b>Hale</b> 45:25
35:18	104:23	45:13	<b>hall</b> 6:25
<b>gauge</b> 82:5	<b>giving</b> 50:6	<b>greater</b>	<b>halted</b>
83:14 85:18	76:13 109:3	67:22	106:19
<b>general</b>	<b>glad</b> 18:14	<b>green</b> 25:23	<b>hand</b> 24:8
22:22 29:23	18:24 34:24	27:2 39:7	<b>handed</b> 70:1
38:8 44:9	<b>Glen</b> 73:9	<b>Greg</b> 57:4	97:17
49:18 92:19	75:7	108:1	<b>handle</b> 71:11
<b>generally</b>	<b>goal</b> 17:12	<b>Griffin</b> 55:2	76:21
80:15	30:24 44:15	<b>Grim</b> 38:5	<b>handpicked</b>
<b>geographic</b>	45:19 63:17	<b>group</b> 45:12	108:25
60:13 62:17	65:9 68:23	45:17 46:20	<b>hands</b> 28:15
63:11 65:6	<b>goals</b> 41:23	47:25 49:5	99:10
<b>geographies</b>	<b>gone</b> 34:23	57:5 57:6	<b>hands-on</b>
63:24	37:3	57:10 57:15	86:22 99:8
<b>geography</b>	<b>Goochland</b>	58:12 65:8	<b>happened</b>
77:25	28:6 28:14	65:16 66:6	68:1 76:24
<b>George</b> 24:16	<b>gotten</b>	66:24 73:16	<b>happens</b>
39:6 39:6			

108:6	37:14 89:9	19:15 66:7	<b>hereby</b> 25:22
<b>happy</b> 57:9	<b>having</b> 29:1	85:13	27:1
61:23 81:3	29:14 31:19	<b>Hearing</b>	<b>here's</b> 25:17
100:23	52:17 64:7	109:10	<b>he's</b> 19:1
104:12	64:25 66:7	<b>Heart</b> 105:10	28:23 29:7
<b>hard</b> 35:11	67:1 67:2	<b>Heather</b>	38:5 38:6
79:13	68:21 93:6	25:15 25:16	<b>hey</b> 27:13
<b>Harrell</b>	93:7 99:9	25:23 25:24	76:22 91:9
28:19 28:25	109:1	27:2 27:7	<b>hi</b> 24:8 55:6
65:22 66:12	<b>HB</b> 39:11	<b>heathy</b> 8:19	56:4 56:5
77:1 77:13	<b>head</b> 33:8	<b>Heidi</b> 107:21	<b>high</b> 30:18
77:23 78:7	34:13 67:19	107:21	<b>higher</b> 29:23
78:11 78:14	<b>heads</b> 73:18	107:24	<b>highlights</b>
78:17 78:24	<b>health</b> 6:1	107:25	37:25
79:9 81:8	9:9 10:2	<b>held</b> 26:11	<b>highly</b> 8:19
81:13 82:16	10:23 10:25	35:14 35:15	24:21 44:19
82:19 82:22	11:11 17:14	<b>Hello</b> 29:11	45:1
83:6 83:22	17:22 20:10	<b>help</b> 12:6	<b>hills</b> 8:22
84:11 84:13	22:12 24:16	13:17 21:21	<b>hire</b> 22:9
84:17 84:21	27:4 29:18	23:1 23:6	95:16
85:1 85:7	29:21 30:2	26:4 30:12	<b>hiring</b> 76:15
85:20 85:24	30:5 30:8	32:11 50:10	77:2 77:3
86:7 87:4	30:10 30:16	52:16 57:12	78:13
87:7 89:6	30:23 31:1	76:1 76:1	<b>historic</b>
90:15 90:25	31:23 32:11	76:3 94:5	82:19
91:7 91:12	32:13 33:16	98:23	<b>historical</b>
91:19 93:1	34:22 38:14	100:23	8:22 82:12
93:9 93:20	41:2 41:9	<b>helped</b> 75:23	105:17
94:4 96:3	41:13 44:24	<b>helpful</b>	<b>history</b> 59:6
101:10	47:18 47:21	23:20 67:12	<b>hit</b> 39:6
101:22	75:3 95:9	<b>helping</b>	<b>hoc</b> 48:23
102:2	97:6 109:16	75:21	<b>Holiday</b>
102:18	<b>healthcare</b>	<b>helps</b> 86:23	38:13
102:24	6:19 8:11	<b>Henschel</b>	<b>home</b> 72:11
<b>hat</b> 22:15	38:15 38:23	42:19 42:22	
<b>hate</b> 97:9	43:3 49:6		
<b>hats</b> 94:21	56:11		
<b>haven't</b>	<b>heard</b> 10:18		

75:25 78:24 <b>honest</b> 58:10 68:6 68:21 <b>honor</b> 29:14 <b>honoring</b> 27:10 <b>honors</b> 27:2 <b>hope</b> 12:22 21:23 32:9 37:9 45:21 87:10 <b>hopefully</b> 20:12 32:12 102:11 <b>hospital</b> 53:25 56:11 58:5 <b>hospitals</b> 16:3 50:10 72:21 75:24 105:12 105:14 106:9 <b>host</b> 90:22 <b>hour</b> 56:24 <b>hourly</b> 78:20 <b>hours</b> 78:2 86:23 87:1 94:10 95:7 95:8 96:2 96:5 103:17 103:18 <b>housing</b> 53:11 <b>HR</b> 16:16	91:4 <b>Hughes</b> 10:19 <b>Human</b> 75:4 <b>Humer</b> 75:12 75:13 <b>hundred</b> 31:16 36:18 104:18 104:21 105:13 105:16 105:20 <b>hurling</b> 9:4 <b>hurts</b> 86:2 86:3 <hr/> <p style="text-align:center">I</p> <hr/> <b>I'd</b> 6:5 23:24 61:23 69:24 87:23 92:18 92:19 98:13 <b>idea</b> 55:14 <b>identificati</b> <b>on</b> 82:9 <b>identified</b> 54:4 54:9 54:12 59:25 65:3 83:24 86:15 <b>identify</b> 86:10 90:9 <b>I'll</b> 12:14 24:25 45:10 53:7 74:21 74:22 81:3	89:4 98:4 98:11 104:12 <b>illustration</b> 54:15 <b>I'm</b> 11:15 11:17 18:14 18:24 20:19 29:1 29:2 29:6 38:11 39:1 39:5 55:6 76:2 76:18 76:23 84:13 84:17 87:21 88:7 89:22 92:17 95:2 102:25 103:12 103:21 104:6 107:25 <b>immediate</b> 15:7 <b>Immediately</b> 17:3 <b>immensely</b> 41:9 <b>impact</b> 13:10 31:22 52:18 59:14 63:8 99:15 <b>impacting</b> 35:24 <b>impacts</b> 64:9 <b>imperative</b> 9:23 <b>implement</b>	13:17 66:20 67:7 <b>implementati</b> <b>on</b> 63:18 64:24 73:4 74:17 <b>implementing</b> 63:8 65:4 <b>implications</b> 62:11 <b>implies</b> 68:11 <b>important</b> 17:17 22:16 22:24 30:21 35:12 35:17 <b>imposed</b> 73:6 <b>impromptu</b> 11:21 <b>improve</b> 13:14 18:18 26:5 26:20 58:2 <b>improvement</b> 53:5 58:4 <b>improvements</b> 18:11 <b>improving</b> 68:25 <b>inadequate</b> 68:12 <b>incentives</b> 47:7 <b>incentivizes</b> 72:7
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>include</b> 89:3 100:11	103:23	81:23 106:10	<b>instructor</b> 26:21 26:24 46:24
<b>included</b> 62:7 85:25 89:23 94:3 95:21	<b>industry-specific</b> 82:24	<b>initial</b> 62:19	<b>instructors</b> 77:19
<b>includes</b> 8:6 16:15 103:24 105:23	<b>infectious</b> 44:19 45:1	<b>initiate</b> 19:13	<b>instrument</b> 30:7 31:10 31:11 31:12 31:15
<b>including</b> 8:18 38:19	<b>inflated</b> 105:24	<b>injured</b> 75:17 75:22	<b>insurance</b> 94:16 97:6
<b>incomplete</b> 59:4	<b>inform</b> 56:16	<b>injuries</b> 11:4 11:7	<b>integrated</b> 38:15 38:23
<b>incorporates</b> 44:10	<b>information</b> 10:17 11:9 26:18 30:4 43:4 44:9 46:16 47:25 54:8 58:7 60:5 61:25 64:25 71:16 91:21 102:5 103:25 104:3	<b>Injury</b> 53:18 53:24 55:12	<b>intended</b> 67:6
<b>incorrect</b> 102:20	<b>informationa</b>	<b>Inn</b> 38:13	<b>intent</b> 19:22
<b>incredibly</b> 61:12	<b>l</b> 42:24	<b>innovate</b> 8:25	<b>interactions</b> 68:19
<b>incurs</b> 80:11	43:11 44:2 48:18 49:4 50:3 54:4 56:7 57:6	<b>innovative</b> 64:18	<b>interest</b> 9:20 14:12 14:23 17:4 28:24 39:4
<b>indicated</b> 25:2	<b>informed</b> 11:1 59:23 64:9 67:3	<b>inpatient</b> 55:17	<b>interests</b> 26:3
<b>indicating</b> 62:8 63:5 79:9 106:22	<b>infrastructu</b>	<b>in-person</b> 86:22	<b>intern</b> 28:20 28:22 29:4
<b>individual</b> 45:11 66:3 81:20	<b>re</b> 16:17 21:18 43:18	<b>input</b> 14:2 14:25 23:18 61:2 64:6 67:6 81:15 81:20 85:10 102:4	<b>internal</b> 79:17
<b>individuals</b> 8:9 20:7 22:8 81:17 83:11 91:1 101:17 101:18 102:3 102:7	<b>inherent</b> 92:13	<b>instance</b> 96:8	<b>internally</b> 31:5
	<b>in-house</b> 79:21 80:14	<b>instead</b> 52:25	<b>international</b> 1 37:4
		<b>instilled</b> 19:1	<b>international</b> lly 36:25
		<b>Institute</b> 17:19	<b>intervening</b>

71:5 <b>intervention</b> 67:19 <b>intervention</b> <b>s</b> 31:2 <b>interviewed</b> 27:20 <b>introduce</b> 23:24 27:12 28:20 <b>Introducing</b> 73:2 <b>introduction</b> 22:18 <b>invested</b> 99:22 <b>investigatio</b> <b>n</b> 90:14 90:16 <b>investigator</b> 26:22 <b>inviting</b> 75:5 <b>invoice</b> 63:2 <b>invoiced</b> 72:2 <b>invoices</b> 72:7 74:7 <b>involve</b> 65:15 <b>involved</b> 38:3 53:10 102:13 <b>involvement</b>	18:1 <b>inward</b> 9:24 <b>Irene</b> 35:8 36:12 37:6 <b>issue</b> 13:5 13:5 22:4 29:19 30:3 33:16 40:15 79:20 106:23 <b>issues</b> 20:1 20:13 30:23 30:25 39:23 40:8 44:24 58:11 60:12 62:9 66:13 100:8 <b>item</b> 6:23 49:4 51:19 53:16 <b>items</b> 12:12 41:16 42:10 43:10 43:21 44:8 44:9 46:7 46:13 47:22 48:18 48:18 49:18 50:2 50:3 54:3 54:4 54:25 55:7 56:6 57:6 <b>iterative</b> 13:13 <b>I've</b> 13:11 18:21 24:22 29:15 30:6 64:15 67:14	70:16 71:13 71:16 91:9 99:18 103:5 107:10 <hr/> <b>J</b> <hr/> <b>Jaberi</b> 10:12 10:13 15:12 18:24 19:18 20:16 21:25 38:16 57:18 68:9 79:12 94:25 95:1 <b>January</b> 92:4 <b>Jason</b> 45:7 47:3 49:15 <b>Jeff</b> 54:18 54:19 <b>job</b> 91:9 109:1 <b>jobs</b> 18:19 <b>joined</b> 70:24 <b>Jon</b> 42:19 <b>Jose</b> 24:1 24:10 <b>Jr</b> 15:11 <b>July</b> 33:18 41:18 45:13 45:23 50:2 57:6 59:16 73:4 <b>June</b> 51:21 51:21 73:10 <b>jurisdiction</b> 86:10	<b>jurisdiction</b> <b>s</b> 16:22 71:10 <hr/> <b>K</b> <hr/> <b>Karen</b> 32:17 33:2 35:2 53:19 53:20 <b>Kelly</b> 55:24 56:2 56:3 56:10 <b>Kevin</b> 37:1 38:20 42:7 <b>key</b> 54:5 58:15 <b>kicking</b> 9:5 <b>knew</b> 11:22 <b>knowledge</b> 26:15 <b>Knowles</b> 47:19 47:20 <hr/> <b>L</b> <hr/> <b>lab</b> 79:22 79:25 80:16 <b>LabCorp</b> 79:25 79:25 <b>labor</b> 78:19 91:3 <b>labs</b> 39:25 79:23 <b>landmark</b> 8:1 <b>language</b> 20:24 40:13 43:1 60:24
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

61:3	47:8 51:17	<b>limit</b> 98:11	88:16
<b>large</b> 14:6	53:7 62:21	<b>Lindbeck</b>	<b>locality</b>
49:13 52:17	91:9 97:18	39:12 39:14	60:16 86:8
55:12	<b>led</b> 106:1	41:13 79:12	104:16
<b>larger</b> 103:9	<b>legislation</b>	79:19 80:4	107:14
<b>largest</b>	43:12	80:9 80:19	<b>located</b> 6:12
35:18 36:20	<b>Legislative</b>	<b>line</b> 8:11	<b>locating</b>
<b>last</b> 6:18	43:7 43:8	30:1	55:10
24:7 27:17	<b>legislativel</b>	<b>lines</b> 28:19	<b>lodging</b> 36:7
33:4 33:6	<b>y</b> 95:18	90:7	36:16
35:12 35:16	<b>lengthy</b> 7:19	<b>Lisa</b> 45:25	<b>Logan</b> 57:17
47:3 50:1	41:19 44:1	<b>list</b> 24:19	<b>long</b> 39:16
52:23 87:20	<b>less</b> 21:16	39:10	100:9
92:4 103:7	44:17	<b>listed</b> 81:17	<b>longer</b> 33:25
108:20	<b>level</b> 22:4	<b>listen</b> 19:16	46:2 55:18
<b>lastly</b> 48:7	23:17 23:18	<b>listing</b> 48:2	59:11
74:17	26:4 50:7	<b>little</b> 6:9	<b>longest-</b>
<b>laundry</b>	54:14 56:14	7:19 13:9	<b>servicing</b>
24:19	66:15 72:23	19:7 20:18	57:17
<b>LAVIN</b> 40:25	73:8 75:24	29:6 34:25	<b>long-term</b>
<b>law</b> 48:4	83:15 95:12	37:3 48:9	15:5
<b>laws</b> 59:12	95:21	80:25 81:2	<b>long-time</b>
<b>lead</b> 58:4	<b>levels</b> 30:18	84:19 88:17	10:19
<b>leader</b> 10:20	<b>Liberty</b> 29:5	101:13	<b>long-winded</b>
38:23	<b>Library</b> 75:7	104:18	29:2
<b>leaders</b> 7:22	<b>license</b>	105:9	<b>Lori</b> 47:19
<b>leadership</b>	88:10 88:11	<b>lived</b> 18:22	<b>lose</b> 97:16
13:9 24:15	<b>licensure</b>	<b>lives</b> 6:17	<b>loss</b> 11:16
27:19 68:5	24:20	11:14	<b>losses</b> 59:15
<b>learn</b> 13:9	<b>lieu</b> 78:12	<b>local</b> 14:2	<b>lost</b> 6:17
97:12	<b>light</b> 70:18	14:9 14:19	<b>lot</b> 11:9
<b>least</b> 25:13	<b>lights</b> 70:5	17:25 23:5	34:12 34:21
35:16 36:7	<b>likely</b> 30:1	26:4 56:13	37:13 37:24
107:11	49:1	72:20	38:3 39:23
<b>leave</b> 18:5		<b>localities</b>	



43:10 51:4	26:24 44:5	45:8 48:13	<b>measurement</b>
67:23 75:17	44:7	59:8 59:9	68:12 83:3
86:3 87:12	<b>manager</b>	60:2 60:3	83:19
93:15 97:19	24:12 38:21	62:5 64:3	<b>measures</b>
99:3	<b>managing</b>	66:11 67:24	77:16
<b>Loudoun</b> 24:2	39:16 61:19	73:3 83:11	<b>mechanism</b>
<b>love</b> 27:14	<b>mandate</b> 80:5	86:19 88:2	60:20 62:21
<b>low</b> 108:9	<b>mandatory</b>	88:5 88:22	81:19 86:7
<b>lower</b> 107:18	91:2	90:24 92:20	89:11 94:22
<b>lucky</b> 99:13	<b>mannequin</b>	98:20 98:21	<b>Medevac</b>
<b>lunch</b> 97:14	86:20	100:15	49:15 49:16
<hr/>	<b>manner</b> 67:20	<b>maybe</b> 20:18	<b>media</b> 34:1
M	<b>Mantooth</b>	39:1 39:6	34:3 34:19
<hr/>	38:1	39:11 55:24	34:20
<b>ma'am</b> 78:7	<b>manual</b> 44:17	90:11 99:8	<b>medic</b> 75:18
<b>Maggie</b> 55:7	<b>March</b> 26:10	101:12	<b>medical</b> 7:22
<b>main</b> 18:14	<b>Margaret</b>	102:12	8:3 9:2
52:10 53:15	55:2	105:16	9:11 9:12
54:21	<b>mark</b> 55:21	<b>Mayo</b> 79:24	9:14 9:16
<b>mainly</b> 49:18	92:9 92:12	<b>McGinnis</b>	9:19 25:20
51:22 76:1	<b>material</b>	38:20	25:22 29:16
<b>maintain</b>	58:11	<b>MCI</b> 44:16	31:6 48:14
13:3	<b>matrix</b> 62:13	<b>McLaurin</b>	48:16 48:19
<b>maintained</b>	62:15 64:5	57:16	49:5 49:10
9:12	<b>matter</b> 18:17	<b>mean</b> 48:20	59:17 63:22
<b>maintains</b>	<b>max</b> 48:21	79:16 94:6	79:13 81:16
26:23	<b>maximum</b> 61:5	104:7	82:2 88:6
<b>major</b> 71:10	61:6 61:14	106:18	88:14 88:25
<b>majority</b>	85:3 85:4	107:4	92:24 93:4
64:17 73:22	95:11	<b>means</b> 62:23	98:25 99:4
<b>male</b> 70:25	106:24	86:13 86:16	<b>Medicine</b>
92:8	<b>may</b> 6:22	90:9 95:20	17:19
<b>managed</b>	6:24 8:20	<b>measure</b>	<b>meet</b> 22:6
26:13	30:23 32:13	81:11 81:14	45:17 51:2
<b>management</b>		85:8	51:3 57:6
		<b>measured</b>	57:15 60:7
		81:10	63:15 65:19



65:19 77:15 88:21 <b>meeting</b> 6:2 6:7 6:18 6:24 7:20 10:3 11:23 15:13 33:4 35:13 37:12 40:5 40:6 41:13 43:14 43:16 43:23 44:2 45:22 46:8 47:14 51:9 52:11 52:25 55:15 60:6 60:9 61:4 62:19 64:3 64:7 64:15 64:16 65:2 65:13 65:24 66:23 70:2 72:4 73:3 73:10 73:12 75:6 77:14 77:17 96:19 97:3 97:12 109:17 <b>meetings</b> 36:9 36:10 37:13 41:10 43:13 51:2 <b>Melton</b> 6:18 10:19 <b>Melton's</b> 10:15 <b>member</b> 7:2 23:24 24:24	26:7 27:13 28:5 35:9 36:9 49:12 49:12 <b>members</b> 6:17 7:6 7:13 7:15 14:24 35:22 36:5 51:6 67:21 70:8 101:24 <b>memo</b> 97:17 <b>Memorandum</b> 93:11 <b>men</b> 47:7 <b>mental</b> 29:18 29:21 30:2 30:4 30:8 30:10 30:16 30:23 31:1 31:23 32:13 33:16 <b>mention</b> 38:12 39:8 40:20 <b>mentioned</b> 10:15 33:4 35:4 53:9 99:18 <b>merit</b> 85:22 86:6 86:23 87:25 88:3 88:12 88:13 98:17 98:18 101:14 101:15 <b>message</b> 44:22	<b>messages</b> 10:17 <b>messaging</b> 23:4 45:1 <b>met</b> 24:22 25:5 33:4 41:18 42:23 43:9 43:24 44:7 45:12 45:23 46:12 47:21 48:17 49:17 50:2 51:18 54:2 54:21 71:17 <b>method</b> 83:9 <b>methodologie</b> s 83:7 83:12 <b>methodology</b> 89:24 <b>metric</b> 83:24 <b>metrics</b> 81:11 82:25 83:3 83:18 <b>microphone</b> 28:21 29:9 69:16 80:25 <b>middle</b> 25:14 <b>mike</b> 27:14 29:1 53:25 70:25 71:1 <b>military</b> 46:14 46:17 46:20 <b>Mill</b> 75:7	<b>mind</b> 9:22 <b>mindboggling</b> 33:24 <b>minimum</b> 48:23 48:25 <b>Minnesota</b> 70:24 71:3 <b>minutes</b> 6:24 6:24 7:1 10:5 25:5 56:25 69:17 70:1 96:25 97:21 107:24 <b>mirror</b> 17:9 <b>Misroy</b> 27:16 <b>mission</b> 51:25 75:21 <b>Mm-hmm</b> 79:9 <b>mobile</b> 38:15 38:23 <b>mobile-</b> <b>integrated</b> 43:2 49:6 <b>model</b> 15:17 18:4 60:10 60:12 77:8 98:12 101:6 <b>models</b> 19:4 98:22 <b>modified</b> 43:1 <b>moment</b> 6:6 6:16 6:21 19:8 21:9
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

24:12 57:14 91:25 <b>Monday</b> 42:16 64:13 <b>Mondays</b> 31:12 <b>money</b> 72:1 84:9 85:8 85:15 86:9 86:21 89:22 99:21 <b>monies</b> 84:1 86:8 96:13 97:24 <b>monitor</b> 82:9 <b>monitored</b> 79:3 <b>months</b> 13:7 13:8 31:3 47:12 60:2 <b>Monticello</b> 38:13 <b>morning</b> 10:18 11:4 41:5 43:9 43:24 46:12 47:22 49:17 <b>Morris</b> 55:23 55:24 56:1 <b>mostly</b> 8:21 <b>motion</b> 7:1 7:4 7:8 7:9 7:11 69:25 70:11 70:12 109:11 109:12	109:13 <b>motor</b> 11:2 <b>MOU</b> 60:3 60:8 60:23 60:25 61:2 61:7 62:20 62:22 64:2 65:2 65:24 66:19 66:25 69:4 71:19 71:21 71:22 72:5 72:13 73:3 74:5 74:11 83:20 94:3 94:14 96:11 96:20 96:21 97:22 104:15 104:20 105:7 105:19 106:16 <b>MOUs</b> 62:2 66:17 67:24 81:6 83:4 107:16 <b>move</b> 8:23 19:3 23:14 28:14 28:14 43:16 44:12 44:17 57:12 57:24 67:21 86:12 <b>moved</b> 7:12 17:6 109:12 <b>moving</b> 17:6 40:10 49:9 51:9 81:7	85:18 <b>MSMBC</b> 34:21 <b>much-needed</b> 41:20 <b>mules</b> 98:9 <b>multiple</b> 13:12 27:20 36:7 68:13 81:14 83:10 83:11 106:22 <b>mutually</b> 95:3 <b>myself</b> 20:3 27:6 39:2 57:16 69:17 <hr/> N <hr/> <b>NAEMSP</b> 92:1 92:2 92:3 <b>Narod</b> 27:16 27:21 <b>narrow</b> 54:10 <b>national</b> 17:18 25:24 29:20 29:23 32:18 32:22 38:8 38:21 38:22 48:25 86:14 87:5 88:5 98:12 <b>nationally</b> 36:24 <b>nationwide</b> 34:25 <b>nature</b> 36:15	49:22 <b>NCCR</b> 98:22 <b>nearly</b> 63:19 104:21 <b>nebulous</b> 55:11 <b>necessarily</b> 23:14 65:15 84:5 86:22 95:9 <b>necessary</b> 14:18 20:4 63:9 65:18 <b>negative</b> 31:22 <b>negatively</b> 25:2 <b>negotiate</b> 72:14 <b>negotiated</b> 62:25 105:18 <b>newer</b> 23:10 <b>newest</b> 24:24 27:12 <b>news</b> 11:18 34:21 <b>nicely</b> 49:10 <b>night</b> 33:7 36:7 38:10 <b>nights</b> 36:8 <b>nineteen</b> 39:11 <b>nineties</b>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

24:23	74:11	<b>occur</b> 48:2	<b>office</b> 9:3
<b>nobody</b> 80:6	<b>note</b> 10:1	<b>occurred</b>	9:9 11:5
80:9	33:11 57:15	37:19 89:17	11:10 11:10
<b>nominees</b>	<b>noted</b> 66:22	90:16	12:1 12:13
24:3	69:10 69:18	<b>occurring</b>	12:18 13:2
<b>non</b> 45:24	71:5	48:4	13:9 13:16
<b>non-binary</b>	<b>notified</b>	<b>o'clock</b>	13:18 13:24
92:7	24:6	45:18 47:14	13:24 13:25
<b>None</b> 43:20	<b>noting</b> 63:13	<b>OCME</b> 40:5	14:15 15:2
<b>non-</b>	66:12	80:1 80:12	15:8 17:4
<b>financial</b>	<b>NoVA</b> 73:14	<b>October</b>	17:13 17:21
20:25	<b>November</b>	43:14 45:3	19:25 20:17
<b>nonprofit</b>	35:8 37:11	46:8	22:3 22:19
75:19	37:22 43:14	<b>ODEMSA</b> 108:2	22:21 23:21
<b>non-</b>	43:16 45:22	<b>OEMS</b> 13:22	24:4 25:11
<b>transparent</b>	<b>numerous</b>	15:10 51:1	25:21 26:7
68:17	26:13 26:23	59:21 60:7	26:9 26:25
<b>nor</b> 17:22	64:16	60:21 61:10	27:17 28:20
62:16 67:18	<b>nurse</b> 22:12	63:20 65:17	29:4 29:15
68:1	<hr/>	66:3 66:9	31:5 32:23
<b>Norfolk</b>	<b>o</b>	67:20 67:21	38:14 38:14
37:11	<b>objectives</b>	68:2 68:13	39:3 41:12
<b>norm</b> 74:3	30:8 41:23	94:21	42:4 44:20
<b>normal</b> 91:4	99:9	<b>offer</b> 27:23	44:22 45:18
<b>normally</b>	<b>O'Brien</b>	37:19 46:22	49:8 51:1
37:3 81:1	34:19	66:17 67:11	52:16 53:23
<b>North</b> 80:1	<b>obvious</b>	<b>offered</b> 39:4	59:17 63:4
<b>Northern</b>	100:5	72:12 90:6	67:21 71:20
23:25 24:2	<b>obviously</b>	93:11	72:5 72:13
24:9 70:17	24:11 87:14	104:11	72:20 72:25
71:11 71:15	101:11	105:5 106:8	73:6 73:10
71:17 72:4	105:19	106:16	73:13 74:2
73:8 73:17	<b>occasions</b>	107:13	74:2 74:8
73:21 73:24	99:19	<b>offering</b>	74:9 74:14
	107:17	12:4 38:15	77:2 79:14
		42:10 42:14	81:21 92:24
			93:4 100:3
			101:18
			103:21
			<b>officer</b>

46:20 <b>offices</b> 13:23 20:22 67:5 67:15 <b>officially</b> 25:23 <b>officials</b> 32:19 38:22 72:21 <b>oftentimes</b> 9:4 19:20 <b>oh</b> 21:24 28:7 33:1 33:10 38:11 92:17 98:10 <b>okay</b> 15:11 21:24 25:3 25:10 25:16 27:9 28:3 28:18 29:13 33:14 34:6 34:12 38:11 40:18 41:1 42:22 45:10 53:18 53:23 55:1 55:5 70:21 78:8 79:7 79:11 80:19 82:21 84:12 84:25 85:6 85:19 87:9 89:2 90:18 91:23 94:2 101:23 108:17 109:7 <b>old</b> 38:2 71:4 83:9	89:15 107:21 <b>onboard</b> 91:16 <b>ones</b> 13:19 47:2 77:12 99:13 <b>ongoing</b> 50:4 53:16 <b>online</b> 51:22 86:18 99:23 103:11 <b>onto</b> 99:13 <b>open</b> 15:21 19:9 19:23 49:12 58:3 58:10 60:21 68:6 68:21 69:22 83:21 91:5 91:22 <b>opened</b> 42:15 <b>opening</b> 10:14 <b>openings</b> 91:13 <b>openly</b> 14:23 <b>openness</b> 67:17 <b>operated</b> 9:12 <b>operating</b> 88:9 88:10 <b>operation</b> 44:13 <b>operational</b>	16:14 65:4 81:16 82:2 88:6 88:14 88:25 99:4 <b>opportunities</b> 68:10 <b>opportunity</b> 15:25 17:8 19:21 20:23 35:22 36:2 60:10 64:6 74:16 94:19 100:18 106:12 109:4 <b>opposed</b> 70:10 <b>opposition</b> 62:14 <b>option</b> 73:15 74:4 96:12 96:16 <b>options</b> 46:19 89:14 92:6 103:11 103:11 <b>oranges</b> 83:8 <b>order</b> 22:6 23:5 <b>organization</b> 75:19 75:20 89:21 93:19 <b>organization</b> s 8:16 <b>orientation</b> 51:22	<b>original</b> 94:3 104:15 104:20 105:7 <b>ours</b> 14:1 <b>ourself</b> 52:14 <b>outcome</b> 8:9 21:8 <b>outcomes</b> 55:18 63:6 69:2 <b>outline</b> 54:5 <b>out-of-state</b> 38:18 <b>output</b> 53:13 <b>outside</b> 42:2 106:11 <b>overall</b> 77:13 83:25 <b>overcome</b> 100:20 <b>override</b> 36:14 <b>overseeing</b> 83:4 <b>OWENS</b> 33:10 <hr/> <b>p.m</b> 6:4 57:3 57:3 109:18 <b>Page</b> 38:4 38:19 <b>paid</b> 74:6
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>PALS</b> 85:23 87:2 105:11 105:14 106:7 <b>Panel</b> 75:5 <b>paramedic</b> 25:25 45:16 <b>paramedicine</b> 38:16 38:24 <b>parameters</b> 71:18 <b>parent</b> 89:20 <b>Parker</b> 6:5 6:15 6:22 7:3 7:5 7:8 7:12 7:14 7:17 10:11 25:4 25:7 25:9 27:6 29:9 29:12 32:15 40:23 41:1 42:18 43:6 43:18 44:4 45:6 46:10 47:18 48:12 49:14 49:24 51:8 51:13 53:4 53:18 53:22 54:17 55:1 55:5 55:20 56:1 56:4 56:5 56:8 56:10 56:11 56:23 69:13 69:22 70:4 70:10 70:13 70:21 74:24	75:9 76:5 76:22 80:20 80:24 87:16 92:15 92:17 94:24 100:25 101:2 101:4 107:23 108:16 109:6 109:13 <b>participate</b> 26:16 <b>particular</b> 18:2 <b>particularly</b> 39:18 <b>parties</b> 74:12 <b>partly</b> 44:16 <b>partner</b> 14:16 <b>partners</b> 8:17 13:20 23:5 <b>partnership</b> 15:18 57:23 58:1 67:14 67:22 <b>party</b> 62:12 <b>pass</b> 109:14 <b>passed</b> 7:8 70:11 70:12 99:12 <b>passion</b> 29:16	<b>passionate</b> 34:10 <b>past</b> 15:14 31:3 31:11 43:12 48:17 100:19 <b>path</b> 23:20 28:4 <b>paths</b> 11:25 <b>pathway</b> 52:13 <b>patient</b> 18:15 18:19 48:12 81:24 92:14 98:8 98:25 <b>patients</b> 9:21 39:19 39:22 54:11 69:1 92:7 99:1 99:1 99:1 99:3 <b>patterns</b> 56:19 56:20 <b>pausing</b> 42:25 <b>pay</b> 85:4 <b>paying</b> 90:10 95:5 99:17 <b>payment</b> 96:5 <b>Payne</b> 46:14 <b>payroll</b> 16:16 <b>pediatric</b> 50:8 50:9	50:10 50:17 50:24 99:2 <b>pediatrics</b> 54:11 <b>peer</b> 48:10 <b>penalized</b> 61:15 61:21 106:4 <b>penalty</b> 106:24 <b>people</b> 8:5 27:5 37:4 38:3 40:3 47:5 75:14 75:17 76:4 76:14 76:15 77:3 77:6 78:13 89:19 97:25 107:5 <b>people-</b> <b>centered</b> 8:6 8:10 <b>per</b> 60:16 61:6 77:24 78:21 102:14 104:16 105:12 <b>perceived</b> 88:17 <b>percent</b> 21:12 31:18 31:23 31:25 32:2 71:23 72:6 <b>perfect</b> 98:2
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>perform</b> 77:3 86:19	72:21	<b>pleased</b> 36:22	46:15
<b>performance</b> 62:1 63:6 66:15 68:12 71:18 77:16 82:12 83:15 83:23 83:24 84:2 85:8 85:18 106:23	<b>picture</b> 59:4	<b>pleasure</b> 10:14 24:23	<b>position</b> 13:7 27:19 27:24 45:25 46:2 46:6 108:22 109:4
<b>performed</b> 45:20 59:5 62:8	<b>piggyback</b> 19:19	<b>Pledge</b> 6:11 6:13	<b>positions</b> 22:10 22:13 23:3 50:13 76:24 90:21 91:21 95:21
<b>Perimeter</b> 41:14	<b>Pinnacle</b> 92:4	<b>plugging</b> 46:24	<b>positive</b> 67:12 73:5
<b>period</b> 69:14 70:14	<b>pioneers</b> 7:22	<b>point</b> 19:11 40:9 42:25 50:22 55:13 56:24 65:23 65:25 66:18 71:9 76:7 79:20 92:6 100:5 102:6 108:20 108:20	<b>possible</b> 8:8 69:2 100:5
<b>permanently</b> 27:25	<b>places</b> 88:22	<b>points</b> 58:15 97:22 104:4	<b>possibly</b> 17:9 99:21
<b>person</b> 96:4	<b>plan</b> 9:16 19:20 32:9 43:15 52:1 52:3 52:7 52:12 52:21 52:22 65:11 67:5 67:10 72:22 73:7 73:14 73:16 108:12	<b>policies</b> 8:7 96:7	<b>post</b> 27:19 40:3 55:7
<b>personally</b> 9:3 61:10	<b>planning</b> 11:25 42:4 43:7 43:9 43:13 50:25 51:21 56:12 77:4 77:19 77:24 77:24 78:3 81:18 83:16	<b>policy</b> 100:17	<b>post-</b> <b>abstract</b> 32:18
<b>persons</b> 9:13	<b>plans</b> 56:15 56:16 63:10	<b>Polling</b> 66:6	<b>post-acute</b> 52:9 55:1
<b>perspective</b> 56:17	<b>platforms</b> 99:23	<b>pool</b> 21:4 21:4 21:22 22:7 46:24	<b>posted</b> 6:25 90:21 108:21 108:22
<b>Phillips</b> 25:15 25:23 25:24 26:6 26:8 26:13 26:19 27:2	<b>plays</b> 8:11	<b>population</b> 29:24 103:12	<b>posters</b> 33:18 34:3
<b>phones</b> 16:18	<b>please</b> 6:15 37:5 45:4 65:19	<b>populations</b> 98:25	<b>posts</b> 33:18 33:19
<b>physician</b> 10:20		<b>portal</b> 104:1	<b>potential</b> 55:9
<b>physicians</b>		<b>portion</b>	<b>potentially</b>

49:21 56:21	59:2 60:11	64:1	7:25
<b>practice</b>	61:1 62:10	<b>probably</b>	<b>professional</b>
48:20 48:21	64:3 64:4	21:16 22:18	24:19 24:21
<b>practices</b>	65:5 66:10	35:16 40:12	26:2 45:7
8:8 59:11	73:14 93:25	40:21 59:2	<b>professor</b>
<b>prayers</b>	97:23	59:8 98:18	24:15
11:13	<b>presenting</b>	100:7	<b>program</b> 26:9
<b>pre</b> 53:24	77:11	107:12	26:10 38:11
58:4	<b>president</b>	107:20	38:21 59:10
<b>preceded</b>	15:15 46:4	<b>problem</b>	61:19 64:10
70:19	<b>presume</b>	40:12	64:21 64:22
<b>precluded</b>	14:10	<b>procedures</b>	64:24 65:5
65:1 67:3	<b>pretest</b>	10:2	65:10 66:20
<b>pre-hospital</b>	31:10	<b>process</b>	72:13 77:16
52:8 54:2	<b>pretty</b> 16:7	18:20 20:22	81:5 81:5
54:14 57:25	71:11 91:10	22:25 44:17	81:10 81:12
68:25	<b>prevent</b>	44:18 59:23	84:4 85:25
<b>pre-injury</b>	23:13	79:18	88:20 89:4
52:8	<b>prevention</b>	106:20	89:16 103:2
<b>prepare</b>	8:15 53:19	<b>processes</b>	106:3 108:2
52:14	53:24	8:7 13:13	<b>programs</b>
<b>preparedness</b>	<b>previous</b>	63:15 91:4	24:16 45:16
55:21 56:14	47:23 71:21	91:15	60:1 60:15
56:15 75:5	83:4	<b>procurement</b>	63:8 64:2
<b>prescribed</b>	<b>previously</b>	12:10 59:12	73:25 86:12
9:7	10:21 31:7	90:9	86:16 89:8
<b>present</b> 17:2	83:19 85:2	<b>produce</b>	89:10 89:15
19:20 24:18	<b>pride</b> 98:13	63:10 67:7	89:18 89:25
59:15	<b>primary</b>	84:1 106:17	99:5 99:7
<b>presentation</b>	86:16	<b>product</b> 14:4	99:11 99:25
33:5 37:23	<b>prior</b> 20:8	34:11 65:11	104:16
38:5 59:3	61:1 65:25	<b>production</b>	104:17
64:15	66:8 74:16	44:12	106:10
<b>presented</b>	<b>proactive</b>	<b>productive</b>	107:12
58:11 58:12	21:3 21:17	40:6	107:14
		<b>profession</b>	<b>program's</b>
			45:25
			<b>progress</b>



45:13	30:21 40:2	99:25	
<b>prohibitive</b>	40:3 53:23	104:19	<hr/> Q <hr/>
71:21	70:18 72:6	104:20	<b>qualified</b>
<b>project</b> 15:6	77:20 81:19	104:23	24:22
28:22 29:7	81:20 89:12	105:12	<b>quality</b>
29:17 30:6	89:25 91:20	105:14	24:12 26:20
50:8 67:1	93:5 102:5	105:21	45:19 72:24
81:2	<b>provided</b>	<b>provides</b>	82:8
<b>projection</b>	58:6 58:13	58:24	<b>quantity</b>
79:2	67:2 72:7	<b>providing</b>	45:20
<b>promised</b>	74:7 96:13	12:5 77:8	<b>quarter</b>
38:6	101:19	77:19 78:2	48:17 108:3
<b>promote</b> 27:5	103:24	<b>provision</b>	108:4 108:4
72:23 90:3	104:16	59:6 64:19	108:5 108:7
<b>prompted</b>	106:6	<b>PTSD</b> 32:1	108:8
29:1	106:14	<b>public</b> 6:16	108:14
<b>properly</b>	<b>provider</b>	10:3 10:6	<b>quarterly</b>
46:16	26:6 26:21	22:12 26:15	6:7 11:23
<b>prophylaxis</b>	29:18 29:20	33:13 48:4	35:12 39:9
40:4	30:2 30:4	69:14 69:15	43:4 51:16
<b>proposal</b>	30:7 31:1	69:23 70:13	53:1 54:9
64:17 65:24	31:21 31:23	<b>pull</b> 76:19	58:8 62:7
72:2	31:25 32:4	88:1	<b>queries</b>
<b>proposed</b>	32:11 32:13	<b>pulled</b> 78:9	46:16
20:23 61:4	39:15 47:11	<b>pulling</b> 54:7	<b>question</b>
64:25 66:25	47:18 47:21	98:9	76:17 76:18
67:24 72:13	99:8 99:13	<b>purchase</b>	79:11 80:23
93:12	<b>providers</b>	12:11	81:4 85:22
<b>prosecution</b>	14:17 16:2	<b>purpose</b> 9:7	87:19 91:24
90:14	29:21 30:11	72:19 72:19	91:25 92:5
<b>protect</b> 27:4	30:12 30:17	<b>purposes</b>	92:9 92:12
<b>protocols</b>	30:18 30:21	86:9	93:15 101:5
8:7 17:24	31:10 31:14	<b>pushing</b> 9:4	102:23
<b>provide</b> 8:8	31:19 35:19	<b>puts</b> 22:16	104:6 104:8
9:13 29:6	35:23 36:2	<b>putting</b> 76:3	107:2
	47:6 60:18		<b>questions</b>
	72:10 81:20		11:24 12:24
	82:11 85:10		19:24 20:4
	90:23 92:8		



31:7 58:17	46:3 59:16	45:24	25:11 25:18
61:8 65:23	62:3	<b>reappointmen</b>	28:4 32:22
66:24 69:7	<b>reaching</b>	<b>t</b> 24:11	76:2
69:9 76:12	106:1	<b>reason</b> 22:15	<b>recognize</b>
92:21 94:18	<b>reactions</b>	89:23	25:13 27:11
108:17	67:17	<b>reasonable</b>	33:15 69:17
<b>Quick</b> 46:11	<b>Readiness</b>	16:24 17:23	100:8
46:12	50:8	<b>reasons</b>	<b>recognized</b>
102:23	<b>reading</b> 7:20	12:13	25:23 28:5
104:7 107:3	<b>ready</b> 20:19	<b>receive</b>	<b>recognizes</b>
<b>quickly</b>	43:15	14:18 65:21	94:24
51:20 53:7	<b>realisticall</b>	71:23 71:25	107:23
<b>quite</b> 20:11	<b>y</b> 62:16	78:1 78:20	<b>recommend</b>
49:9	<b>realize</b>	<b>received</b>	22:19
<b>quorum</b> 43:25	12:19 13:11	14:3 41:3	<b>recommendati</b>
<b>quote</b> 95:16	13:15 40:14	58:8 59:20	<b>on</b> 46:1
<b>quotes</b> 72:16	<b>really</b> 12:8	60:4 61:25	46:4
_____	12:24 14:16	62:5 63:5	<b>recommendati</b>
R	15:22 16:8	64:8 66:11	<b>ons</b> 9:15
_____	16:18 17:17	73:16	<b>recommended</b>
<b>raise</b> 24:8	19:8 19:9	<b>receiving</b>	105:1
<b>raised</b> 66:25	21:13 23:5	66:21	<b>recruit</b> 47:7
<b>randomly</b>	24:18 24:23	<b>recent</b> 13:8	<b>recruited</b>
31:9	29:15 30:24	<b>recently</b>	27:20
<b>Randy</b> 38:1	31:1 32:5	12:3 17:18	<b>reduced</b>
<b>ranges</b> 54:11	34:24 35:11	28:6 39:17	12:12
<b>rate</b> 12:12	35:18 35:24	89:19	<b>Reed</b> 49:11
29:22	36:1 36:22	100:14	<b>Reese</b> 55:23
<b>rated</b> 53:8	37:5 80:6	<b>recertificat</b>	<b>reference</b>
<b>rather</b>	80:10 94:19	<b>ion</b> 89:13	79:22 79:23
106:15	95:19 98:19	<b>recertify</b>	80:16
108:25	103:1	86:24	<b>referenced</b>
<b>RDG</b> 65:17	103:13	<b>recess</b> 57:2	62:24 89:8
<b>reach</b> 105:25	103:14	<b>recited</b> 6:14	94:9 94:15
<b>reached</b> 35:9	103:15	<b>recognition</b>	<b>referral</b>
	<b>Reaper</b> 38:5		
	<b>reappointed</b>		

56:19	63:13 63:18	88:5	91:21 96:18
<b>referred</b>	65:12 65:15	<b>regs</b> 42:23	<b>release</b>
87:25 88:2	66:1 66:23	42:24 43:2	104:1
<b>refers</b> 58:7	67:15 68:2	<b>regular</b>	<b>released</b>
<b>reflect</b> 9:23	68:8 68:22	53:12	49:2
18:1	69:9 71:22	<b>regulations</b>	<b>remain</b> 6:15
<b>refrain</b> 66:2	72:3 72:11	42:20 49:9	9:6
<b>regard</b> 52:16	72:18 72:23	49:20	<b>remains</b> 8:24
53:13 74:18	73:8 76:13	<b>regulatory</b>	<b>remarks</b>
94:11	76:16 76:20	12:19 40:13	10:15
<b>regarding</b>	78:5 78:9	<b>rehabilitati</b>	<b>remember</b>
13:6 61:25	87:13 88:8	<b>on</b> 55:10	38:2 59:8
<b>regardless</b>	90:12 93:17	55:10 55:16	<b>reminded</b>
22:9	97:2 98:6	55:17	10:4
<b>regards</b>	103:1	<b>reiterate</b>	<b>reminder</b>
11:12 15:25	107:20	98:16	45:2
19:25	108:13	<b>reiteration</b>	<b>renewal</b>
<b>region</b> 16:1	<b>regionalized</b>	102:12	105:2
16:12 18:17	17:16 17:20	<b>reject</b>	<b>rent</b> 16:16
21:19 61:6	<b>regionally</b>	106:15	<b>replace</b>
66:7 66:18	90:2	106:17	49:11
69:7 72:2	<b>regions</b>	<b>related</b>	<b>replacement</b>
72:9 73:19	19:11 59:16	57:22 58:25	81:5
74:20 81:22	60:18 63:16	60:5 60:6	<b>replica</b> 43:1
82:1 84:2	65:7 66:17	60:15 60:16	<b>reply</b> 59:21
88:7 88:21	83:17 84:6	61:8 62:10	61:18 65:21
88:23 89:2	85:13 85:15	64:9 67:23	66:22
106:6	101:9	<b>relates</b> 12:1	<b>report</b> 7:18
<b>regional</b>	<b>region's</b>	58:16	10:7 10:8
13:25 17:14	8:11	<b>relationship</b>	10:10 11:19
26:4 56:13	<b>registered</b>	12:1 12:17	15:16 31:21
57:5 57:11	36:12 36:13	57:19 59:5	31:24 39:9
57:17 57:20	<b>registration</b>	<b>relationship</b>	40:16 41:3
59:7 59:14	36:5 44:14	<b>s</b> 68:4	41:11 41:15
59:24 61:17	50:13 50:15	<b>relative</b>	42:6 42:21
62:13 62:16	50:22		
62:18 62:25	<b>Registry</b>		
	25:24 87:5		

43:5 45:5	26:11 41:3	<b>research</b>	80:6
45:8 45:11	63:16 65:16	24:15 86:14	<b>response</b>
47:23 48:14	<b>represented</b>	89:1	8:15 55:21
48:15 49:23	24:1 26:2	<b>reset</b> 100:13	58:13 67:12
51:7 51:14	61:5 62:4	<b>reside</b> 75:16	<b>responses</b>
51:16 51:18	62:16	<b>residents</b>	31:16 67:16
51:18 51:20	<b>representing</b>	8:13	<b>responsibili</b>
53:3 53:8	24:9 46:14	<b>resiliency</b>	<b>ties</b> 16:15
53:13 53:14	<b>request</b>	32:12	<b>responsibili</b>
53:23 53:24	20:25 21:1	<b>resolution</b>	<b>ty</b> 80:10
54:9 55:4	22:3 22:14	25:17	80:11
55:23 55:25	<b>requested</b>	<b>resolve</b>	<b>responsible</b>
56:2 58:8	66:22	20:13	71:9
58:18 62:4	<b>requesting</b>	<b>resolved</b>	<b>responsivene</b>
62:7 62:11	65:13 95:14	26:25	<b>ss</b> 20:12
62:24 68:11	<b>requests</b>	<b>resource</b>	<b>rest</b> 34:12
69:12 84:7	15:7 22:16	26:17	43:3 44:23
102:7	23:10 44:18	<b>resources</b>	51:3
106:12	54:5	8:17 12:11	<b>restore</b> 74:5
108:5	<b>require</b>	48:6 75:4	<b>restraint</b>
<b>reported</b>	12:23 40:12	<b>respect</b>	50:5
11:5 31:19	87:5 88:5	58:13	<b>restrictive</b>
32:2 48:1	88:8 99:5	<b>respects</b>	50:21
<b>reporter</b>	99:6 99:11	16:7 18:7	<b>result</b> 32:10
69:20	<b>required</b>	90:1	81:6 84:9
<b>reporting</b>	88:24 89:12	<b>respond</b> 10:6	<b>results</b>
102:8	89:20 91:3	23:7 23:10	82:17
<b>reports</b> 9:18	<b>requirements</b>	52:14	<b>retention</b>
20:17 40:22	36:16 45:14	<b>responded</b>	47:8
41:12 41:16	<b>requiring</b>	47:5	<b>retired</b> 24:2
47:24 76:12	9:13 88:15	<b>responder</b>	38:4
79:5	95:9	48:1	<b>retirement</b>
<b>represent</b>	<b>rescinding</b>	<b>responders</b>	26:12 26:12
41:8	66:16 81:6	29:19 29:25	<b>retiring</b>
<b>representati</b>	<b>rescue</b> 24:13	33:19 39:21	
<b>on</b> 73:20	42:11		
<b>representati</b>			
<b>ve</b> 26:9			

27:10	<b>rip</b> 79:17	<b>safety</b> 6:17	24:16
<b>retreat</b>	<b>Road</b> 75:8	26:16 32:11	<b>scope</b> 48:20
41:25 42:5	<b>roadways</b>	33:13 44:25	<b>Scott</b> 46:5
<b>return</b> 86:8	48:3	47:19 47:21	57:19
<b>returned</b>	<b>Rob</b> 57:16	48:1 48:5	<b>screaming</b>
66:18	<b>robust</b> 55:13	48:7	9:5
<b>review</b> 9:17	<b>Rochester</b>	<b>sake</b> 12:8	<b>seat</b> 88:1
42:7 43:15	79:24	12:9 89:21	<b>seated</b> 6:23
43:23 44:9	<b>role</b> 8:12	<b>salary</b> 96:12	<b>seats</b> 6:9
<b>reviewed</b>	10:22 15:3	<b>Salazar</b> 24:1	6:10
43:11 44:11	24:18 26:10	<b>salt</b> 44:10	<b>second</b> 7:3
44:12 48:7	<b>roles</b> 10:21	<b>Sam</b> 10:19	7:12 7:13
50:4 50:7	<b>rolled</b> 33:5	<b>Samaritans</b>	18:21 41:5
54:8	<b>room</b> 25:15	39:21 80:7	70:3 108:3
<b>reviewing</b>	68:24 69:18	<b>Samuels</b> 43:7	<b>seconded</b> 7:4
9:14 55:9	98:8 103:14	43:8	109:12
66:25	<b>roster</b> 44:14	<b>satisfaction</b>	<b>secondly</b>
<b>revising</b>	<b>roughly</b>	82:5	81:9
45:13	22:14 70:23	<b>Saturday</b>	<b>secretary</b>
<b>revisiting</b>	77:24	38:10	11:11 23:21
12:23	<b>routine</b>	<b>saw</b> 84:5	24:4
<b>re-visits</b>	56:19 56:20	<b>scenes</b> 100:4	<b>secretary's</b>
47:2	<b>Ruderman</b>	<b>schedule</b>	22:19 23:18
<b>reviving</b>	29:24	37:22	<b>section</b>
29:19	<b>Rules</b> 42:20	<b>scheduled</b>	72:16
<b>Rhoades</b> 75:2	42:22	36:18 43:13	<b>seeing</b> 37:10
75:3	<b>run</b> 39:24	60:6	86:13 89:19
<b>Richmond</b>	40:1 79:21	<b>schemes</b>	107:18
11:24 13:25	80:14	68:15	<b>seeking</b>
17:22 28:11	<b>running</b> 6:9	<b>scholarship</b>	30:12
33:21 45:4	_____	50:21	<b>seem</b> 11:6
65:18 66:10	S	<b>SCHWALENBERG</b>	64:17 92:9
75:15 90:5	<b>safe</b> 8:14	44:6	92:13
<b>rigorous</b>	30:21	<b>science</b>	<b>seems</b> 35:17
91:14			70:19 87:12

97:13 99:24 100:7 100:11 108:21 108:24 109:2 <b>seen</b> 30:23 64:4 75:16 <b>segue</b> 35:6 <b>selected</b> 24:21 31:9 <b>Self</b> 73:5 <b>send</b> 20:6 66:4 74:22 <b>sending</b> 66:8 <b>sense</b> 80:16 96:2 96:22 <b>sent</b> 31:8 31:12 31:14 47:4 75:23 75:25 79:22 80:15 <b>separate</b> 95:10 <b>September</b> 26:8 41:14 42:16 45:18 75:6 <b>sequential</b> 22:18 <b>serious</b> 11:4 29:19 30:2 <b>seriously</b> 20:11 <b>serologies</b>	80:14 <b>serology</b> 39:24 40:1 79:21 <b>serve</b> 8:6 9:21 26:17 50:19 105:12 <b>served</b> 26:6 <b>serves</b> 8:10 <b>service</b> 13:14 14:4 15:20 17:11 18:2 26:1 26:20 27:4 82:24 101:19 104:5 <b>services</b> 7:22 8:3 9:2 9:11 9:12 9:16 9:19 11:1 14:18 25:20 25:22 29:16 30:13 30:14 31:6 57:11 59:17 63:22 92:24 93:5 <b>serving</b> 10:24 26:3 31:25 32:2 103:14 <b>session</b> 35:25 51:21 <b>sessions</b> 37:18 38:9	<b>sets</b> 92:2 92:5 <b>seven</b> 71:10 <b>seventeen</b> 39:12 39:13 75:15 <b>seventy</b> 21:12 <b>several</b> 18:13 60:2 <b>severe</b> 97:19 <b>shakes</b> 34:13 <b>share</b> 10:17 11:18 11:20 14:23 20:9 22:15 34:16 47:25 50:4 50:12 61:24 69:10 71:16 92:19 <b>shared</b> 19:19 33:16 33:20 33:22 65:9 <b>sharing</b> 22:2 40:8 <b>Shawn</b> 53:5 53:6 <b>Shenandoah</b> 15:16 15:23 17:1 17:10 19:15 22:6 <b>Shenandoah's</b> 23:8 <b>She's</b> 24:14 24:17 25:15	<b>Shipman</b> 53:19 <b>shooting</b> 37:19 <b>short</b> 97:4 <b>Shortly</b> 73:11 <b>shot</b> 109:1 <b>shovel</b> 88:15 <b>shown</b> 34:20 <b>shows</b> 20:12 106:13 <b>sidebar</b> 69:8 <b>signal</b> 70:5 <b>signed</b> 27:6 61:8 66:18 105:19 106:20 <b>significance</b> 74:13 <b>significant</b> 52:18 52:18 53:1 63:14 <b>silence</b> 6:16 6:21 <b>similar</b> 17:9 82:25 99:9 <b>Similarly</b> 67:5 <b>simple</b> 19:21 <b>simply</b> 11:20 14:25 19:5 20:6 22:7 68:25
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

104:11	<b>Solutions</b>	<b>speak</b> 38:17	<b>spent</b> 55:8
<b>sir</b> 42:18	99:24	38:18 65:8	71:6 85:8
49:24 53:4	<b>somebody</b>	69:7 69:19	<b>spirit</b> 23:11
76:5 80:17	86:19	92:13	57:13 64:11
84:11 85:20	<b>someone</b>	<b>speaker</b>	94:13
100:25	27:10 27:11	38:10	<b>spoke</b> 100:2
<b>sit</b> 94:20	53:22 56:2	<b>speakers</b>	<b>spoken</b> 64:16
97:12	<b>Something's</b>	36:24 38:8	<b>sponsor</b> 57:8
<b>situation</b>	87:9	<b>speaking</b>	<b>sponsoring</b>
67:13	<b>somewhat</b>	36:17 43:22	50:12
101:14	50:20	73:23	<b>squad</b> 42:11
<b>six</b> 52:20	<b>somewhere</b>	104:13	<b>staff</b> 6:9
52:25	25:15	<b>speaks</b> 73:22	9:4 12:5
<b>size</b> 18:3	<b>sorry</b> 11:17	<b>specialist</b>	16:12 21:6
22:23 23:3	56:10 70:6	22:11	26:7 27:13
77:25	80:21 87:21	<b>specific</b>	28:16 35:11
<b>skewed</b> 61:12	92:17 104:6	19:24 23:13	46:17 72:14
<b>skills</b> 45:20	107:25	54:10 59:1	73:11 77:19
86:19 99:8	<b>sort</b> 68:17	60:14 71:14	<b>staffing</b>
99:8	104:24	77:8 81:25	13:5 15:20
<b>sky</b> 98:10	106:13	83:16 84:22	16:14
<b>slide</b> 80:24	<b>sought</b>	84:24 86:10	<b>Stafford</b>
<b>slower</b> 84:19	106:21	96:17 105:6	53:5 53:7
<b>slowly</b> 69:19	<b>sources</b> 55:9	<b>specifically</b>	<b>stake</b> 101:25
<b>small</b> 57:15	<b>Southwest</b>	53:11 58:7	<b>stakeholder</b>
<b>smaller</b>	61:11 88:18	73:1 83:24	14:25
103:10	104:14	96:11	<b>stakeholders</b>
<b>Smith</b> 49:11	104:17	104:13	11:22 12:16
<b>social</b> 34:1	105:8	<b>specificity</b>	13:21 14:18
<b>solicit</b>	105:11	19:7 74:18	14:19 63:21
81:15	105:21	<b>specifics</b>	100:11
<b>solution</b>	105:23	69:4	<b>stand</b> 6:11
21:22 40:11	106:15	<b>specified</b>	25:14
67:8	106:19	94:8	<b>standard</b>
	107:9	<b>spending</b>	92:2
	107:14	21:12 84:9	

<b>standardize</b> 14:8	50:24 56:8 57:14 57:21	35:1	<b>submission</b> 32:21
<b>standards</b> 46:25 49:1	59:11 60:11 61:17 63:4	<b>stats</b> 31:17	<b>submissions</b> 35:3
<b>standing</b> 6:16 41:16	64:13 67:15 67:21 68:23	<b>status</b> 9:18 30:10 49:19	<b>submit</b> 7:2 20:23 24:3 32:17
<b>standpoint</b> 44:20 83:23	69:16 76:15 76:20 77:1	<b>stay</b> 33:1 47:8	<b>submitted</b> 34:13 34:18 34:22
<b>stands</b> 8:24 92:12	78:12 78:15 78:25 79:1	<b>step</b> 33:15 54:20	<b>Subpanel</b> 75:4
<b>Staples</b> 75:7	79:1 91:1 95:4 95:12	<b>steps</b> 15:7	<b>substantial</b> 86:13
<b>start</b> 7:19 25:7 44:11 52:25 54:7 92:11	95:24 96:7 96:23 98:1	<b>stigma</b> 30:19 32:12 33:13	<b>succeed</b> 21:20 65:10
<b>started</b> 22:5 27:11 75:18 94:17	<b>stated</b> 18:6 71:20 71:22 72:14 85:3	<b>stigma-free</b> 30:22	<b>success</b> 81:10 81:11 81:14 83:19
<b>starting</b> 50:23 51:24 55:13	<b>state-funded</b> 74:21	<b>stipulation</b> 50:16	<b>successful</b> 64:2 64:22 67:10 103:2 108:2
<b>state</b> 6:2 9:2 10:21 12:2 12:11 13:11 13:15 14:6 15:13 16:1 16:11 19:13 20:22 21:6 22:1 22:25 23:12 23:25 25:17 25:19 26:4 27:1 30:5 32:19 35:13 35:14 38:22 41:2 43:15 48:21 50:8	<b>statement</b> 70:18	<b>stop</b> 40:19	<b>successfully</b> 107:13
	<b>statements</b> 7:20 58:19 58:20 69:5	<b>strategic</b> 11:25 52:12	<b>suffered</b> 31:24
	<b>states</b> 32:25	<b>stream</b> 60:23	<b>sufficient</b> 65:17
	<b>state's</b> 78:18	<b>stress</b> 31:22	<b>suggest</b> 72:5
	<b>States</b> 8:4 36:22	<b>striven</b> 63:25	<b>suicide</b> 29:22 30:1 32:3
	<b>statewide</b> 9:10 9:15 9:19 56:13 83:15 89:25	<b>strong</b> 32:21	<b>suit</b> 79:16
	<b>stating</b> 65:9	<b>strongly</b> 41:25	<b>summarily</b>
	<b>statistics</b> 32:5 33:8	<b>structural</b> 65:7	
		<b>structure</b> 41:21 61:3 102:8	
		<b>studied</b> 68:5	
		<b>subcommittee</b> 74:15	



67:11	<b>surrounding</b>	52:7 52:21	<b>TANNER</b> 69:21
<b>summarize</b>	30:16 30:25	53:5 53:10	69:24
58:15	41:19	54:7 54:15	<b>Target</b> 99:24
<b>summer</b> 29:5	<b>surveillance</b>	54:23 57:14	<b>targeted</b>
<b>summit</b> 38:16	22:11 30:7	63:9 80:5	33:12 33:17
45:4	<b>survey</b> 29:20	80:12 81:17	33:19 33:24
<b>super</b> 81:18	31:4 31:7	90:4 95:5	<b>tasked</b> 8:2
<b>supervisor</b>	31:9 31:15	<b>systemic</b>	29:17 30:6
26:11	32:10 47:4	67:8	42:4
<b>supplied</b>	47:11	<b>systems</b> 7:24	<b>taught</b> 71:7
103:6	<b>surveys</b> 82:5	17:16 17:20	81:22 84:23
<b>support</b> 12:5	<b>sustainabili</b>	50:5	85:5 85:9
12:14 15:4	<b>ty</b> 16:6	<hr/>	<b>taxes</b> 94:16
15:9 16:2	21:15	T	<b>TCC</b> 45:8
16:17 17:15	<b>sustained</b>	<b>table</b> 14:20	45:12 46:18
21:5 21:14	11:4	40:7	48:24
23:1 64:21	<b>swiftly</b> 17:6	<b>tag</b> 44:10	<b>team</b> 27:25
85:15 95:15	<b>symposium</b>	51:14 51:18	31:5 43:17
99:21	33:6 35:7	53:3	98:7
<b>supported</b>	35:15 36:6	<b>taking</b> 36:11	<b>teams</b> 48:10
30:17	36:11 36:17	44:16 77:5	48:10
<b>supporting</b>	37:2 37:4	77:6 85:17	<b>tear</b> 79:17
8:12 57:9	37:8 42:15	87:13 107:1	<b>technical</b>
<b>supposed</b>	46:22 47:15	107:6	42:12
38:11	50:13 50:18	<b>talented</b>	<b>technically</b>
<b>sure</b> 11:15	57:8 57:10	90:22	33:25
23:15 34:7	<b>system</b> 8:6	<b>talk</b> 33:7	<b>technology</b>
37:5 44:21	8:10 8:11	35:6 37:15	8:7 8:18
51:24 69:1	8:20 9:11	39:11 51:17	16:17
95:2 101:24	9:19 9:25	66:24 68:9	<b>telephone</b>
<b>surge</b> 56:21	13:4 13:19	98:5 108:10	79:2
<b>surmount</b>	14:2 14:14	<b>talked</b> 54:21	<b>television</b>
11:6	16:2 18:1	64:12 98:3	28:11
<b>surprises</b>	26:5 27:4	<b>talking</b> 29:3	<b>Telly</b> 34:15
33:2	36:13 39:18	95:22	34:17 35:5
	51:13 51:16	<b>talks</b> 17:19	
	52:1 52:3		



<b>temporarily</b> 55:6	55:20 56:5 56:23 63:12 64:14 69:13 70:22 74:21 74:23 74:24 75:8 76:4 76:5 79:7 80:17 85:19 90:19 92:15 94:23 100:25 101:4 102:22 107:25 108:15 108:16 109:6 109:14	68:3 69:11 76:25 87:25 91:3	102:3
<b>ten</b> 13:7 13:13 14:10 29:22 71:23 72:6 103:18		<b>they've</b> 34:21 80:4 103:24	<b>Thursday</b> 42:13 64:15
<b>ten-minute</b> 57:1		<b>third</b> 108:4	<b>thus</b> 72:9
<b>term</b> 24:10 55:18 96:20		<b>thirteen</b> 75:15 104:21 105:20	<b>tier</b> 17:16
<b>terminology</b> 72:15		<b>thirty</b> 25:25 70:24 71:2 75:14 107:12	<b>tight</b> 6:9
<b>terms</b> 15:2 15:8 32:21 32:25 36:8 40:6 63:3 66:14		<b>thirty-four</b> 31:13	<b>Tim</b> 38:25 39:2 55:3 55:5
<b>testing</b> 39:20 39:24	<b>Thanks</b> 32:15	<b>thirty-two</b> 95:8 96:5	<b>tirelessly</b> 7:25
<b>thank</b> 6:22 9:3 10:9 10:11 10:13 11:18 15:11 19:18 20:13 20:14 20:16 23:22 23:23 27:15 29:13 32:14 35:2 40:18 40:22 40:23 41:7 42:9 42:17 42:18 43:6 44:4 45:6 46:10 47:20 48:12 49:14 49:24 50:25 51:12 51:15 53:4 54:17	<b>theme</b> 52:2 52:4 52:11 54:22	<b>thorough</b> 65:1	<b>today</b> 11:7 14:24 19:6 31:13 31:18 51:19 52:11 54:21 58:16 58:19 58:22 70:15 76:10 76:13 102:12 104:17
	<b>themselves</b> 16:5 103:9	<b>thoroughly</b> 88:22	<b>Tom</b> 44:3 44:5
	<b>Therefore</b> 26:24	<b>thoughts</b> 6:20 11:13	<b>tomorrow</b> 91:9
	<b>there's</b> 30:17 38:25 50:19 94:13 95:25 97:13 97:19 98:5 100:12 100:12 100:18 109:2	<b>thousand</b> 31:9 31:14 33:22 35:3 47:4	<b>top</b> 33:8
	<b>they're</b> 13:19 46:22 46:23 51:24	<b>threat</b> 52:17	<b>topic</b> 45:2
		<b>throughout</b> 11:17 20:8 26:3 26:14 63:2 75:17 77:9 83:13 85:10 88:18	<b>topics</b> 42:23 43:11 81:21 83:12
			<b>total</b> 58:25 106:13
			<b>totally</b> 98:21 105:24

<b>touch</b> 37:6 69:1	<b>transparent</b> 19:22 25:4 58:10 109:3	48:8 54:5 54:10 100:10	<hr/> U <hr/>
<b>touched</b> 11:14	<b>transport</b> 50:5	<b>trying</b> 17:15 21:3 51:2 90:1 108:12	<b>ultimate</b> 32:9
<b>toward</b> 67:22	<b>transportati</b> <b>on</b> 9:13 43:21	<b>Tuesday</b> 66:11	<b>ultimately</b> 14:4
<b>towards</b> 25:16 71:1 87:1	<b>transported</b> 11:3	<b>tuned</b> 33:1	<b>unable</b> 92:11
<b>town</b> 6:25	<b>trauma</b> 50:23 51:13 51:16 52:1 52:7 52:12 52:15 52:17 52:19 52:23 54:6 54:8 54:12 55:16 55:18 56:16 75:20 75:24 99:1	<b>turn</b> 39:6 44:2 70:25 71:1 97:18	<b>unanimous</b> 52:15
<b>towns</b> 88:17		<b>turns</b> 39:25	<b>understand</b> 22:2 22:24 30:25 33:14 59:14 69:20 76:14 88:23 100:16
<b>toxicology</b> 80:15		<b>TV</b> 38:2	<b>understandin</b> <b>g</b> 23:16 30:9 30:11 30:13 30:15 30:20 63:23 76:19 93:12
<b>TR-98</b> 45:12 45:14	<b>traumatic</b> 31:21	<b>twenty</b> 8:22 14:11 35:16 103:6 103:8 103:17	<b>understateme</b> <b>nt</b> 88:4 98:19
<b>Tracey</b> 57:16	<b>traveled</b> 73:9	<b>twenty-four</b> 33:22	<b>understood</b> 94:10
<b>tracks</b> 36:23	<b>treatment</b> 9:14	<b>twenty-nine</b> 22:14	<b>unexpired</b> 24:10
<b>trained</b> 8:19	<b>tremendous</b> 36:23 36:23	<b>twenty-three</b> 31:16	<b>unfinished</b> 76:8 76:9 80:20 80:21 108:18 109:7
<b>training</b> 44:13 45:22 46:8 48:6 59:10 59:13 71:19 72:8 74:5 74:19 78:6 78:9 86:9 89:16 99:11 99:23 105:5 105:10 106:8 106:11 107:10	<b>triage</b> 44:10	<b>Twitter</b> 33:18	<b>Unfortunatel</b> <b>y</b> 41:5
<b>transitions</b> 49:3	<b>true</b> 16:10	<b>type</b> 77:7 89:1 89:1	<b>unique</b> 13:22
<b>transparency</b> 23:11 67:18	<b>truly</b> 32:24 57:23 67:7	<b>types</b> 98:24 98:24	
	<b>trust</b> 68:5 68:7	<b>typically</b> 105:1	
	<b>try</b> 16:20		

60:13 63:15 63:23 63:24 65:6 <b>United</b> 8:4 36:21 <b>universal-guided</b> 83:13 <b>universities</b> 83:1 <b>University</b> 24:17 29:5 71:8 <b>unknown</b> 92:11 <b>unless</b> 69:3 96:6 <b>unrealistic</b> 106:5 <b>update</b> 20:15 39:15 <b>upon</b> 12:7 12:15 16:10 22:23 81:25 82:2 98:12 <b>up-to-date</b> 8:18 <b>users</b> 81:18 <b>utilization</b> 83:25 86:13 <b>utilize</b> 59:18 <b>utilized</b> 30:13 81:14 86:9 86:21	<b>utilizing</b> 31:7 82:23 83:10 86:15 103:10 <b>UVA</b> 11:3 <hr/> <b>V</b> <hr/> <b>V3</b> 54:15 <b>VAGEMSA</b> 89:7 100:3 <b>vajobs.gov</b> 90:21 <b>VALERIANO</b> 29:11 29:13 <b>Valerie</b> 46:11 <b>Valeta</b> 76:10 <b>valid</b> 105:8 <b>validated</b> 31:7 <b>value</b> 52:6 66:14 98:17 98:19 99:3 <b>variability</b> 14:5 <b>variances</b> 49:21 <b>variations</b> 60:14 63:11 63:14 <b>various</b> 26:17 50:6 51:17 51:23 52:5 52:19 53:11 53:12	83:12 83:12 <b>VAVRS</b> 46:1 46:2 <b>VCCS</b> 45:25 <b>VCU</b> 90:5 <b>VDH</b> 11:15 13:23 14:19 15:1 20:21 22:16 23:8 38:14 44:23 95:16 <b>vehicle</b> 11:2 <b>vehicles</b> 9:12 <b>verifiable</b> 58:21 <b>verify</b> 58:20 <b>version</b> 45:15 45:21 <b>versions</b> 60:22 <b>versus</b> 45:20 76:16 82:10 103:17 <b>vested</b> 25:19 <b>vet</b> 90:10 <b>vetted</b> 20:20 <b>V-Fib</b> 54:15 <b>VFIB</b> 92:1 <b>VHHA</b> 52:16 <b>VHS</b> 44:23 <b>vice</b> 10:7 57:16	<b>victims</b> 39:19 55:19 <b>video</b> 33:6 33:20 33:21 34:1 34:3 <b>videos</b> 34:22 <b>view</b> 55:18 <b>views</b> 33:23 66:3 <b>Vince</b> 29:3 29:3 32:15 32:17 <b>Violence</b> 53:19 53:24 <b>Virginia</b> 6:1 8:21 8:24 9:5 9:7 10:1 10:23 11:17 17:13 17:21 18:15 20:9 24:1 24:3 24:9 25:21 25:21 26:7 26:8 26:21 26:25 27:6 30:5 35:7 35:20 36:24 37:17 37:18 37:20 40:1 45:3 56:11 57:25 58:5 59:8 59:20 60:1 60:14 61:12 63:12 63:14 63:22 64:20 69:2 70:17 71:7 71:11
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

71:15 71:17	26:1 86:4	<b>we'd</b> 6:10	<b>we're</b> 6:9
72:4 72:5	<b>volunteering</b>	11:7 11:22	12:19 12:19
72:17 73:9	31:20	105:15	14:3 17:15
73:17 73:21	<b>vote</b> 70:5	<b>Wednesday</b>	18:12 18:19
73:24 74:11	<b>voted</b> 7:6	11:2 14:22	18:22 19:12
88:18 90:4	7:15 48:22	22:5 37:11	19:13 19:17
92:1 96:10	49:11 70:8	41:18 42:23	20:17 21:2
102:15	<b>vulnerable</b>	<b>week</b> 20:8	21:6 21:20
104:14	56:22	24:7 32:6	23:6 25:10
104:17	<hr/>	41:4 41:6	27:9 27:10
105:8	W	41:11 78:2	28:21 32:6
105:11	<hr/>	92:4 94:10	32:7 32:20
105:21	<b>wage</b> 78:20	104:2	32:23 32:25
105:23	<b>waiting</b>	<b>weeks</b> 40:5	33:25 36:19
106:15	19:14	52:20 52:25	36:22 36:25
106:19	<b>waive</b> 36:4	<b>weird</b> 108:21	37:1 37:25
107:9	36:14	<b>welcome</b> 6:6	38:9 41:2
107:15	<b>walking</b>	25:9 27:25	42:25 43:12
109:16	25:16	46:13 69:6	48:8 50:9
<b>Virginia's</b>	<b>Walter</b> 75:12	70:23	50:14 51:2
26:5 27:3	<b>Washington</b>	<b>welcomed</b>	52:22 57:7
63:9 65:12	24:17 71:8	71:2	58:14 69:13
<b>virtue</b> 25:19	<b>wasn't</b> 40:8	<b>we'll</b> 19:10	76:7 77:2
<b>vision</b> 7:23	62:4 103:2	22:17 40:19	77:3 81:22
8:1 8:2 8:5	103:3	70:4 85:4	82:4 82:8
51:25	106:23	89:3 98:5	82:23 85:16
<b>visionary</b>	<b>Water</b> 13:24	<b>well-</b>	85:17 88:9
21:3	<b>Watkins</b>	<b>attended</b>	88:13 88:15
<b>visitors</b>	53:25 54:1	36:1	89:9 89:11
8:13	<b>ways</b> 35:25	<b>well-being</b>	89:14 90:10
<b>VITA</b> 16:17	<b>webinar</b>	8:12 27:5	91:15 95:17
<b>VMS</b> 46:15	42:11	<b>well-funded</b>	98:8 98:12
<b>voice</b> 52:15	<b>website</b> 34:8	99:14	105:13
73:11 81:3	39:9 48:1	<b>well-</b>	108:3 108:4
<b>voiced</b>	48:6	<b>reasoned</b>	108:4 109:7
101:15	<b>volunteer</b>	67:7	<b>we've</b> 12:3
			18:6 31:5
			37:3 38:7
			39:16 39:17
			40:11 56:24



63:25 88:18 100:6 107:9 <b>whatever</b> 90:21 <b>whereas</b> 25:24 26:5 26:12 26:19 <b>WHEREUPON</b> 6:13 6:21 7:4 7:6 7:11 7:15 25:2 27:8 28:2 28:9 57:2 70:8 70:12 109:12 109:16 <b>wherever</b> 22:12 <b>whether</b> 15:20 22:9 23:19 101:16 101:17 <b>whole</b> 77:17 <b>who's</b> 38:22 40:2 40:3 <b>willing</b> 65:18 <b>win</b> 34:24 35:24 35:25 <b>wind</b> 95:5 <b>Winston</b> 57:19 <b>Wirth</b> 38:20	<b>wish</b> 98:2 <b>wishing</b> 69:14 70:14 <b>Wolfberg</b> 38:20 <b>won</b> 34:17 34:19 35:3 <b>wonder</b> 92:2 <b>wondering</b> 103:13 <b>Woods</b> 57:4 57:4 102:24 104:12 107:8 <b>work</b> 13:18 13:23 14:1 19:10 22:1 23:4 34:10 40:14 42:4 45:12 45:17 53:2 53:9 57:10 64:21 66:19 67:1 67:9 68:23 74:1 74:10 78:23 80:15 87:11 92:21 93:18 95:4 95:6 96:2 97:8 97:13 99:14 100:20 101:8 103:23 <b>workable</b> 67:10 <b>workday</b> 42:1	<b>worked</b> 7:25 18:9 26:19 34:4 34:9 71:12 <b>Worker's</b> 97:5 97:6 <b>workforce</b> 8:19 46:10 47:5 47:10 <b>working</b> 6:10 13:8 14:24 19:5 19:10 21:9 21:17 23:16 27:16 28:23 29:8 31:4 36:25 40:14 43:16 44:20 48:23 49:4 49:5 49:7 65:11 71:14 73:13 75:13 81:23 90:3 90:5 91:13 95:8 98:6 99:20 100:4 <b>workplace</b> 72:11 <b>works</b> 96:4 <b>worth</b> 92:13 <b>writing</b> 58:20 <b>wrong</b> 34:8 <b>www.vdh.virg</b> <b>inia.gov/</b> <b>makethecall</b>	34:6 <hr/> Y <hr/> <b>y'all</b> 33:11 <b>year's</b> 33:6 <b>Yee</b> 38:17 48:13 48:15 49:14 <b>yesterday</b> 42:16 44:7 49:17 54:2 66:22 <b>yet</b> 40:9 <b>you'll</b> 24:8 <b>Young</b> 54:18 54:19 <hr/> Z <hr/> <b>zero</b> 105:4
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Regional Council Document  
Requested by Motion and Approval  
to be added as an Addendum to the  
Minutes



# Regional EMS Council Response to CE Education Provision in Virginia

August 2019

## FOREWARD

In their quarterly report to the State Emergency Medical Services (EMS) Advisory Board dated August 2, 2019, the Virginia Office of Emergency Medical Services (OEMS) included an appendix which included a document titled "Performance Review of Regional Council Continuing Education (CE) and Auxiliary Program MOU". The document provides data related to total contract amounts and disbursement within specific categories. While the data presented is accurate in its presentation of accounting, the report is incomplete. Virginia's Regional EMS Councils have drafted this document to provide context and to ensure that EMS stakeholders have a complete understanding related to this report as well as proposed and implemented changes in the delivery of education in Virginia.

## HISTORY OF CE AND AUXILIARY CONTRACTS

In 2016, changes in state procurement requirements necessitated changes in contracting practices related to the Emergency Medical Services Training Fund (EMSTF), including a prohibition against contracting with individual instructors. The change created a delay in EMS Training Fund availability across Virginia.

To minimize the potential negative impact on EMS education arising from this change, Southwest Virginia EMS Council Executive Director Greg Woods sent an email request to OEMS asking that consideration be given to utilizing existing regional EMS council contracts to ensure the continuation of EMS education until a final plan was developed. OEMS acknowledged the request and indicated that it would be forwarded to and discussed with OEMS senior leadership.

In August 2016, OEMS announced that an alternative solution for EMS education delivery had been approved. OEMS would enter into a memorandum of understanding (MOU) with each of the eleven regional EMS councils to provide EMS education in the Commonwealth. Contracts would be developed to facilitate this process.

In May 2017, OEMS indicated that the draft MOU for course instruction for auxiliary and CE training had been approved. OEMS scheduled a meeting with regional council directors in late May 2017 to discuss specifics related to the proposed contracts. On May 24, 2017, regional council directors received an electronic version of the draft MOU which excluded projected funding information. In the follow up meeting with OEMS in late May, OEMS provided projected funding amounts to each regional council. Discussion was held concerning some of the proposed language and resulted in mutually agreed-upon changes. The funding matrix was also discussed, with regions expressing concerns in two general areas that did not consider geographic/demographic variations between and within regions:

- the number and distribution of proposed CE programs within localities
- the proposed numbers of students for auxiliary courses



schedules, and position salaries that could not be modified by the regional councils. The MOU had a stipulated implementation date of July 1, 2019, and the Regional EMS Councils were asked to sign and return the agreements as soon as possible to begin the hiring processes.

Virginia's Regional EMS Councils were not included in any prior discussions or meetings related to this program and had no input into the projected funding matrix used in the drafted MOU. Some dialogue occurred regarding program administration; however, not having the documents prior to the meeting precluded informed discussion. Directors were positive in their comments and support of the program. Woods commented that the presentation of these documents at this meeting did not allow for adequate planning and budgeting, especially since the proposed MOU did not account for many mandatory costs associated with such positions. There was discussion about flexibility within projected funding categories for expenses not anticipated by OEMS; however, Adam Harrell stated that OEMS is not required to negotiate with "vendors." Regarding the proposed MOU, Harrell stated that regional councils could "take it or leave it." OEMS staff members noted that if the councils did not sign the agreements, OEMS would pursue other options.

Following their meeting, some directors and board members had informal sidebar discussions with OEMS staff members to determine the extent of flexibility after reviewing the proposals in greater detail. Responses were inconsistent and led to confusion. To ensure clarification, Greg Woods, acting as Chair of the Regional Director' Group, emailed Chad Blosser on Monday, May 6, and requested a meeting with Blosser to further discuss the MOU on behalf of the group. The email affirmed the regions' desire to make the program successful.

On the evening of Tuesday, May 7, OEMS Business Manager Adam Harrell sent an email to all regional councils rescinding the proposed MOU offering continuing education funding due to the "numerous issues" identified. Despite the formal request, no additional meetings between OEMS or the Regional EMS Councils had been held. Harrell noted that OEMS would contract directly with full-time educators to provide continuing education throughout the state instead of through partnership with the Regional EMS Councils.

Woods emailed OEMS Director Gary Brown to express disappointment in the actions taken by OEMS and to request Brown's intervention. In particular, Woods expressed disappointment in OEMS' refusal to meet to discuss the matter and the approach taken by OEMS staff members in handling of the situation. OEMS Director Gary Brown replied to the email expressing regret that "regional councils were unable to accept the terms of the contracts as presented."

At the time of Brown's reply, only one regional EMS council had contacted OEMS directly concerning the proposed contract. No regional EMS council had rejected the terms of the proposed MOU, and one council had returned the signed memoranda before Harrell sent his email rescinding this opportunity.

## **DISCUSSION**

Virginia's Regional EMS Councils believe that our EMS system benefits from open and transparent dialogue between EMS stakeholders to build impactful and efficient programs that benefit the entire system. For more than forty years, Regional EMS Councils have served to identify and represent the unique needs of EMS agencies and providers in our defined service areas.



Understanding the unique needs of our regions, the Regional EMS Councils have always striven to be proactive in collaborating to build successful programs. We acted in good faith in accepting the prior-year memoranda although we believed the funding matrix was not ideal. We also sought clarification to ensure that we understood and met expectations.

Regional EMS Councils continue their practice of active collaboration and remain committed to full collaboration and partnership with OEMS. Despite concerns, the Regional EMS Councils have made every effort to work with OEMS to build an exemplary educational program. Prior history has demonstrated an opportunity to discuss concerns and to seek clarity to ensure the successful execution of collaborative projects, and such a collaborative process was anticipated and expected in rolling out the proposed CE program. We deeply regret that our request for a dialogue to collaborate and build a successful program related to delivery of CE programs was disregarded. We also regret that we will not be a part of the new program.

This document is submitted to provide additional context related to referenced quarterly report. Supporting documentation, including copies of the emails referenced in this document, will be made available upon request. If you have any questions, please do not hesitate to contact one of Virginia's Regional EMS councils.