

# CONDENSED

VIRGINIA DEPARTMENT OF HEALTH  
ADVISORY BOARD MEETINGS FY20  
CONTRACT EVA0001 QQ231979

FRIDAY, FEBRUARY 07, 2020  
1:03 P.M.

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

COURT REPORTING  
LEGAL VIDEOGRAPHY  
VIDEO CONFERENCING  
LITIGATION SUPPORT  
DOCUMENT MANAGEMENT  
DEPOSITION SUITES  
TRANSCRIPTION

Corporate:

Historic Jordan Springs  
1160 Jordan Springs Road  
Stephenson, Virginia 22656

800.262.8777

855.667.0077

## CountyCourtReporters.com



Academy for Veteran Education and Training  
National Curriculum-Based Court Reporting Education



Commonwealth of Virginia Department of Labor and Industry  
NATION'S FIRST AND ONLY DEPARTMENT OF LABOR  
TWO-YEAR COURT REPORTING APPRENTICESHIP PROGRAM



Virginia Values Veterans  
COMMONWEALTH OF VIRGINIA CERTIFIED V3 COMPANY  
RECIPIENT OF GOVERNOR'S AWARD FOR MOST VETERANS  
HIRED BY SMALL BUSINESS IN COMMONWEALTH OF VIRGINIA



American Association of Electronic Reporters and Transcribers  
APPROVED CURRICULUM-BASED STANDARDS  
COMPLIANT PROGRAM



<p style="text-align: right;">2</p> <p>1           <b>APPEARANCES</b></p> <p>2 <b>BOARD MEMBERS:</b></p> <p>3 GARY SAMUELS</p> <p>4 ALLEN YEE, M.D.</p> <p>5 ANGELA PIER FERGUSON</p> <p>6 DREAMA CHANDLER</p> <p>7 VALETA DANIELS</p> <p>8 SAMUEL T. BARTLE</p> <p>9 MATTHEW LAWLER</p> <p>10 WILLIAM FERGUSON</p> <p>11 SADIE THURMAN</p> <p>12 R. JASON FERGUSON</p> <p>13 GARY CRITZER</p> <p>14 MEGAN HEALY, Ph. D</p> <p>15 PARHAM JABERI, M.D.</p> <p>16 DILLARD FERGUSON, JR. (EDDIE FERGUSON)</p> <p>17 GARY BROWN</p> <p>18 SCOTT WINSTON</p> <p>19 ADAM HARRELL</p> <p>20 GEORGE LINDBECK</p> <p>21 AMANDA LAVIN</p> <p>22 JEREMIAH O'SHEA, M.D.</p> <p>23 MICHEL ABOUTANOS, M.D.</p> <p>24 VALERIE QUICK</p> <p>25 JASON D. FERGUSON</p>	<p style="text-align: right;">4</p> <p>1           <b>VIRGINIA DEPARTMENT OF HEALTH</b></p> <p>2           <b>ADVISORY BOARD MEETING</b></p> <p>3           <b>FRIDAY, FEBRUARY 7, 2020</b></p> <p>4           <b>1:03 P.M.</b></p> <p>5           <b>MR. PARKER:</b> Good afternoon.</p> <p>6 Let's go ahead and get started. Welcome to the</p> <p>7 February 7th EMS advisory board meeting. Each</p> <p>8 member of the board should have an agenda before</p> <p>9 you, and we will start with the Pledge of</p> <p>10 Allegiance. If everyone will stand.</p> <p>11 <b>(WHEREUPON, the audience recited the Pledge of</b></p> <p>12 <b>Allegiance.)</b></p> <p>13           <b>MR. PARKER:</b> If you will remain</p> <p>14 standing for a moment of silence.</p> <p>15 <b>(WHEREUPON, the audience observed a moment of</b></p> <p>16 <b>silence.)</b></p> <p>17           <b>MR. PARKER:</b> Thank you. You may</p> <p>18 be seated. The first item on the agenda is the</p> <p>19 approval of the November 6, 2019, meeting</p> <p>20 minutes. The meeting minutes were distributed as</p> <p>21 well as posted on the town hall. Are there any</p> <p>22 comments related to the minutes?</p> <p>23           <b>MR. DILLARD:</b> Mr. Chair, I'll make</p> <p>24 a motion to approve the minutes, but I would like</p> <p>25 to have it in the record that from our November</p>
<p style="text-align: right;">3</p> <p>1 <b>BOARD MEMBERS:</b></p> <p>2 JONATHAN HENSCHEL</p> <p>3 KEVIN DILLARD</p> <p>4 JULIA MARSDEN</p> <p>5 BETH ADAMS</p> <p>6 JOHN C. BOLLING</p> <p>7 GARY TANNER</p> <p>8</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p style="text-align: right;">5</p> <p>1 6th meeting, there are several errors in there,</p> <p>2 and I've met with the Office of EMS leadership</p> <p>3 and reviewed that and I don't want to delay</p> <p>4 today's meeting, but just want to note that there</p> <p>5 are some errors.</p> <p>6           <b>MR. PARKER:</b> Okay. Any other</p> <p>7 discussion? So Kevin has made a motion on the</p> <p>8 floor to accept the minutes as amended.</p> <p>9 <b>(WHEREUPON, the motion was seconded.)</b></p> <p>10           <b>MR. PARKER:</b> All in favor?</p> <p>11 <b>(WHEREUPON, the board members voted in the</b></p> <p>12 <b>affirmative.)</b></p> <p>13           <b>MR. PARKER:</b> Motion passed to</p> <p>14 accept the meeting minutes as amended. Next is</p> <p>15 the approval of the agenda. I do have one</p> <p>16 additional item to place on the agenda today.</p> <p>17 Dr. Megan Healy from the governor's office will</p> <p>18 address the board today related to the G3</p> <p>19 initiative, and I'll let her discuss that in just</p> <p>20 a little bit. With that addition to the agenda,</p> <p>21 is there a motion to accept the admitted agenda?</p> <p>22 <b>(WHEREUPON, the motion was moved.)</b></p> <p>23           <b>MR. PARKER:</b> So we have a motion</p> <p>24 on the floor. Second?</p> <p>25 <b>(WHEREUPON, the motion was seconded.)</b></p>



6	<p>1 <b>MR. PARKER:</b> All in favor?</p> <p>2 <b>(WHEREUPON, the board members voted in the</b></p> <p>3 <b>affirmative.)</b></p> <p>4 <b>MR. PARKER:</b> Motion passed.</p> <p>5 Chairman's report: As we come together today,</p> <p>6 let us remember the reason that all of us are</p> <p>7 seated here at this table. This board is here to</p> <p>8 discuss and consider items that affect the</p> <p>9 citizens of the Commonwealth of Virginia</p> <p>10 regardless of how they enter into the system, as</p> <p>11 patients, providers, educators, or</p> <p>12 administrators. With that in mind, it is</p> <p>13 imperative that as we conduct business today,</p> <p>14 that we reflect and look forward as well as</p> <p>15 inward to determine the future of the EMS system</p> <p>16 in Virginia. I also want to note that we will be</p> <p>17 following the Board of Health procedures for</p> <p>18 public comment during this meeting. Those coming</p> <p>19 before the board are reminded that they will have</p> <p>20 three minutes to address the board, and the board</p> <p>21 does not have to respond to public comment. This</p> <p>22 concludes my report. Next step is the Vice</p> <p>23 Chair, Eddie Ferguson.</p> <p>24 <b>MR. E. FERGUSON:</b> Thank you,</p> <p>25 Chris. I don't have a long report. Just a</p>	8	<p>1 develop symptoms and potentially have further</p> <p>2 spread in our communities. Individuals will be</p> <p>3 put into four risk categories. High risk was</p> <p>4 basically those who are symptomatic and would be</p> <p>5 considered a person under investigation, and we</p> <p>6 would do some laboratory testing to confirm</p> <p>7 whether they do or do not have the illness. They</p> <p>8 would be isolated away from other individuals,</p> <p>9 people who may be at high risk and still</p> <p>10 asymptomatic may be quarantined, and some of</p> <p>11 these tasks would certainly require a</p> <p>12 commissioner's order. And others similar to what</p> <p>13 we did with the Ebola response who may come from</p> <p>14 an area of potential risk but are currently</p> <p>15 asymptomatic and we believe are medium risk or</p> <p>16 below, they will be also asked to self-quarantine</p> <p>17 or stay in their homes while with public health</p> <p>18 monitoring to see if they have developed any</p> <p>19 symptoms on a daily basis.</p> <p>20 So a fairly extensive amount of</p> <p>21 work that's going to be going on, again trying to</p> <p>22 ensure that we identify any individuals who do</p> <p>23 become ill as quickly as possible, to make sure</p> <p>24 obviously they get the most appropriate care and</p> <p>25 to prevent the spread of the illness in the</p>
7	<p>1 couple of committees we've been working with</p> <p>2 since last meeting, and I've also taken a few</p> <p>3 phone calls and referred them to the Office of</p> <p>4 EMS regarding the new background check process,</p> <p>5 and they've been extremely helpful. And I want</p> <p>6 to thank Chief Passmore for being available, even</p> <p>7 after hours, to help clarify some of these points</p> <p>8 of the new process and so forth. And that's all</p> <p>9 I have for my report. Thank you.</p> <p>10 <b>MR. PARKER:</b> Thank you, Eddie.</p> <p>11 Next up is Chief Deputy Commissioner, Dr. Jaber.</p> <p>12 <b>DR. JABER:</b> Good afternoon.</p> <p>13 Thanks again. I appreciate everybody joining</p> <p>14 today. My main updates are around coronavirus.</p> <p>15 As you-all know, the Health Department, the State</p> <p>16 Health Department, has been working very closely</p> <p>17 with the CDC and our fellow partners in ensuring</p> <p>18 that we provide the best possible response for</p> <p>19 our communities. We are taking some very</p> <p>20 aggressive measures as a nation to prevent the</p> <p>21 spread of coronavirus here in the U.S., and as</p> <p>22 many of you know, for any individuals coming from</p> <p>23 Wuhan or Hubei province as of February 2nd, 5:00</p> <p>24 p.m., they are required to be monitored by the</p> <p>25 Public Health Department and ensure they don't</p>	9	<p>1 community. As many of you may know, there have</p> <p>2 been some persons under investigations here in</p> <p>3 Virginia, but so far, the lab results have all</p> <p>4 been negative. There's one more that's been</p> <p>5 added that we are waiting to see and hear about</p> <p>6 the results. As of today, as of this moment, we</p> <p>7 do not have any confirmed cases of coronavirus</p> <p>8 here in the Commonwealth.</p> <p>9 This is obviously an illness that</p> <p>10 is unique. Many folks have compared this to MERS</p> <p>11 and SARS, which are much more aggressive, and as</p> <p>12 most people know and as I've shared, when you</p> <p>13 have a very aggressive virus or aggressive</p> <p>14 pathogen, the person winds up becoming ill, they</p> <p>15 wind up going to the hospital, and containment</p> <p>16 becomes a little bit easier, believe it or not.</p> <p>17 When you have an illness such as this where</p> <p>18 individuals are mildly ill, may look very much</p> <p>19 like other colds or other flu and they're still</p> <p>20 able to travel and go about their business, from</p> <p>21 a public health perspective, it becomes a little</p> <p>22 bit harder to contain.</p> <p>23 So we're taking a lot of measures</p> <p>24 towards an illness that, again, looks something</p> <p>25 along the lines of a cold and the flu spectrum,</p>



<p style="text-align: right;">10</p> <p>1 mostly respiratory symptoms, and of course which                  2 could lead to pneumonia, kidney failure, and                  3 other more serious consequences. We're taking                  4 some very, very aggressive measures that mirror                  5 what we were planning to do for Ebola, and again,                  6 the intent there is not to scare the population                  7 or to scare the individuals coming in. The                  8 intent is simply to be as aggressive as possible                  9 to prevent the spread in the hopes of, in the                  10 hopes of that over the next few months, new                  11 research may identify other opportunities to help                  12 mitigate the spread, potentially a vaccine being                  13 developed, so anything that we can do to buy more                  14 time in preventing the spread of this illness                  15 will help us in the long run.                  16 For EMS community, the healthcare                  17 community, I know that all of you have been                  18 receiving information either from the state or                  19 VHHA and other partners. We did do a Polycom                  20 presentation, a WebEx. Thank you to VHHA for                  21 arranging that last Thursday, and we're                  22 continuing to provide additional guidance. I                  23 just came from the health department where all of                  24 our local health directors are again hearing the                  25 updates on the monitoring, the guidance, and what</p>	<p style="text-align: right;">12</p> <p>1 have the capability to do that testing. So we're                  2 looking at such testing being available I would                  3 say in the next one to two weeks, but that is in                  4 the works. All right, thank you.                  5 <b>MR. PARKER:</b> Thank you. Now OEMS                  6 reports. I'll turn it over to Gary.                  7 <b>MR. BROWN:</b> Thank you, Mr. Chair.                  8 I'm going to, like I always do, tag team the OEMS                  9 report with my staff who actually does the heavy                  10 lifting, but a few housekeeping things to begin                  11 with, just to make sure that people have it on                  12 their calendar. The remaining meetings for this                  13 year are May 8th, August 7th, and November 11th                  14 in concert with the annual Virginia EMS Symposium                  15 in Norfolk. So May 8th, August 7th, November                  16 11th.                  17 Also, housekeeping, we do have several                  18 members whose terms expire and are not eligible                  19 for reappointment, and I have been working with                  20 the Secretary of the Commonwealth's office and I                  21 will be getting communication out to the                  22 organizations requesting nominees to fill these                  23 positions. Sam Bartle with the American Academy                  24 of Pediatrics, Dreama Chandler with VAVRS, Jason                  25 D. Ferguson, Western Virginia EMS Council, Julia</p>
<p style="text-align: right;">11</p> <p>1 needs to happen. This is an evolving situation.                  2 I would say for those of you who work in the                  3 localities, your local health director would be                  4 the best source of contact. For those who are at                  5 the state level, certainly our state                  6 epidemiology, Office of EPI Program has many                  7 folks, I myself can be a contact to you, as well.                  8 But we do realize this is an ongoing situation.                  9 Information with regards to infection control,                  10 personal protective equipment, they may be                  11 updated is from what I understand by the CDC. So                  12 be on the lookout for such types of information.                  13 I'll take any questions. If not,                  14 I'm certainly happy to hang around a few minutes                  15 after this advisory board meeting, too.                  16 <b>DR. O'SHEA:</b> Dr. Jaberi, Jake                  17 O'Shea from VHHA. Can you talk about the                  18 possibly of testing for coronavirus occurring at                  19 the state level instead of at the CDC?                  20 <b>DR. JABERI:</b> Yes. DCLS is                  21 intimately involved. The concern here is that                  22 they need some more time for us to go through the                  23 validation process, but given the bottleneck                  24 that's occurred at the CDC, very much like H1N1,                  25 they are just as interested to allow states that</p>	<p style="text-align: right;">13</p> <p>1 Marsden, Consumer, and Chris Parker, ENA and VNA.                  2 They have served their full two terms and are not                  3 eligible to be reappointed, so I will be reaching                  4 out to those organizations next week. We do have                  5 three people whose terms expire that are eligible                  6 for reappointment: R. Jason Ferguson, Blue Ridge                  7 EMS Council, Jethro Piland, who has resigned from                  8 the board, the Virginia Fire Chiefs Association                  9 has submitted their nominees to the secretary's                  10 office and they are pending at the moment; and                  11 Valerie Quick with Thomas Jefferson EMS Council.                  12 Again, R. Jason Ferguson and Valerie Quick are                  13 eligible for reappointment.                  14 The Office of EMS, as it always does,                  15 we have submitted our quarterly report to all                  16 members of the board, to the regional councils,                  17 and other individuals and organizations on our                  18 distribution list. The quarterly report is                  19 posted on our website, as well, so I will not get                  20 into all the details. Most of that will come up                  21 during committee reports. But to bring to your                  22 attention also, as we do every year at this time,                  23 we submit a weekly legislative grid and report on                  24 legislation that we are tracking in the general                  25 assembly and any bills that directly impact EMS</p>



14

1 and trauma care or indirectly, and so you get  
 2 those on a weekly basis. We may get into some of  
 3 the bills that if you have questions on them, to  
 4 elaborate and try to answer your questions, but  
 5 since we're tracking probably fifty to sixty  
 6 bills, it just would not be prudent to try to go  
 7 through that entire list at this meeting. But  
 8 you do have those reports and we'll be glad to  
 9 answer any questions that we can.

10 And also in the quarterly report, we  
 11 have listed budget amendments that have been  
 12 introduced that again have direct or indirect  
 13 impact on EMS and trauma care. We do have three  
 14 trauma center fund budget amendments two  
 15 amendments for poison control centers, and  
 16 several other amendments, one dealing with adult  
 17 and pediatric traumatic brain injury  
 18 demonstration project. And I think that's all  
 19 the stuff in terms of the budget amendments  
 20 there.

21 Also, and I'll turn this over in a  
 22 second. I'll start with, actually I'm going to  
 23 skip over Scott and go to Adam to cover a couple  
 24 of things because I want to come back to Scott  
 25 with his report. He's also going to introduce

15

1 Gary Critzer to make some comments at that time.  
 2 So the only other thing at the moment, as you  
 3 know, our last board meeting was in November at  
 4 the fortieth annual Virginia EMS Symposium, and  
 5 we did have the governor's EMS awards, and I  
 6 would just bring to your attention since the  
 7 awards was a few days after the last meeting of  
 8 this board, some folks that are notable in terms  
 9 of sitting on this board that were recognized by  
 10 the governor's office, and I will start with the  
 11 Governor's EMS award for outstanding contribution  
 12 to EMS health and safety. It was the  
 13 Rappahannock EMS Council's CISM team. Kevin  
 14 Dillard is president of the Rappahannock EMS  
 15 Council, and want to congratulate Kevin and the  
 16 council and the CISM team for being recognized by  
 17 the governor for that outstanding contribution to  
 18 EMS health and safety.

19 Also the governor's EMS award for  
 20 outstanding contribution to EMS for children, Dr.  
 21 Sam Bartle received that recognition and, oh,  
 22 there's Sam. I just look for the person with the  
 23 bushy beard, so, but Sam, congratulations, well  
 24 deserved. And last but not least, the, I guess  
 25 what you would call the Pulitzer Prize, the

16

1 Academy Award winner and all that stuff is the  
 2 governor's EMS award for excellence in EMS, the  
 3 highest award that is, we give in Virginia by the  
 4 governor, and that is Byron Andrews won that  
 5 award, and where is Byron? Oh, he's in the back.  
 6 Okay. I knew he was here. Byron,  
 7 congratulations.

8 And with that, Adam, I'll turn to you  
 9 if you want to say anything. I know one of the  
 10 bills that we're tracking is House Bill 661, and  
 11 if you want to say anything about that, and I  
 12 know you have some administrative updates for the  
 13 board, as well.

14 **MR. HARRELL:** All right. Thank  
 15 you, Gary. As he said, House Bill 661 has been  
 16 on Gary's legislative briefing grid for some  
 17 time. That specific bill deals with decedent  
 18 blood testing as it relates to fire, EMS, law  
 19 enforcement. So the bill at its basic level  
 20 empowers the Secondary of Health and Human  
 21 Services to appoint a working group as well as  
 22 the Secretary of Public Safety, to appoint a  
 23 working group to look at the impacts and  
 24 implications of decedent blood testing, what are  
 25 the obstacles and hurdles associated with that

17

1 and how to overcome it, as well as working with  
 2 the Office of the Chief Medical Examiner to  
 3 ensure some form of testing process or procedure.  
 4 And then we'll also be working with the  
 5 Department of General Services and DCLS to ensure  
 6 some form of adequate testing mechanism, whether  
 7 that's a contractor or DCLS themselves. As of  
 8 right now, that bill has been read before the  
 9 House and it looks like it will be crossing over.

10 The administrative update to the  
 11 board that Gary was talking about is as it  
 12 relates to expense reimbursement for board and  
 13 committee members. And I'll preface this with  
 14 I'm the messenger, so please don't shoot me. But  
 15 it was brought to the office's attention probably  
 16 about three weeks ago as we started getting some  
 17 denials for board member reimbursements from the  
 18 last set of meetings relative to mileage, and I  
 19 reach, as we started getting those denials, I  
 20 reached out to VDH's office director for  
 21 financial management, Stacy Ferrar, and inquired  
 22 as to what had changed in the mileage  
 23 reimbursement for our board and committee  
 24 members. I was advised that there was an  
 25 interpretation change with the Commonwealth



18	<p>1 Accounting Practice and Protocol Manual, or we                  2 refer to it as the CAP manual, specifically topic                  3 number 20335 that speaks to reimbursements for                  4 state employees as well as individuals doing                  5 business on behalf of the Commonwealth. When it                  6 comes to mileage reimbursements, there are two                  7 different levels of mileage reimbursement.                  8 There's the high level, which is currently \$0.58                  9 per mile, and then there's a lower reimbursement                  10 rate which is \$0.246 per mile. What the CAP                  11 manual policy outlines is that each agency,                  12 before reimbursing mileage, has to do a cost-                  13 benefit analysis, and this cost-benefit analysis                  14 is actually, has to occur before the travel ever                  15 happens. And at that time, we have to look at                  16 what is in the best interest of the Commonwealth                  17 to pay for. Is that mileage reimbursement or is                  18 that providing a rental vehicle to the individual                  19 that is traveling? So what we look at, and this                  20 is not an exact, but generally if it's going to                  21 be about three hundred, over three hundred miles                  22 roundtrip, it is in the Commonwealth's best                  23 interest to rent that individual an Enterprise                  24 rental vehicle in lieu of paying them the higher                  25 mileage rate. If the individual does not want to</p>	20
19	<p>1 utilize an Enterprise rental vehicle, then they                  2 have the option to say I want the lower mileage                  3 rate. Currently, of the individuals on the EMS                  4 Advisory Board, it impacts about four of you.                  5 We are working with the Office of                  6 Financial Management with NVDH to try to figure                  7 out how to best address this, but when I was                  8 talking with her, she said this was not something                  9 specific to our boards and our committees. This                  10 is going on through all executive branch                  11 agencies. This is also affecting the Board of                  12 Health and all other boards and committees in the                  13 Commonwealth that are under executive branch                  14 agencies. So right now, we are working with                  15 them, trying to figure out the best way to                  16 address this, because in speaking with some of                  17 the individuals that this affects, there isn't an                  18 Enterprise rental location close to them or that                  19 will be open when they return home, and so forth.                  20 So we're trying to figure out how to best address                  21 this, and once we have a determination from both                  22 our Office of Financial Management and VDH as                  23 well as the Department of Accounts, we will be                  24 relaying that. But currently this is holding up                  25 some personal reimbursements for some of the</p>	21
18	<p>1 board members, and I do apologize for that. But                  2 trust when I say that the staff of OEMS as well                  3 as VDH are doing everything we can to prevent any                  4 delays in your expense reimbursements.                  5 Before I move on, are there any                  6 questions for that?                  7 <b>MS. DANIELS:</b> So, it doesn't                  8 matter to me because I never get reimbursement, I                  9 don't put in for it. I guess I'm silly because                  10 I've been involved here in the state for twenty-                  11 eight years. So I've never asked for it, so I                  12 really don't have too much to do with that part                  13 of it. But it just seems to me do they                  14 understand that the rental car has to have gas?                  15 That you have to fill it back up before you take                  16 it back in?                  17 <b>MR. HARRELL:</b> And the policy does                  18 address that. That would be a receipt that would                  19 come back as part of the reimbursement request.                  20 <b>MS. DANIELS:</b> So they're doubling                  21 their, tripling probably their expenses then?                  22 <b>MR. HARRELL:</b> All I can do is                  23 speak to the policy. Like I said...                  24 <b>MS. DANIELS:</b> No, no, no, I                  25 understand.</p>	20
19	<p>1 <b>MR. HARRELL:</b> This is a very big                  2 headache, and trust me, I've had many an angry                  3 conversation with individuals involved in this                  4 trying to understand it because I had the same                  5 concern.                  6 <b>MS. DANIELS:</b> Right. I mean this                  7 is just common sense. I don't have to have a                  8 cost-benefit analysis to see that it still has to                  9 have gas, that still has to be expended, and then                  10 on top of it, you're going to rent a car. Just a                  11 little thought out there.                  12 <b>MR. HARRELL:</b> All right. If there                  13 are no other questions, I'll move on to just a                  14 few more quick items. In the quarterly report,                  15 we mention a few new partnerships and initiatives                  16 that the Office of EMS has entered into with                  17 National Registry, one of which pertains to                  18 REPLICA, moving on to the next steps, as the                  19 compact language was enacted in Virginia and                  20 REPLICA became a thing in Virginia. The REPLICA                  21 Commission was formed and they, one major                  22 component of people being able to participate in                  23 the Interstate Compact is data sharing                  24 information between those states. So the REPLICA                  25 Commission reached out the National Registry to</p>	21



22	<p>1 maintain a database associated with REPLICA.                  2 This is termed the Coordinated Database for                  3 Emergency Medical Services, or the acronym of                  4 CDEMS, and Virginia will be the first state to go                  5 live with the CDEMS database later this month.                  6 This will provide EMS providers with their                  7 ability to cross state lines to other member                  8 states and their data will be able to be accessed                  9 in almost near real time, Virginia will be able                  10 to participate with all other REPLICA states very                  11 similar to the Nursing Compact.                  12 The other collaboration that we                  13 have with National Registry is we've entered into                  14 a research arrangement. National Registry has                  15 been conducting nationwide research since 2004 on                  16 various topics, and a lot of these are topics                  17 that we have questioned in Virginia. One of the                  18 major ones that they're working on right now                  19 deals with the EMS workforce and future planning                  20 relative to the EMS workforce. The problem with,                  21 that Registry encounters with their research is                  22 it's all at the national level, and it's based                  23 off of two-year incremental data points. So we                  24 are going to work with National Registry to                  25 provide a state-specific focus on that national</p>	24
23	<p>1 research to be able to further identify and                  2 research components such as workforce shortages                  3 and workforce projection into the future.                  4 The final thing that I'll speak                  5 on, I spoke to it and it actually came relatively                  6 recent and was so recent it didn't make it into                  7 the green book, but with return to locality, that                  8 program will be changing within the next month,                  9 month-and-a-half relative to how agencies,                  10 jurisdictions are notified about their return to                  11 locality funding. Historically, that's been an                  12 entirely paper process. We send out emails, we                  13 send out letters, and those go to whomever we                  14 contacted the previous year within a                  15 jurisdiction. Those people may have changed,                  16 they may have moved, and we don't know until we                  17 don't get a report. So VDH's Office of                  18 Information Management has worked with us to                  19 develop a new module in the EMS portal for return                  20 to locality. This will provide jurisdictions the                  21 ability to log in and electronically report their                  22 return to locality expenditures. They will be                  23 able to see a trend of their expenditures for the                  24 last twelve years. They will be able to actually                  25 report out in greater detail than what they do</p>	25
22	<p>1 now, so they will be able to report this                  2 information out by a licensed DMS agency. This                  3 will also provide EMS agencies with access to the                  4 jurisdictions EMS return to locality funding. So                  5 this will take it from a once a year snapshot in                  6 time to the ability for year-round access to                  7 return to locality funding, expenditures, and et                  8 cetera. So when we send out that notification                  9 within the next month to month-and-a-half, we're                  10 not only going to send it out to the                  11 jurisdictions, we're going to include the EMS                  12 agency officers and super users to be able to                  13 attend the webinars associated with that new                  14 system, its capabilities, and how to gain access                  15 to that information. And that is all I have.                  16 <b>MR. BROWN:</b> Okay. Thank you,                  17 Adam. Before we move on to Scott, I do want to                  18 bring to your attention again the significance of                  19 our work with National Registry on the EMS                  20 Interstate Compact and the fact that we were                  21 chosen in, with the National Registry the first                  22 state to do this because we are the only state of                  23 the REPLICA states that were as advanced in terms                  24 of the data elements that are being collected,                  25 and we're the only ones that are in a position</p>	24
23	<p>1 right now to do all the testing and validation of                  2 this database, and so we were selected. And once                  3 that is completed at the end of the month, every                  4 other Interstate Compact state must follow what                  5 we have developed here in Virginia in concert                  6 with National Registry. So again, we're leading                  7 the nation and it's a pretty significant type of                  8 event.                  9 With that, I'll turn it over to                  10 Scott Winston.                  11 <b>MR. WINSTON:</b> Thank you, Gary.                  12 The first item I'd like to mention to the group                  13 is a new hire within the office of EMS, and it's                  14 within the regulation and compliance division of                  15 the office, and looking at you, Ron, as the                  16 division manager, if you could come forward and                  17 introduce the new employee to our office. Yeah,                  18 that's you, Ron.                  19 <b>MR. PASSMORE:</b> ... pass it off to                  20 him because he's supervisor...                  21 <b>MR. WINSTON:</b> Okay. Well, bring                  22 them both up.                  23 <b>MR. PASSMORE:</b> I'd like to                  24 introduce Lenny Mascaró. Can you stand up? He                  25 is the new Regulation and Compliance Program</p>	25





26

1 representative, or field investigator if you  
 2 will, for the Northern Virginia, area.  
 3 **MR. WINSTON:** And I believe Lenny  
 4 comes to us from the city of Fairfax?  
 5 **MR. MASCARO:** Yes, sir, Fairfax  
 6 County.  
 7 **MR. WINSTON:** Fairfax County and  
 8 you're in the aviation division there?  
 9 **MR. MASCARO:** Yes, sir, I was.  
 10 **MR. WINSTON:** Okay, thank you. I  
 11 would also like to draw your attention to  
 12 appendix A of the quarterly report. Beginning  
 13 with this report and moving forward, we will be  
 14 providing you updates on the progress of our  
 15 collaborative agreements with the regional EMS  
 16 councils across the state that have approached  
 17 the office with an interest in establishing a  
 18 hybrid regional office. We have begun that  
 19 process at the Central Shenandoah EMS Council,  
 20 and our first regional program manager that was  
 21 hired is Daniel Lincolns, and I believe we  
 22 introduced him last meeting. He began work the  
 23 10th of October at the council office, and I'd  
 24 like to lean on Gary Critzer to provide some  
 25 brief comments about the experience thus far.

27

1 **MR. CRITZER:** Thank you, Scott.  
 2 To date, we are extremely pleased with the  
 3 progress that's been made. Daniel hit the ground  
 4 running, has made lots of changes in our office.  
 5 He's working on the position profiles for the  
 6 other positions. Our committees are meeting and  
 7 active. There's lot of activity going on. Matt  
 8 Lawler, who represents CSEMS on the board also  
 9 may want to make a comment, but to date we've  
 10 been very pleased with the relationship. The  
 11 folks from real estate services were up I would  
 12 say about a week ago to meet with us about the  
 13 final lease documents on our building. It looks  
 14 like that's going to be a fairly easy process. I  
 15 hope I didn't just jinx that, but hopefully we'll  
 16 have those signed in a few weeks to a month and  
 17 that will finalize the project. But there are  
 18 lots of things going on.  
 19 I don't know if I'm at liberty to  
 20 show it yet, but there are already pictures of  
 21 vehicles that are coming up that share the  
 22 collaborative approach that we've set into that  
 23 has both OEMS and Central Shenandoah on the  
 24 vehicles, so it establishes that partnership. So  
 25 we're very pleased. I want to thank Gary Brown

28

1 and his staff, the commissioner obviously who  
 2 approved this initially to allow this process to  
 3 be undertaken. I believe it's going to be the  
 4 future of the regional EMS system, and we're very  
 5 pleased to be part of that.  
 6 **MR. WINSTON:** Matt, did you want  
 7 to add anything?  
 8 **MR. LAWLER:** Sure. I would just  
 9 echo what Gary was saying and endorse the model  
 10 that has been developed between the Virginia  
 11 Department of Health Office of EMS and the  
 12 Regional EMS Council, and also report that Daniel  
 13 is doing a terrific job for us as the program  
 14 manager. I've been involved in multiple  
 15 committees and meetings with him and he's again  
 16 doing an outstanding job. I hope that the rest  
 17 of the staff that he hires is as competent and  
 18 hard working as he is.  
 19 **MR. WINSTON:** Thank you both for  
 20 those very kind words. We have also been  
 21 approached by two other regional council about  
 22 the possibility of establishing a hybrid state  
 23 regional office, and that is the Blue Ridge EMS  
 24 Council and the Rappahannock EMS Council, and I  
 25 believe both of those program manager positions

29

1 that are the equivalent to Daniel Lincolns in  
 2 Central Shenandoah began, the open recruitment  
 3 began yesterday or today?  
 4 **MR. HARRELL:** Both. REMS was  
 5 yesterday and CSEMS was today.  
 6 **MR. WINSTON:** Okay. So both of  
 7 those positions are now under active recruit in  
 8 our recruitment management system for the state,  
 9 and the positions will only be open for a short  
 10 period of time. They'll be open for six days, so  
 11 if there is anyone in the audience that has an  
 12 interest in either of those two positions, I'd  
 13 please encourage you to take a look at the  
 14 posting and apply if you're interested. That's  
 15 all I have, Gary.  
 16 **MR. BROWN:** Okay. Dr. George  
 17 Lindbeck, our state EMS medical director.  
 18 **DR. LINDBECK:** I don't think I've  
 19 got anything in addition. Thanks.  
 20 **MR. BROWN:** Well, okay. So we'll  
 21 cut your salary this month, then. Just kidding.  
 22 Okay. Also as I always do, please read the  
 23 section in the quarterly report on EMS on the  
 24 national scene because that will give you a peek  
 25 towards a lot of what is going on nationally and



30

1 then what could affect us here in Virginia, and  
 2 with a lot of it, like I said, we're ahead of the  
 3 curve even in terms of what may be in the report  
 4 itself. So, and I think on the other things,  
 5 probably even a little bit more information on  
 6 legislation possibly and would come out in the  
 7 Legislative and Planning Committee report and  
 8 other reports, so I'll just stop there, Mr.  
 9 Chair, and that concludes our OEMS report.  
 10 **MR. PARKER:** Thank you, Mr. Brown.  
 11 Assistant Attorney General report, Amanda Lavin.  
 12 **MS. LAVIN:** I still don't have  
 13 anything. I hate to ruin my streak, but I did  
 14 just want to say that this is my last meeting  
 15 with the EMS Advisory Board. I am switching  
 16 sections in the Attorney General's office, so I  
 17 just wanted to publicly thank OEMS, Gary, all the  
 18 staff, VDH for being such a great client to work  
 19 for and to work with, and all you-guys for being  
 20 so great. So I really appreciate it and thanks  
 21 for giving me a good six-and-a-half years.  
 22 **MR. BROWN:** Thank you, ma'am.  
 23 **MR. PARKER:** State Board of Health  
 24 EMS representative, Gary Critzer.  
 25 **MR. CRITZER:** Mr. Chairman, State

31

1 Board of Health last met on December the 12th.  
 2 We took up regulations related to the licensure  
 3 of nursing homes, the licensure of hospitals, and  
 4 the licensure of hospice, all of which  
 5 successfully were enacted on. Also the Board of  
 6 Health received the annual report for Virginia's  
 7 Health or Well-Being and that was also acted on.  
 8 I also took the opportunity, as I do each  
 9 meeting, to update the board on ongoing  
 10 activities with this board and other things going  
 11 on in EMS around the state and reported to them  
 12 on our EMS symposium in November and our  
 13 anniversary. The next meeting of the board will  
 14 be on March the 26th at 9:00 a.m. at the  
 15 Perimeter Center. Those meetings are open to the  
 16 public. If you're interested in all of the  
 17 duties that VDH encompasses, I'd encourage you to  
 18 come participate and hear what the Board of  
 19 Health is working. So thank you.  
 20 **MR. PARKER:** Thank you. And at  
 21 this time, before we move into the standing  
 22 committee reports, I'm going to ask R. Jason  
 23 Ferguson to introduce the guest speaker.  
 24 **MR. FERGUSON:** Thank you, sir. So  
 25 you folks have heard me speak several times for

32

1 several meetings about the G3 initiative coming  
 2 from the governor's office, and I invited Dr.  
 3 Megan Healy, she's the chief workforce officer  
 4 for the governor's office to come and address the  
 5 board and address the audience to give you a  
 6 better overview, now that it's actually in  
 7 General Assembly.  
 8 **DR. HEALY:** Great. Thank you so  
 9 much, Jase, and thank you Mr. Chair and the board  
 10 for having me today. I am Megan Healy. I'm  
 11 Governor Northam's chief workforce development  
 12 advisor. I do sit on his cabinet and think about  
 13 workforce all day, all night. It's really about  
 14 working with our education system, if it's our K-  
 15 12, particularly career and technical education,  
 16 our community colleges or universities or  
 17 professional schools, and making sure that the  
 18 students coming out of those programs have the  
 19 skills to be employable and to move into our  
 20 unfilled jobs. But then I also work with many  
 21 employers to see what those unfilled jobs are  
 22 today or those anticipated jobs are the future  
 23 and making sure we have those bridges. I also  
 24 oversee a lot of our career work centers. We  
 25 have sixty-one. The agencies that come under me

33

1 are the Employment Commission, Department of  
 2 Labor and Industry that I share with Secretary of  
 3 Commerce and Trade, as well as DPOR, so  
 4 Department of Professional and Occupational  
 5 Regulations and I've worked very, very closely  
 6 with some workforce issues with VDH as well as  
 7 DHP, so our health professions. And so we work  
 8 closely. I mean, that's one of the things with  
 9 the chief workforce advisors; I work with all the  
 10 secretaries in the governor's cabinet.  
 11 So the governor has two large  
 12 budget initiatives this year. One is early  
 13 childhood education and the other is his G3  
 14 program, which means get skilled, get a job, and  
 15 give back. I will tell you the governor came up  
 16 with his own name, so you're like G3? It's hard  
 17 to remember sometimes, but he's very excited and  
 18 thought it was pretty clever of his title. But  
 19 what this really does is he campaigned on some  
 20 type of tuition-free community college program.  
 21 There are currently twenty-three states across  
 22 the country that have some type of tuition free  
 23 or free community college, also known as  
 24 community college promise programs. We've  
 25 examined the last two years those twenty-three



34

1 programs, very bipartisan; ten were from  
 2 Republican governors, thirteen from Democrat  
 3 governors. And we looked at the best. Some are  
 4 programs right for students out of high school.  
 5 Others are specific workforce pathways. And so  
 6 the G3 program is we decided we have a workforce  
 7 challenge. Healthcare is our fastest-growing  
 8 industry with our most open jobs. As I travel  
 9 around the Commonwealth, most people think it's  
 10 IT, cybersecurity and computer science. I will  
 11 let you know those companies with those jobs that  
 12 are open are very, very loud, and so I always  
 13 have to stress that healthcare is our actually  
 14 number one challenge we have in Virginia. So  
 15 some of you need to be a little louder, just FYI,  
 16 talking about your workforce challenges.  
 17 So after the governor did a tour  
 18 in September, we talked to over a thousand  
 19 business and community leaders, and we heard loud  
 20 and clear about specific workforce challenges,  
 21 specifically in what he calls the new collar  
 22 jobs. It's not blue collar or white collar; it's  
 23 new collar, because everything these days needs  
 24 some type of technology or some type of skill,  
 25 and so we looked at what those new collar jobs

35

1 would be. We looked at our gaps. We hear from  
 2 people, maybe some of you are probably at some of  
 3 our sessions we had around the state, and so we  
 4 developed the G3 program. So this program is  
 5 going to be around the Budget Ask that proposed,  
 6 right, the General Assembly gets to look at our  
 7 budgets and cut or change whatever the language  
 8 is. It's a proposal for \$72 million per year.  
 9 It's one of the largest investments in community  
 10 colleges since the start of the community  
 11 college, and we picked five pathways. We looked  
 12 at where workforce challenges are, we looked  
 13 across the state, and those pathways are  
 14 healthcare, public safety, early childhood  
 15 education, technology, which is your IT,  
 16 cybersecurity and computer science, and skilled  
 17 trades, which is your construction trades and  
 18 your advanced manufacturing. So most of the  
 19 students at community colleges, actually two  
 20 hundred and thirty thousand across the state,  
 21 it's a lot of students, that this program is  
 22 going to be for about forty thousand students.  
 23 We have some criteria. So the  
 24 criteria, one, I'm excited, it could be anyone of  
 25 any age. Other promise programs have right out

36

1 of high school, so we're really excited because  
 2 we have a lot of adults especially in their  
 3 thirties that we're finding that have job, job,  
 4 job, but no career and so we're trying to get  
 5 them on those career paths. This, there is a  
 6 family income, but the cap currently is \$100,000  
 7 for a family of four, so that's pretty good. I  
 8 know there are some people from Northern  
 9 Virginia, that's still tough, but that covers a  
 10 lot of our rural areas and our rural families.  
 11 The students are required to take at least six  
 12 credits or be enrolled in our Fast Forward  
 13 programs. Is anyone, is everyone familiar with  
 14 our Fast Forward program at the community  
 15 colleges? So this is a short-term training  
 16 program that might be for your entry level EMS  
 17 programs. Short-term, non-credit, not related to  
 18 the credit side, that the student pays the first  
 19 third of the training, and then when they  
 20 complete the class, the state pays the second  
 21 third. And then when they get their licensure or  
 22 certification, the state pays the third third.  
 23 So some of your programs and your communities  
 24 might be going through what we call Fast Forward.  
 25 The state has already invested \$13.5 million per

37

1 year.  
 2 So this is actually expansion.  
 3 We're going to actually pay for that first third  
 4 and short-term training, but then we're also  
 5 going to pay the tuition for the students that  
 6 qualify. A lot of our healthcare programs for  
 7 EMS, firefighters, some of them are on the credit  
 8 side, so many students will go for those for  
 9 free. We are covering tuition. We are covering  
 10 books. That number is changing but it's up to  
 11 \$500 a year, because we know students a lot of  
 12 times don't get the book and then they struggle.  
 13 And then we also have what's really exciting;  
 14 it's called a Student Support Incentive Grant.  
 15 So we know students that go to community college,  
 16 a lot of them drop out and it's not because they  
 17 fail out. It's actually because they can't pay  
 18 for food or childcare or transportation. Right?  
 19 So they can't get on that path. And so the  
 20 governor has proposed that if a student is going  
 21 full time in any of our programs and they qualify  
 22 for full federal financial aid, that they will  
 23 get an extra \$1,000 per semester that we say  
 24 basically to pay for life. Because when we look  
 25 at trends of students, especially at community



38

1 colleges, they need that extra financial support.  
 2 Lower income people, if you pay tuition loan,  
 3 they still can't pay out of their pockets for  
 4 many things. So we're really, really excited  
 5 about adding that.  
 6 And then I will say that in the  
 7 Homeland Security, which covers also our public  
 8 safety, firefighter, protective services, law  
 9 enforcement, we are projecting about three  
 10 thousand students that will get tuition-free  
 11 community college across the state. And then the  
 12 allied health, I could break it out for you if  
 13 you wanted to, but just roughly, healthcare is  
 14 eighteen thousand students that will be moving  
 15 per year through this program in some type of  
 16 health. So we're really, really excited about  
 17 that. That's by far the highest number. I think  
 18 the next is the IT areas, and that's nine  
 19 thousand. So we've been working with  
 20 legislature, so if you, I ask is if your friends  
 21 and legislatures are working with them and you  
 22 know you have a workforce challenge, we would  
 23 love for you to support the governor's G3 program  
 24 and say hey, this is going to help my community,  
 25 this is going to help my office, we really need

40

1 assistant. Okay, there should be some sort of  
 2 challenge I could do. You know, if I fail it,  
 3 it's on me, but there should be a shorter way  
 4 when you have this expertise behind you to be  
 5 able to challenge maybe, you know, a tester or  
 6 something like that. And there's obviously  
 7 similar other ways to do that. And then  
 8 recognizing what we do have, the only time, one  
 9 of the times that I know of was when the flu  
 10 epidemic as a couple of years ago, will consider  
 11 EMS to give flu shots. Okay, I can give you meds  
 12 to stop your heart but I can't give you a flu  
 13 shot. So I think sometimes our education is not  
 14 recognized enough in the medical world to be able  
 15 to reflect what we can do, our capabilities, and  
 16 how much we can help out the EMS, I mean the  
 17 private sector as well as EMS.  
 18 **DR. HEALY:** Now you know, actually  
 19 a little bit more about this, I did come from the  
 20 community college system and I was the assistance  
 21 vice chancellor for academics. I will say I also  
 22 was EMT licensed when I was in college and I have  
 23 a little bit of background in health. So one of  
 24 the things we've struggled with, especially with  
 25 the medic and corpsman program, which is through

39

1 these people in our fields. And so we're really,  
 2 really excited about this program. We're working  
 3 very closely with the legislatures and all the  
 4 monies, committees, and staff to really kind of  
 5 flesh out this program and make sure it's a  
 6 priority for everyone.  
 7 So I'll open it up for any  
 8 questions. Yeah?  
 9 **MS. DANIELS:** So are you going to  
 10 be around after the meeting? Or do you need to  
 11 leave after your report?  
 12 **DR. HEALY:** I do need to leave,  
 13 but anyone can email me, call me. I can give you  
 14 my email address.  
 15 **MS. DANIELS:** Okay. I'll just  
 16 give you a quick scenario.  
 17 **DR. HEALY:** Yeah.  
 18 **MS. DANIELS:** So I've been a  
 19 paramedic for twenty some years. You know, it's  
 20 like a puzzle piece. You have to figure out  
 21 their history. They don't know their history.  
 22 You have to figure it out from medications,  
 23 obviously vital signs. You know, we treat on the  
 24 street. However, I can't get into a doctor's  
 25 office because I'm not a certified medical

41

1 our veterans is we're bringing them into the  
 2 hospitals with those particular backgrounds and  
 3 licensure, and then we're almost doing, we have  
 4 people at most of our large general hospitals  
 5 that are checking off skills, but again, that was  
 6 the point, that we had folks that could almost do  
 7 surgery in the middle of a war field that  
 8 couldn't fold sheets in a hospital because they  
 9 didn't have the right licensure. So we're  
 10 looking at creative ways. I mean, I work very  
 11 closely with the Department of Health Professions  
 12 on that, but that was the sticking point is when  
 13 these medics come over with a military  
 14 background, where do they fall into our current  
 15 licensing program. Are they paramedics? Are  
 16 they not? At what different level? They can't  
 17 be nurses, and that was the big like no. I  
 18 remember that. But then also we have other  
 19 states that are looking, you can go medic to RN,  
 20 and there are bridge classes, and we currently  
 21 don't have that in Virginia, as well. So I'm  
 22 aware of that, so that's something that, you  
 23 know, I can figure out if we can address that.  
 24 I do have a new governor's  
 25 advisory, healthcare workforce advisory board.



42

1 We do have the Healthcare Workforce Authority,  
 2 which is in code, that they do run really the  
 3 AHECs, and so it's the federal funds that go down  
 4 out to the communities. We do have that but  
 5 we're also starting an advisory board that I co-  
 6 chair with a Virginia Hospital and Healthcare  
 7 Association chair. So we're looking at different  
 8 licensing issues, reimbursement issues.  
 9 Reciprocity is another big deal, like so we have  
 10 our veteran population, our military, like how do  
 11 we get more of trailing spouses specifically in  
 12 our military to get them licensed faster. So  
 13 thank you.  
 14 **MR. PARKER:** Excellent, thank you.  
 15 **MR. SAMUELS:** Real quick, Chris.  
 16 I just want to ask a question. You talked about  
 17 the medic to RN program. When that comes back up  
 18 again, look at the viability of the number of  
 19 credit hours a medic gets towards an RN, because  
 20 currently if I went to J. Sarge, I got three  
 21 credits for my paramedic, I get three credits.  
 22 The state of Maryland gives you, they bridge you  
 23 to fifteen, so you get a quarter of the credits  
 24 bridge, plus you have to do your other credits,  
 25 your normal general ed's. So that's, you're at

43

1 thirty. Then you do thirty-four or forty credits  
 2 towards the nursing side, so there's some value  
 3 added there to maybe get a paramedic to an RN. I  
 4 mean we're talking about shortages in both fields  
 5 right now...  
 6 **DR. HEALY:** Yes, definitely.  
 7 **MR. SAMUELS:** ...based on  
 8 educational. So just looking at the road blocks  
 9 with other boards and certifying bodies within  
 10 the state, slowing down the process and creating  
 11 roadblocks because of equality issues.  
 12 **DR. HEALY:** Yeah, we're looking at  
 13 the seamless pathways and what's stackable and  
 14 not. We're looking at all different professions.  
 15 Also looking at different career switcher  
 16 programs, so when we get that adult who has had  
 17 jobs, how do we bring over any additional  
 18 experiences to help them accelerate their  
 19 pathways.  
 20 **MR. PARKER:** Any other questions  
 21 or comments?  
 22 **DR. HEALY:** Jason has my email,  
 23 too, so if you have any questions, you can email,  
 24 he can send an email if you have additional  
 25 questions.

44

1 **MR. PARKER:** Thank you.  
 2 **DR. HEALY:** Great, thanks.  
 3 **MR. PARKER:** All right, at this  
 4 time we're going to move into the standing  
 5 committee reports. First on the agenda is the  
 6 executive committee. The executive committee did  
 7 not meet this week, and our next meeting will be  
 8 in May. FARC, Kevin Dillard. You can go ahead  
 9 and speak to the other.  
 10 **MR. DILLAR:** All right. Thank  
 11 you, Mr. Chair. So our committee continues to be  
 12 very active. We've got a very dedicated group of  
 13 people serving on the committee, and since our  
 14 last meeting, we closed out the fall grant cycle,  
 15 and we did receive 112 grant applications, and  
 16 they were requesting over \$14 million. So we  
 17 were able to award seventy agencies a total of  
 18 4.2 million. And I wanted to announce to  
 19 everybody that the application for the spring  
 20 cycle opened up on January the 31st, and we'll  
 21 close that on March the 16th.  
 22 We will be conducting a Rescue  
 23 Squad Assistance Fund technical assistance  
 24 webinar. That's going to be held on Tuesday,  
 25 February 25th. That will be from 1:00 till 2:00.

45

1 We have sent out information to all the EMS  
 2 agencies and it's on the OEMS website. And we're  
 3 going to be, I am recommending a special project  
 4 priority funding for the fall 2020 cycle and for  
 5 both cycles in 2021, and this will be for  
 6 emergency medical dispatch funding. We've got  
 7 thirty-five localities in Virginia that do not  
 8 have EMD, and our goal would be to have all these  
 9 localities in Virginia to have that no later than  
 10 2024. So I'm offering a motion to the board from  
 11 the Financial Assistance Review Committee that  
 12 the board accept as a priority the EMD special  
 13 project funding for the fall cycle of 2020 and  
 14 both cycles in 2021.  
 15 **MR. PARKER:** So there is a motion  
 16 on the floor coming from a committee. It does  
 17 not need a second. Any discussion?  
 18 **DR. O'SHEA:** Mr. Chair, can you  
 19 just sit, offer a little bit more about what's  
 20 entailed there?  
 21 **MR. DILLARD:** A little bit more  
 22 about the emergency medical dispatch?  
 23 **DR. O'SHEA:** Yes, sir.  
 24 **MR. DILLARD:** So when people call  
 25 9-1-1 and have an emergency, there are certain



46

1 localities in Virginia that can walk these people  
 2 through what to do until EMS or fire arrive on  
 3 the scene. But we've got thirty-five  
 4 jurisdictions in the Commonwealth that offer no  
 5 such support. So the people are just on their  
 6 own. So it's been identified by a couple  
 7 different groups in Virginia of the importance of  
 8 getting there, and they've set the date of 2024  
 9 to reach that goal.

10 **DR. O'SHEA:** How much, what  
 11 percentage of the FARC budge would this  
 12 represent?

13 **MR. DILLARD:** So we're not sure of  
 14 that yet. Right now the majority of our budget  
 15 goes to funding vehicles. That's a huge chunk.  
 16 And a very small percentage has historically gone  
 17 to emergency medical dispatch.

18 **DR. O'SHEA:** Thank you.

19 **MR. E. FERGUSON:** Kevin, we have  
 20 been hearing about some bills in the General  
 21 Assembly about emergency medical dispatch. Is  
 22 there any funding tied to any of those bills or  
 23 is it just coming through as a mandate? Do you  
 24 know?

25 **MR. HARRELL:** So, yeah, I'm not up

47

1 to date on those bills. So I can speak to that a  
 2 little bit. Karen Owens has been actively  
 3 involved in speaking to specifically House Bill  
 4 727, and that specific bill talks about TCP, R,  
 5 which is telecommunication CPR as well as EMD  
 6 requirements and mandates and so forth. And in  
 7 regard to RSAF, RSAF funding would cover EMD  
 8 components that is outlined in the RSAF program,  
 9 but it would not cover any of the components  
 10 associated with TCP, R because TCP, R, as I learned  
 11 in the communications committee this morning, is  
 12 a very small component of an EMD program.

13 **MR. PARKER:** Any other comments or  
 14 discussion? Okay. Hearing none, I'll call for a  
 15 vote with a motion on the floor. All in favor?  
 16 (WHEREUPON, the board members voted in the  
 17 affirmative.)

18 **MR. PARKER:** Any opposed? Any  
 19 abstained? Okay. Motion passes.

20 **MR. DILLARD:** All right. Thank  
 21 you, Mr. Chair. Our next meeting will be held in  
 22 May in conjunction with the advisory board  
 23 meeting. And then I do want to announce some  
 24 information about the awards committee which I  
 25 chair. We're going to be offering a new awards

48

1 category this year and it's going to be called  
 2 Innovation Excellence. So we're looking to  
 3 support and encourage innovation. We want to  
 4 highlight excellence that's going on in Virginia,  
 5 so we're going to get the criteria out to  
 6 everybody next week. And then another item is  
 7 we're changing the title of the outstanding  
 8 administrator award, and the new award title is  
 9 going to be outstanding EMS leadership award.  
 10 And then finally, there will also be a special  
 11 award offered this year and that's going to be  
 12 related to transportation in TEMS, and so more  
 13 information forthcoming on that. Thank you.

14 **MR. PARKER:** Thank you.

15 Administrative coordinator, Jon Henschel, and you  
 16 may give your rules and reg's committee.

17 **MR. HENSCHEL:** I have no report as  
 18 administrative coordinator. The rules and reg's  
 19 committee met Wednesday. We have no action items  
 20 to bring before the board. We did discuss some  
 21 staff changes as well as some redefined areas for  
 22 the reps. That can be found in appendix H of  
 23 your quarterly report. We had a discussion on  
 24 chapter thirty-two, which had been delayed for  
 25 some of the MIH language coming out of committee.

49

1 We're looking to add some definitions and  
 2 finalizing that process so we can continue moving  
 3 forward. We may realize a delay with Amanda's  
 4 departure while we bring someone new onboard.  
 5 DD&R periodic review is complete with no changes,  
 6 and our extremities meeting will also coincide  
 7 with the next advisory board meeting.

8 **MR. PARKER:** Thank you.

9 Legislative and planning committee, Gary Samuels.

10 **MR. SAMUELS:** Legislative and  
 11 planning committee met this morning here. We  
 12 reviewed where some of the current legislation is  
 13 currently and what bills would be going to cross  
 14 over that we've been following. The committee  
 15 did not have any action items for the board, and  
 16 our next meeting will be May 8th.

17 **MR. PARKER:** Thank you.

18 Infrastructure coordinator, Dreama Chandler.

19 **MS. CHANDLER:** None of the  
 20 committees have any action items. I would like  
 21 to defer to the committee chairs to give  
 22 informational report from their meetings.

23 **MR. PARKER:** Thank you.

24 Transportation committee, Eddie Ferguson.

25 **MR. E. FERGUSON:** Transportation



50	<p>1 committee met on January 27th. We did not have                  2 grants to review for this meeting, but we did                  3 talk about our process as well as some of the                  4 components that we see on emergency vehicles that                  5 we actually approve and recommend to the FARC                  6 committee. We decided that the committee would                  7 actually go out into the field and visit some of                  8 the agencies and so we can see some of the things                  9 and generate some more discussion on those                  10 meetings that occur in between grant cycles. And                  11 that's what we have to report.</p> <p>12 <b>MR. PARKER:</b> Thank you.                  13 Communications committee, Jon Korman.</p> <p>14 <b>MR. KORMAN:</b> The communications                  15 committee met today. Highlights from the                  16 quarterly report to state EMS advisory board                  17 noting Next Generation 9-1-1 and the Secretary of                  18 Health and Human Resources will form that work                  19 group to study dispatchers providing, or                  20 gathering more location-rich information. We                  21 also talked about the Virginia legislation bills,                  22 notably those that have already been discussed,                  23 House Bill 727 and House Bill 1468, which is                  24 about the role of 9-1-1 centers managing opioid                  25 overdoses and dispatchers providing information</p>	52	<p>1 <b>MR. PARKER:</b> Thank you. Emergency                  2 management committee, and we'll ask Mike Player                  3 to come forward for the report.</p> <p>4 <b>MR. PLAYER:</b> Thank you, Mr.                  5 Chairman. The emergency management committee met                  6 yesterday morning here at Embassy Suites. During                  7 our meeting, we received reports from our members                  8 and primarily we discussed the coronavirus                  9 outbreak, specifically the spread of                  10 misinformation and efforts underway at OEMS/VDH                  11 to provide a consistent message and resources to                  12 EMS agencies. We also briefly discussed the                  13 December 22nd seventy-nine car pile-up in York                  14 County. Our next meeting is May 7th. That                  15 concludes my report unless anybody has any                  16 questions. Thank you.</p> <p>17 <b>MR. PARKER:</b> Thank you.                  18 Professional development coordinator, R. Jason                  19 Ferguson.</p> <p>20 <b>MR. FREEMAN:</b> Thank you, Mr.                  21 Chair. For the professional development                  22 coordinator report, I'd just like to recognize                  23 the OEMS staff, the committee chairs, and the                  24 committee members and their continued strong work                  25 related to provider mental health. It's been an</p>
51	<p>1 assistance over the phone to manage those cases                  2 and administering naloxone. That work group                  3 should have a report according to the House Bill                  4 1468 to the governor by November 1st of 2020. We                  5 already talked about House Bill 727 in this                  6 forum. We also mentioned the telephone CPR                  7 recommendations provided by American Heart                  8 Association and the update to the accreditation,                  9 re-accreditation process that 9-1-1 centers                  10 throughout the Commonwealth have with the                  11 Virginia Office of EMS.</p> <p>12 From the FCC, a reminder is to                  13 ensure your radio towers have appropriate and                  14 functional lighting and to register commercial                  15 radio signal boosters with the FCC to avoid any                  16 fines. Apparently there have been some heavy                  17 fines levied in the Commonwealth since we last                  18 met. The Virginia Office of EMS outlines some                  19 outreach plans with the goal of improving the                  20 standard of care, showcasing that 9-1-1 centers                  21 provide emergency medical dispatch throughout the                  22 Commonwealth as already mentioned. And we also                  23 talked about the requirements for accreditation,                  24 re-accreditation, and the new proposed changes                  25 for that. That's it.</p>	53	<p>1 area that's needed some attention for quite some                  2 time, and I think we're making great strides in                  3 better understanding and implementing initiatives                  4 to protect our providers. I'll go ahead and give                  5 a quick overview for provider health and safety                  6 as well as the chair person, Lori Knowles, is ill                  7 and unable to attend. We met earlier today but                  8 without a quorum. It was an information session                  9 only and no actions were taken. The main points                  10 of discussion were related to how the use of data                  11 from the recent study conducted by OEMS to                  12 improve mental health opportunities for providers                  13 could be used. OEMS is also working with                  14 committee members to develop training programs                  15 for designated infection control officers. And                  16 lastly, it was presented that several bills are                  17 going through General Assembly related to driver                  18 safety, particularly to handheld devices, which                  19 could use some more support from fire and EMS                  20 associations and individuals. This concludes                  21 that report. Their meeting is scheduled for, the                  22 next one is Friday, May 8th, at 9:00 a.m. here.</p> <p>23 For training and certification                  24 committee, we met on January the 15th. During                  25 the review of the TR-90a document for accredited</p>



54	<p>1 EMT programs, we discussed education and practice                  2 minimums and maximums. It was decided to keep                  3 the requirements aligned with the language of the                  4 national scope model from minimum criteria, but                  5 the committee felt education programs at all                  6 levels should have autonomy to teach anything                  7 within the Virginia scope formulary that their                  8 stakeholders and advisory committees deemed                  9 appropriate. This was also discussed at MDC, and                  10 I'll yield to Dr. Yee during his report to                  11 address that matter in more detail. The TR-90a                  12 revisions were approved and presented the                  13 following day to MDC. They have endorsed the                  14 document and I now bring it before this board for                  15 approval, which is listed under appendix D in the                  16 quarterly report.                  17 <b>MR. PARKER:</b> Appendix D of your                  18 quarterly report. This is coming from a                  19 committee, so therefore it does not need a                  20 second, so we'll lay it on the floor. Is there                  21 any discussion or questions for the chair?                  22 Hearing none, we'll call for a vote. All in                  23 favor?                  24 <b>(WHEREUPON, the board members voted in the</b>                  25 <b>affirmative.)</b></p>	56
55	<p>1 <b>MR. PARKER:</b> Any opposed? Any                  2 abstained? Motion passes.                  3 <b>MR. FERGUSON:</b> Okay. The CTS                  4 psychomotor work group has continued to meet and                  5 working on scenarios similar to the national                  6 registries out of hospital station to where it                  7 looks more, the scenario as a whole for critical                  8 thinking versus just skill. And they've done a                  9 great job with that and they continue to, again,                  10 make great progress. We've also reconvened the                  11 education coordinator work group. There were                  12 some concerns from some more of the rural areas                  13 that felt like it was maybe a bit too                  14 prescriptive with the number of EMT specific                  15 hours required in that, so they're taking a look                  16 to see if we can make the mentorship program a                  17 little bit more lenient to meet the needs of all                  18 localities.                  19 For the vacancies that we've had                  20 for some time now, VAVRS has submitted Bobby                  21 Lester for their vacant position on TCC, and he                  22 has been appointed based on their recommendation.                  23 Steven Moring from ECPI is being appointed to the                  24 non-VCCS program position, currently, previously                  25 held by Billy Fritz. Matt Lawler has been</p>	57

1 appointed to the member at large position, and we  
 2 are still waiting for EMS for children to provide  
 3 a representative from that group.  
 4 This concludes that report. Our  
 5 next meeting is scheduled for Thursday, April  
 6 1st, at 10:30 here.  
 7 **MR. PARKER:** Thank you. Patient  
 8 care coordinator, Dr. Yee. Actually, excuse me.  
 9 Workforce development committee, Valerie Quick.  
 10 **MS. QUICK:** Thank you, Mr.  
 11 Chairman. We met yesterday. We actually had a  
 12 work group specific to the EMS officer class,  
 13 which has been very successful. There's been  
 14 nine classes this past year total of 170 students  
 15 that have gone through there with some great  
 16 feedback that came from that program. So we are  
 17 actually in development for an EMS Officer II and  
 18 then potentially a III, sort of matching what the  
 19 fire side does but very specific, obviously, to  
 20 EMS.  
 21 The other thing that we talked  
 22 about was certainly the mental health aspects,  
 23 and Vince came and talked with us on those  
 24 impacts to our area. We discussed the impacts  
 25 that it had on both recruitment and retention,

1 and acknowledged the fact that a big component of  
 2 that is certainly fatigue and that we need to be  
 3 looking a little bit more closely at that.  
 4 Diversity inclusion was a subject  
 5 that was brought up because of just some recent  
 6 inquiries as to what we're doing to address that  
 7 problem. So we actually are going to be bringing  
 8 a work group together to actually look at what  
 9 the state has in terms of grants for diversion,  
 10 or not diversion, but diversity and inclusion,  
 11 different kinds of programs. We actually talked  
 12 specifically about a program that targets  
 13 fourteen- to eighteen-year-old girls to get them  
 14 interested in EMS and how successful that has  
 15 been. So what we'd like to do is to organize all  
 16 of those potential opportunities and coordinate  
 17 with other state entities to make sure that we  
 18 can get that out.  
 19 And the last thing is just the  
 20 work that has been done with the keeping of this  
 21 tool kit. We plan on doing a class at symposium  
 22 this November, and we will meet next on May 7th.  
 23 **MR. PARKER:** Thank you. Patient  
 24 care coordinator, Dr. Yee.  
 25 **DR. YEE:** No report as patient





58	<p>1 care coordinator, but for medical direction, we                  2 have two agenda items. The first agenda item is                  3 a change to the scope of practice, which we                  4 discussed in the past. There are three items                  5 within the scope practice that we wanted to                  6 address. First is a clarification that EMTs can                  7 transport patients with IV fluids, but the IV                  8 fluids cannot have additives, nor can they be                  9 titrated. So it's, the intent was to establish                  10 at a facility, i.e. nursing home, that can                  11 transport it.</p> <p>12 The second item within the scope                  13 of practice is the EMT level administering                  14 epinephrine but drawing it up out of the vial and                  15 administering using a dose-limiting syringe or a                  16 color-coated syringe, or a syringe that's clearly                  17 demarcated with appropriate dosage, like i.e.                  18 0.15 cc's, 0.3 cc's.</p> <p>19 The third item was oversight on                  20 medical control. We've been doing this forever,                  21 but we actually added in hormones at the ALS                  22 level, i.e. Pitocin, octreotide, and                  23 prostaglandins. We do, our inter-facility                  24 colleagues do administer these medicines. That                  25 was a technicality and we're just adding it back</p>	60
59	<p>1 in to the scope of practice. That's the first                  2 agenda item.</p> <p>3 <b>MR. PARKER:</b> Okay. This agenda                  4 item is coming from a committee, so it doesn't                  5 need a second. We'll lay this on the floor. Is                  6 there any discussion/questions for the chair?                  7 Hearing none, we'll call for a vote. All in                  8 favor?</p> <p>9 <b>(WHEREUPON, the board members voted in the                  10 affirmative.)</b></p> <p>11 <b>MR. PARKER:</b> Any opposed? Any                  12 abstained? Motion passes.</p> <p>13 <b>DR. YEE:</b> The second agenda item                  14 we'd like to bring forward is the work that the                  15 committee has done for mobile-integrated                  16 healthcare. We started going, developing a                  17 subcommittee almost a year ago to deal with the                  18 issues of agencies wanting to do MIH because it                  19 was not well-described in the EMS regulations.                  20 What we've come up with is a white paper                  21 addressing the need as well as some asks of the                  22 agencies, some requirements of what they need to                  23 do in terms of training, equipment, demarcation                  24 of units, and, well, training is ongoing and as                  25 well as continuing.</p>	61



<p style="text-align: right;">62</p> <p>1 committee met yesterday morning. We have no                  2 action items. The only thing of note, we had a                  3 presentation on incapacitated pilot initiative                  4 that was requested for the clinic to present, and                  5 Julia has been able to help connect us with a                  6 drove vender that may be coming in future                  7 meetings to present on some of the technology and                  8 how that interacts with him.                  9 <b>MR. PARKER:</b> Thank you. EMS for                  10 children, Dr. Bartle.                  11 <b>DR. BARTLE:</b> Thank you. We last                  12 met on Wednesday the 5th. There are no action                  13 items, but there are two items of information.                  14 The national EMSC program has kicked off their                  15 EMS survey that we'll be participating in here in                  16 Virginia, the EMS agencies looking at level of                  17 pediatric skills and availability of pediatric                  18 patients on the pre-hospital side. And the                  19 identification of a pediatric champion within the                  20 agencies. The national EMSC program is to                  21 recognize that the needs of kids are especially                  22 met when there's a pediatric champion within the                  23 various agencies on the pre-hospital side.                  24 The second item is that we're                  25 continuing on the second round of the pediatric</p>	<p style="text-align: right;">64</p> <p>1 but will extend to the hospital so we could start                  2 talking as a true EMS. And that's, I think this                  3 is one of the very important steps, to look at it                  4 from an entire model from that aspect.                  5 I'll go ahead continue giving the                  6 trauma administrative and governance committee.                  7 So we met today and we heard from all the other                  8 committees, which you will hear from. One thing                  9 we are currently appreciative of all the work                  10 that's been done with regard to the trauma fund                  11 that Gary has mentioned. This is a significant                  12 amount of work and we really hope that this will                  13 come through. We are also eager to get the                  14 report on the retreat that is happening here. I                  15 think we are looking forward to see what will be                  16 the action from that retreat. This is very                  17 important as I have to answer to six committee                  18 chairs who are non-voting members of this                  19 committee, and therefore have no influence. And                  20 so this is very important for us to address, and                  21 we're hoping that that will be an action taken by                  22 this as part as, just a vision of where we're                  23 going forward, for us to know where to be an                  24 integrative model. That's one of the main                  25 aspects.</p>
<p style="text-align: right;">63</p> <p>1 readiness survey with Virginia hospitals and to                  2 make sure that weights are recorded in kilograms,                  3 which is the basic need for titrating pediatric                  4 medications. And looking to make sure that                  5 pediatrics are included in the state hospital                  6 disaster and emergency plans and that they are                  7 included in the QI programs that the hospitals                  8 have. And our next meeting is on May 6.                  9 I also would like, on a personal                  10 note, I want to thank the Office of EMS for                  11 allowing me the opportunity to sit on the board                  12 and participate, and for all the support you-all                  13 have shown for pediatrics in Virginia.                  14 <b>MR. PARKER:</b> Thank you. Trauma                  15 system coordinator, Dr. Aboutanos.                  16 <b>DR. ABOUTANOS:</b> Thank you, Mr.                  17 Chair. There were no action items from any of                  18 the committees. I do want to thank the Office of                  19 EMS for changing their system and making sure                  20 that as division manager that was staffed at the                  21 time of assistant committee meetings. That's a                  22 significant improvement in integration process                  23 and hopefully will, as you hear and as you've                  24 heard all day from every part, I'm hoping that it                  25 will not only be limited now from pre-hospital</p>	<p style="text-align: right;">65</p> <p>1 And I will go ahead and give the                  2 other committee reports. Some of these chairs                  3 are not, could not stay, so I will go ahead and                  4 do that. Especially from the system improvement                  5 committee, one of the big aspects with the system                  6 improvement, and we're very appreciative of the                  7 quarterly report for the EMS, was heavily                  8 discussed. This is incredibly helpful with                  9 regard to where is our data system and we're very                  10 appreciative of how much the whole data has                  11 improved, especially if you even look at the                  12 vital signs in the report. If you remember a                  13 couple of years ago, we gave the report we got                  14 about seventy-five percent and went up to ninety-                  15 eight percent simply by showing everybody what                  16 your report is, what are you reporting, and                  17 without having any type of enforcement. I think                  18 that's common. If you show someone where they're                  19 at compared to everybody else, people will just                  20 improve given the opportunity, and this is                  21 exactly what happened. We are very proud of that                  22 and would be continuing to monitor that from that                  23 aspect.                  24 The system improvement though I                  25 addressed the overall aspect that if you look at</p>

66	<p>1 a trauma system all the way from pre-hospital,                  2 I'm sorry, look at pre-injury, pre-hospital,                  3 acute and post-acute, we mainly have the report                  4 on the pre-hospital. That's only one vertical                  5 way. Our idea is what our need for everybody                  6 working in the horizontal aspect from a public                  7 health approach and start getting the report that                  8 every level of a trauma system level within the                  9 EMS structure. So this is what we're working on.                  10 This is a vision that the Office of EMS heavily                  11 supports, and so we're moving, we're going to be                  12 moving next with regard to this aspect. This was                  13 discussed in the system improvement.                  14 Similarly with regard, I'll go                  15 ahead and give the injury and violence prevention                  16 report, as well, and there were, there are going                  17 to be changes in the chair, so I'm waiting to                  18 have some recommendation with regard to who will                  19 be the next chair for that committee. But the,                  20 most of the discussion with regard to injury and                  21 violence prevention again is centering on what                  22 type of data would be useful, and there's a                  23 significant amount of that already present on the                  24 VDH and other agency with regard to the pre-                  25 injury level and the consequences to it. So I</p>	68
67	<p>1 think part of the objective was to align all that                  2 with regard to the trauma system structure.                  3 And I guess next would be the pre-                  4 hospital committee.                  5 <b>MR. PARKER:</b> Pre-hospital                  6 committee, Mike Watkins.                  7 <b>MR. WATKINS:</b> Good afternoon.                  8 Mike Watkins for pre-hospital care committee. We                  9 met yesterday, had some discussions about some                  10 developing action items to include the blood                  11 product position paper that was presented from                  12 medical control as well as working on data for                  13 traumatic arrests and transports. We are excited                  14 working forward. We're going to have the trauma                  15 data report at our meetings and make it be able                  16 to create more discussion items actually in the                  17 meeting and make it very pertinent, so we're                  18 excited about that. Looking forward to                  19 evaluating a trauma triage guideline for the                  20 extremes of age, as well.                  21 <b>MR. PARKER:</b> Okay. Thank you.                  22 Acute care, Dr. Jeff Young.                  23 <b>DR. YOUNG:</b> Thank you. We met                  24 yesterday. There are no action items. There are                  25 two developing action items. The first is our</p>	69
66	<p>1 charge to work on the Virginia Designation Manual                  2 and looking at comparators to the American                  3 College of Surgeons Manual, so for the next board                  4 meeting, we plan on detailing the redundancies                  5 and the current Virginia Designation Manual to                  6 have them eliminated to make the document more                  7 efficient. And then the inter-hospital transfer                  8 guidelines are still in draft form, so we plan at                  9 the next meeting to go through it again, approve                  10 it at the committee, and then bring it to the                  11 board for approval.                  12 <b>MR. PARKER:</b> Okay. Thank you.                  13 Post-acute care, Dr. Griffen.                  14 <b>DR. ABOUTANOS:</b> Dr. Griffen had to                  15 leave, so I will give quickly the report. The                  16 committee has done just some amount of work with                  17 regard to the post-acute phase. As you know,                  18 there's been a black box for us. We have no idea                  19 what happens after we treat the patient in the                  20 pre-hospital and the hospital level and what                  21 happened to them as they get discharged. There                  22 is no true data system with regard to what                  23 exists, what are the criteria, and what's the                  24 outcome. So they really weren't able to get to                  25 report, but the number of agencies that are true</p>	68
67	<p>1 rehab agencies and the number that are SNF                  2 agencies, that's a very big step. They're                  3 working next with regard to both to identify who                  4 goes where and why from that aspect, and                  5 eventually we're hoping that will move to another                  6 part of the data system in the post-acute phase                  7 that would be linked back toward the hospital and                  8 the pre-hospital phase. So more to come with                  9 regard to the post-acute, but there are no action                  10 items for now.                  11 <b>MR. PARKER:</b> Okay. Thank you.                  12 Emergency preparedness and response?                  13 <b>MR. REECE:</b> We had previously                  14 reported from this committee that the emergency                  15 preparedness response subcommittee of the Tag was                  16 looking at particularly pediatrics and burn                  17 concerns. We are going to expand that over the                  18 next few months to look at supply chain                  19 management, knowing that that has a tremendous                  20 impact on the way that we prepare and respond to                  21 disasters, particularly at a very austere                  22 environment. And then we will be developing for                  23 presentation at the Tag committee, a standardized                  24 set of reports on exactly what our preparedness                  25 capabilities are within the Commonwealth, looking</p>	69



70

1 at things such as our mobile medical assets and  
 2 giving a snapshot of where these are, looking at  
 3 our communications backbone and those kinds of  
 4 things. So we'll be developing that and we'll  
 5 start that presentation at the next subcommittee,  
 6 next Tag committee meeting. Other than that, no  
 7 action items and nothing for approval by the  
 8 board.

9 **MR. PARKER:** If you'll state your  
 10 name for the, so that they can record it.

11 **MR. REECE:** Morris Reece.

12 **MR. PARKER:** Thank you. All  
 13 right, so we are down to the regional EMS council  
 14 executive directors. Greg? Did I get it right?

15 **MR. WOODS:** Thank you. The  
 16 regional directors group met on December 6th with  
 17 the Office of Emergency Medical Services to  
 18 foster continued collaboration and to discuss  
 19 strategic planning opportunities between regional  
 20 EMS councils and the state office, and I want to  
 21 take a moment to thank the state office and Dr.  
 22 Jaber for facilitating that meeting and for  
 23 their continued commitment to partnering with the  
 24 regional EMS councils to affect positive changes  
 25 in the advancement of EMS across Virginia. There

71

1 were several items that were identified during  
 2 that meeting that we will continue to explore  
 3 through ongoing discussions. At that meeting, I  
 4 was elected as chair of our group. In addition,  
 5 Tracey McLaurin was elected vice chair, Wayne  
 6 Perry was elected as treasurer, and David Long  
 7 was elected as secretary.

8 Our group met again on Wednesday  
 9 of this week, February the 5th. We discussed  
 10 several ongoing state projects, both current and  
 11 potential future, and ways that regional councils  
 12 can support those. And we have scheduled a  
 13 retreat with OEMS April 13th and 14th to continue  
 14 this strategic planning and collaboration  
 15 process. This morning, regional council  
 16 directors participated in a coronavirus  
 17 situational update with Karen Owens and we're  
 18 coordinating as a group to help disseminate  
 19 information to EMS agencies related to that. Our  
 20 next regularly scheduled meeting will be held in  
 21 conjunction with your next meeting. I'd be happy  
 22 to answer any questions that you might have at  
 23 this time.

24 **MR. PARKER:** Any questions for  
 25 Greg? Okay.

72

1 **MR. WOODS:** Thank you.

2 **MR. PARKER:** Thank you. We are  
 3 down to the public comment period. Is there any  
 4 public comment to come before this board today?

5 **MR. SAMUELS:** Chris? Real quick,  
 6 well, what I'm going to talk about, the Central  
 7 Virginia EMS Symposium opened on Wednesday for  
 8 the registration.

9 **MR. PARKER:** Okay.

10 **MR. SAMUELS:** To date, they have,  
 11 almost six hundred people have signed up to come  
 12 to the event. It's March 5th through the 8th.  
 13 The 7th and 8th is that weekend, and we want to  
 14 remind anybody to go back to your agencies. It's  
 15 free to any EMS provider or nurse that wants to  
 16 take the class. We have both tracts so you can  
 17 get your credit and it's a collaboration between  
 18 Henrico Fire, Chesterfield Fire, VCU, and Bon  
 19 Secours. So it crosses many lines within, in the  
 20 region, and it's free to, like I said it's free.  
 21 Everything is covered by the healthcare systems  
 22 or the local government allowing us to use  
 23 buildings and things like that. So a lot of good  
 24 classes this year. They have a new online  
 25 platform that you can sign up on, so you only

73

1 need to make one choice instead of three. You'll  
 2 know if the class is full or not, similar to what  
 3 we do at the EMS Symposium. So just wanted to  
 4 get that out there for everybody to know about  
 5 and to, hopefully we could get more people  
 6 signing up. There are some really good speakers  
 7 coming from out of state.

8 The gentleman from FDNY is going  
 9 to come down, Kevin, and do a similar class  
 10 there. He's going to talk about his threat class  
 11 and then he's also going to do a hands-on active  
 12 shooter type of class, and he's bringing that  
 13 whole cadre of instructors with him, so it's a  
 14 pretty good list and we use, you know, the EMS  
 15 Symposium to vet that we thought that he would be  
 16 good for a second chance and come back to  
 17 Virginia and he agreed to do it. So a lot of  
 18 good speakers and we just want to make sure  
 19 everybody knows that registration is open and  
 20 there are still plenty of classes left.

21 **MR. PARKER:** Thank you. Any other  
 22 public comments to come before the board? Okay.  
 23 Hearing none, we're down to the unfinished  
 24 business, and I'm going to ask for Jason, R.  
 25 Jason Ferguson to comment on the nominations



74	<p>1 committee process.</p> <p>2 <b>MR. FERGUSON:</b> All right, so the</p> <p>3 nominations committee met on January 23rd and</p> <p>4 recommendations were made for several positions,</p> <p>5 which I made you aware of and as we continue to</p> <p>6 confirm interest. It was decided then for the</p> <p>7 two-committee chair positions, medevac and EMS</p> <p>8 for children, which will become vacant as current</p> <p>9 chair persons rotate off the board, we'll</p> <p>10 reassess those after the governor has made his</p> <p>11 new appointments. The other positions will be</p> <p>12 provided for you and the members to review at</p> <p>13 least thirty days in advance prior to the May</p> <p>14 meeting, but I would like to ask all members of</p> <p>15 the nomination committee to convene briefly after</p> <p>16 this meeting today.</p> <p>17 <b>MR. PARKER:</b> Thank you. Is there</p> <p>18 any new business to come before the board? Any</p> <p>19 new business to come before the board? Hearing</p> <p>20 none, we'll ask for a motion to adjourn.</p> <p>21 (WHEREUPON, the motion was moved.)</p> <p>22 <b>MR. PARKER:</b> Second?</p> <p>23 (WHEREUPON, the motion was seconded.)</p> <p>24 <b>MR. PARKER:</b> All in favor?</p> <p>25 (WHEREUPON, the board members voted in the</p>	76	<p>1 CAPTION</p> <p>2</p> <p>3 The foregoing matter was taken on the date, and at</p> <p>4 the time and place set out on the title page hereof.</p> <p>5</p> <p>6 It was requested that the matter be taken by the</p> <p>7 reporter and that the same be reduced to typewritten</p> <p>8 form.</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>
75	<p>1 affirmative.)</p> <p>2 (WHEREUPON, the meeting was concluded at 2:27</p> <p>3 p.m.)</p> <p>4</p> <p>5</p> <p>6</p> <p>7</p> <p>8</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	77	<p>1 CERTIFICATE OF REPORTER AND SECURE</p> <p>2 ENCRYPTED</p> <p>3 SIGNATURE AND DELIVERY OF CERTIFIED TRANSCRIPT</p> <p>4 I, SHELDON POE, Notary Public, do hereby</p> <p>5 certify that the forgoing matter was reported by</p> <p>6 stenographic and/or mechanical means, that same was</p> <p>7 reduced to written form, that the transcript prepared</p> <p>8 by me or under my direction, is a true and accurate</p> <p>9 record of same to the best of my knowledge and</p> <p>10 ability; that there is no relation nor employment by</p> <p>11 any attorney or counsel employed by the parties</p> <p>12 hereto, nor financial or otherwise interest in the</p> <p>13 action filed or its outcome.</p> <p>14 This transcript and certificate have been</p> <p>15 digitally signed and securely delivered through our</p> <p>16 encryption server.</p> <p>17 IN WITNESS HEREOF, I have here unto set my hand</p> <p>18 this 11th day of November, 2019.</p> <p>19</p> <p>20</p> <p>21</p> <p>22 /s/ SHELDON POE</p> <p>23 COURT REPORTER / NOTARY</p> <p>24 NOTARY REGISTRATION NUMBER: 7819861</p> <p>25 MY COMMISSION EXPIRES: NOVEMBER 30, 2023</p>



<p> <u>          </u>                  \$  <b>\$0.246</b> 18:10  <b>\$0.58</b> 18:8  <b>\$1,000</b> 37:23  <b>\$100,000</b>                  36:6  <b>\$13.5</b> 36:25  <b>\$14</b> 44:16  <b>\$500</b> 37:11  <b>\$72</b> 35:8    <u>          </u>                  0  <u>          </u>  <b>0.15</b> 58:18  <b>0.3</b> 58:18    <u>          </u>                  1  <u>          </u>  <b>1:00</b> 44:25  <b>1:03</b> 4:4  <b>10:30</b> 56:6  <b>10th</b> 26:23  <b>112</b> 44:15  <b>11th</b> 12:13                  12:16  <b>12</b> 32:15  <b>12th</b> 31:1  <b>13th</b> 71:13  <b>1468</b> 50:23                  51:4  <b>14th</b> 71:13  <b>15th</b> 53:24  <b>16th</b> 44:21  <b>170</b> 56:14             </p>	<p> <b>1st</b> 51:4                  56:6    <u>          </u>                  2  <u>          </u>  <b>2:00</b> 44:25  <b>2:27</b> 75:2  <b>2004</b> 22:15  <b>2019</b> 4:19  <b>2020</b> 4:3                  45:4 45:13                  51:4  <b>2021</b> 45:5                  45:14  <b>2024</b> 45:10                  46:8  <b>20335</b> 18:3  <b>22nd</b> 52:13  <b>23rd</b> 74:3  <b>25th</b> 44:25  <b>26th</b> 31:14  <b>27th</b> 50:1  <b>2nd</b> 7:23    <u>          </u>                  3  <u>          </u>  <b>31st</b> 44:20    <u>          </u>                  4  <u>          </u>  <b>4.2</b> 44:18    <u>          </u>                  5  <u>          </u>  <b>5:00</b> 7:23  <b>5th</b> 62:12                  71:9 72:12    <u>          </u>                  6             </p>	<p> <b>6</b> 4:19 63:8  <b>661</b> 16:10                  16:15  <b>6th</b> 5:1                  70:16    <u>          </u>                  7  <u>          </u>  <b>7</b> 4:3  <b>727</b> 47:4                  50:23 51:5  <b>7th</b> 4:7                  12:13 12:15                  52:14 57:22                  72:13    <u>          </u>                  8  <u>          </u>  <b>8th</b> 12:13                  12:15 49:16                  53:22 72:12                  72:13    <u>          </u>                  9  <u>          </u>  <b>9:00</b> 31:14                  53:22  <b>9-1-1</b> 45:25                  50:17 50:24                  51:9 51:20    <u>          </u>                  A  <u>          </u>  <b>a.m</b> 31:14                  53:22  <b>ability</b> 22:7                  23:21 24:6  <b>able</b> 9:20                  21:22 22:8                  22:9 23:1                  23:23 23:24             </p>	<p>                 24:1 24:12                  40:5 40:14                  44:17 62:5                  67:15 68:24  <b>Aboutanos</b>                  63:15 63:16                  68:14  <b>abstained</b>                  47:19 55:2                  59:12 60:16  <b>academics</b>                  40:21  <b>Academy</b>                  12:23 16:1  <b>accelerate</b>                  43:18  <b>accept</b> 5:8                  5:14 5:21                  45:12  <b>access</b> 24:3                  24:6 24:14  <b>accessed</b>                  22:8  <b>according</b>                  51:3  <b>Accounting</b>                  18:1  <b>Accounts</b>                  19:23  <b>accreditatio</b>  <b>n</b> 51:8                  51:23  <b>accredited</b>                  53:25  <b>acknowledged</b> </p>
---	---	---	---



57:1	<b>acute</b> 66:3 67:22	58:24	54:8 60:23
<b>acronym</b> 22:3	<b>Adam</b> 14:23 16:8 24:17	<b>administerin</b> <b>g</b> 51:2 58:13 58:15	<b>advocating</b> 61:4
<b>across</b> 26:16 33:21 35:13 35:20 38:11 70:25	<b>add</b> 28:7 49:1	<b>administrati</b> <b>ve</b> 16:12 17:10 48:15 48:18 64:6	<b>affect</b> 6:8 30:1 70:24
<b>acted</b> 31:7	<b>added</b> 9:5 43:3 58:21	<b>administrato</b> <b>r</b> 48:8	<b>affecting</b> 19:11
<b>action</b> 48:19 49:15 49:20 62:2 62:12 63:17 64:16 64:21 67:10 67:24 67:25 69:9 70:7	<b>adding</b> 38:5 58:25	<b>administrato</b> <b>rs</b> 6:12	<b>affects</b> 19:17
<b>actions</b> 53:9	<b>addition</b> 5:20 29:19 71:4	<b>admitted</b> 5:21	<b>affirmative</b> 5:12 6:3 47:17 54:25 59:10 60:14 75:1
<b>active</b> 27:7 29:7 44:12 73:11	<b>additional</b> 5:16 10:22 43:17 43:24 60:23	<b>adult</b> 14:16 43:16	<b>afternoon</b> 4:5 7:12 67:7
<b>actively</b> 47:2	<b>additives</b> 58:8	<b>adults</b> 36:2	<b>age</b> 35:25 67:20
<b>activities</b> 31:10	<b>address</b> 5:18 6:20 19:7 19:16 19:20 20:18 32:4 32:5 39:14 41:23 54:11 57:6 58:6 64:20	<b>advance</b> 74:13	<b>agencies</b> 19:11 19:14 23:9 24:3 32:25 44:17 45:2 50:8 52:12 59:18 59:22 62:16 62:20 62:23 68:25 69:1 69:2 71:19 72:14
<b>activity</b> 27:7	<b>addressed</b> 65:25	<b>advanced</b> 24:23 35:18	<b>agency</b> 18:11 24:2 24:12 61:16 66:24
<b>actually</b> 12:9 14:22 18:14 23:5 23:24 32:6 34:13 35:19 37:2 37:3 37:17 40:18 50:5 50:7 56:8 56:11 56:17 57:7 57:8 57:11 58:21 67:16	<b>addressing</b> 59:21	<b>advancement</b> 70:25	<b>agenda</b> 4:8 4:18 5:15 5:16 5:20 5:21 44:5
	<b>adequate</b> 17:6	<b>advised</b> 17:24	
	<b>adjourn</b> 74:20	<b>advisor</b> 32:12	
	<b>administer</b>	<b>advisors</b> 33:9	
		<b>advisory</b> 4:2 4:7 11:15 19:4 30:15 41:25 41:25 42:5 47:22 49:7 50:16	

58:2 58:2	<b>ALS</b> 58:21	<b>anybody</b>	<b>approach</b>
59:2 59:3	<b>am</b> 30:15	52:15 72:14	27:22 66:7
59:13	32:10 45:3	<b>anyone</b> 29:11	<b>approached</b>
<b>aggressive</b>	<b>Amanda</b> 30:11	35:24 36:13	26:16 28:21
7:20 9:11	<b>Amanda's</b>	39:13	<b>appropriate</b>
9:13 9:13	49:3	<b>anything</b>	8:24 51:13
10:4 10:8	<b>amended</b> 5:8	10:13 16:9	54:9 58:17
<b>ago</b> 17:16	5:14	16:11 28:7	<b>approval</b>
27:12 40:10	<b>amendments</b>	29:19 30:13	4:19 5:15
59:17 65:13	14:11 14:14	54:6	54:15 68:11
<b>agreed</b> 73:17	14:15 14:16	<b>apologize</b>	70:7
<b>agreements</b>	14:19	20:1	<b>approve</b> 4:24
26:15	<b>American</b>	<b>Apparently</b>	50:5 68:9
<b>ahead</b> 4:6	12:23 51:7	51:16	<b>approved</b>
30:2 44:8	68:2	<b>appendix</b>	28:2 54:12
53:4 64:5	<b>amount</b> 8:20	26:12 48:22	<b>April</b> 56:5
65:1 65:3	64:12 66:23	54:15 54:17	71:13
66:15	68:16	<b>application</b>	<b>area</b> 8:14
<b>AHECs</b> 42:3	<b>analysis</b>	44:19 60:3	26:2 53:1
<b>aid</b> 37:22	18:13 18:13	60:4	56:24
<b>align</b> 67:1	21:8	<b>applications</b>	<b>areas</b> 36:10
<b>aligned</b> 54:3	<b>Andrews</b> 16:4	44:15	38:18 48:21
<b>Allegiance</b>	<b>angry</b> 21:2	<b>apply</b> 29:14	55:12
4:10 4:12	<b>anniversary</b>	<b>appoint</b>	<b>arrangement</b>
<b>allied</b> 38:12	31:13	16:21 16:22	22:14
<b>allow</b> 11:25	<b>announce</b>	<b>appointed</b>	<b>arranging</b>
28:2	44:18 47:23	55:22 55:23	10:21
<b>allowing</b>	<b>annual</b> 12:14	56:1	<b>arrests</b>
60:22 63:11	15:4 31:6	<b>appointments</b>	67:13
72:22	<b>answer</b> 14:4	74:11	<b>arrive</b> 46:2
<b>already</b>	14:9 64:17	<b>appreciate</b>	<b>aspect</b> 64:4
27:20 36:25	71:22	7:13 30:20	65:23 65:25
50:22 51:5	<b>anticipated</b>	<b>appreciative</b>	66:6 66:12
51:22 61:5	32:22	64:9 65:6	69:4
66:23		65:10	<b>aspects</b>



56:22 64:25 65:5 <b>assembly</b> 13:25 32:7 35:6 46:21 53:17 <b>assets</b> 70:1 <b>assistance</b> 40:20 44:23 44:23 45:11 51:1 <b>assistant</b> 30:11 40:1 63:21 <b>associate</b> 61:13 <b>associated</b> 16:25 22:1 24:13 47:10 <b>Association</b> 13:8 42:7 51:8 <b>associations</b> 53:20 <b>asymptomatic</b> 8:10 8:15 <b>attend</b> 24:13 53:7 <b>attention</b> 13:22 15:6 17:15 24:18 26:11 53:1 <b>Attorney</b> 30:11 30:16 <b>audience</b> 4:11 4:15	29:11 32:5 <b>August</b> 12:13 12:15 <b>austere</b> 69:21 <b>Authority</b> 42:1 <b>autonomy</b> 54:6 <b>availability</b> 62:17 <b>available</b> 7:6 12:2 <b>aviation</b> 26:8 <b>avoid</b> 51:15 <b>award</b> 15:11 15:19 16:1 16:2 16:3 16:5 44:17 48:8 48:8 48:9 48:11 <b>awards</b> 15:5 15:7 47:24 47:25 <b>aware</b> 41:22 74:5 <b>away</b> 8:8 <hr/> <p style="text-align: center;">B</p> <hr/> <b>backbone</b> 70:3 <b>background</b> 7:4 40:23 41:14	<b>backgrounds</b> 41:2 <b>Bartle</b> 12:23 15:21 62:10 62:11 <b>based</b> 22:22 43:7 55:22 <b>basic</b> 16:19 63:3 <b>basically</b> 8:4 37:24 <b>basis</b> 8:19 14:2 <b>beard</b> 15:23 <b>became</b> 21:20 <b>become</b> 8:23 74:8 <b>becomes</b> 9:16 9:21 <b>becoming</b> 9:14 <b>begin</b> 12:10 <b>beginning</b> 26:12 61:10 <b>begun</b> 26:18 <b>behalf</b> 18:5 <b>behind</b> 40:4 <b>believe</b> 8:15 9:16 26:3 26:21 28:3 28:25 <b>benefit</b> 18:13 <b>best</b> 7:18	11:4 18:16 18:22 19:7 19:15 19:20 34:3 <b>better</b> 32:6 53:3 <b>bill</b> 16:10 16:15 16:17 16:19 17:8 47:3 47:4 50:23 50:23 51:3 51:5 <b>bills</b> 13:25 14:3 14:6 16:10 46:20 46:22 47:1 49:13 50:21 53:16 <b>Billy</b> 55:25 <b>bipartisan</b> 34:1 <b>bit</b> 5:20 9:16 9:22 30:5 40:19 40:23 45:19 45:21 47:2 55:13 55:17 57:3 <b>black</b> 68:18 <b>blocks</b> 43:8 <b>blood</b> 16:18 16:24 61:2 61:4 67:10 <b>blue</b> 13:6 28:23 34:22 <b>board</b> 4:2
---	--	---	--

4:7 4:8	<b>boosters</b>	<b>budget</b> 14:11	12:1
5:11 5:18	51:15	14:14 14:19	<b>car</b> 20:14
6:2 6:7	<b>bottleneck</b>	33:12 35:5	21:10 52:13
6:17 6:19	11:23	46:14	<b>care</b> 8:24
6:20 6:20	<b>box</b> 68:18	<b>budgets</b> 35:7	14:1 14:13
11:15 13:8	<b>brain</b> 14:17	<b>building</b>	51:20 56:8
13:16 15:3	<b>branch</b> 19:10	27:13	57:24 58:1
15:8 15:9	19:13	<b>buildings</b>	61:6 67:8
16:13 17:11	<b>break</b> 38:12	72:23	67:22 68:13
17:12 17:17	<b>bridge</b> 41:20	<b>Bur</b> 19:24	<b>career</b> 32:15
17:23 19:4	42:22 42:24	<b>burn</b> 69:16	32:24 36:4
19:11 20:1	<b>bridges</b>	<b>bushy</b> 15:23	36:5 43:15
27:8 30:15	32:23	<b>business</b>	<b>cases</b> 9:7
30:23 31:1	<b>brief</b> 26:25	6:13 9:20	51:1
31:5 31:9	<b>briefing</b>	18:5 34:19	<b>categories</b>
31:10 31:13	16:16	73:24 74:18	8:3
31:18 32:5	<b>briefly</b>	74:19	<b>category</b>
32:9 41:25	52:12 74:15	<b>buy</b> 10:13	48:1
42:5 45:10	<b>bring</b> 13:21	<b>Byron</b> 16:4	<b>cc's</b> 58:18
45:12 47:16	15:6 24:18	16:5 16:6	58:18
47:22 48:20	25:21 43:17	<hr/>	<b>CDC</b> 7:17
49:7 49:15	48:20 49:4	C	11:11 11:19
50:16 54:14	54:14 59:14	<hr/>	11:24
54:24 59:9	68:10	<b>cabinet</b>	<b>CDEMS</b> 22:4
60:13 63:11	<b>bringing</b>	32:12 33:10	22:5
68:3 68:11	41:1 57:7	<b>cadre</b> 73:13	<b>center</b> 14:14
70:8 72:4	73:12	<b>calendar</b>	31:15
73:22 74:9	<b>brought</b>	12:12	<b>centering</b>
74:18 74:19	17:15 57:5	<b>campaigned</b>	66:21
74:25	<b>Brown</b> 12:7	33:19	<b>centers</b>
<b>boards</b> 19:9	24:16 27:25	<b>cap</b> 18:2	14:15 32:24
19:12 43:9	29:16 29:20	18:10 36:6	50:24 51:9
<b>Bobby</b> 55:20	30:10 30:22	<b>capabilities</b>	51:20
<b>bodies</b> 43:9	<b>budge</b> 46:11	24:14 40:15	<b>Central</b>
<b>Bon</b> 72:18		69:25	26:19 27:23
<b>book</b> 23:7		<b>capability</b>	
37:12			
<b>books</b> 37:10			



29:2 72:6	65:2	<b>chief</b> 7:6	72:24 73:20
<b>certain</b>	<b>challenge</b>	7:11 17:2	<b>clear</b> 34:20
45:25	34:7 34:14	32:3 32:11	<b>clearly</b>
<b>certainly</b>	38:22 40:2	33:9	58:16
8:11 11:5	40:5	<b>Chiefs</b> 13:8	<b>clever</b> 33:18
11:14 56:22	<b>challenges</b>	<b>childcare</b>	<b>client</b> 30:18
57:2	34:16 34:20	37:18	<b>clinic</b> 62:4
<b>certificatio</b>	35:12	<b>childhood</b>	<b>close</b> 19:18
<b>n</b> 36:22	<b>champion</b>	33:13 35:14	44:21
53:23 60:21	62:19 62:22	<b>children</b>	<b>closed</b> 44:14
<b>certified</b>	<b>chance</b> 73:16	15:20 56:2	<b>closely</b> 7:16
39:25	<b>chancellor</b>	62:10 74:8	33:5 33:8
<b>certifying</b>	40:21	<b>choice</b> 73:1	39:3 41:11
43:9	<b>Chandler</b>	<b>chooses</b>	57:3
<b>cetera</b> 24:8	12:24 49:18	61:16	<b>co</b> 42:5
61:19	49:19	<b>chosen</b> 24:21	<b>code</b> 42:2
<b>chain</b> 69:18	<b>change</b> 17:25	<b>Chris</b> 6:25	<b>coincide</b>
<b>chair</b> 4:23	35:7 58:3	13:1 42:15	49:6
6:23 12:7	<b>changed</b>	72:5	<b>cold</b> 9:25
30:9 32:9	17:22 23:15	<b>chunk</b> 46:15	<b>colds</b> 9:19
42:6 42:7	<b>changes</b> 27:4	<b>CISM</b> 15:13	<b>collaboratio</b>
44:11 45:18	48:21 49:5	15:16	<b>n</b> 22:12
47:21 47:25	51:24 66:17	<b>citizens</b> 6:9	70:18 71:14
52:21 53:6	70:24	<b>city</b> 26:4	72:17
54:21 59:6	<b>changing</b>	<b>clarificatio</b>	<b>collaborativ</b>
63:17 66:17	23:8 37:10	<b>n</b> 58:6	<b>e</b> 26:15
66:19 71:4	48:7 63:19	<b>clarify</b> 7:7	27:22
71:5 74:7	<b>chapter</b>	<b>class</b> 36:20	<b>collar</b> 34:21
74:9	48:24	56:12 57:21	34:22 34:22
<b>Chairman</b>	<b>charge</b> 68:1	72:16 73:2	34:23 34:25
30:25 52:5	<b>check</b> 7:4	73:9 73:10	<b>colleagues</b>
56:11	<b>checking</b>	73:12	58:24
<b>Chairman's</b>	41:5	<b>classes</b>	<b>collected</b>
6:5	<b>Chesterfield</b>	41:20 56:14	
<b>chairs</b> 49:21	72:18		
52:23 64:18			

24:24	33:1	74:3 74:15	35:19 36:14
<b>college</b>	<b>commissioner</b>	<b>committees</b>	37:15 37:25
33:20 33:23	7:11 28:1	7:1 19:9	38:11 38:24
33:24 35:11	<b>commissioner</b>	19:12 27:6	40:20
37:15 38:11	's 8:12	28:15 39:4	<b>compact</b>
40:20 40:22	<b>commitment</b>	49:20 54:8	21:19 21:23
68:3	70:23	60:23 63:18	22:11 24:20
<b>colleges</b>	<b>committee</b>	64:8	25:4
32:16 35:10	13:21 17:13	<b>committee's</b>	<b>companies</b>
35:19 36:15	17:23 30:7	61:15	34:11
38:1	31:22 44:5	<b>common</b> 21:7	<b>companion</b>
<b>color-coated</b>	44:6 44:6	65:18	61:11
58:16	44:11 44:13	<b>Commonwealth</b>	<b>comparators</b>
<b>comes</b> 18:6	45:11 45:16	6:9 9:8	68:2
26:4 42:17	47:11 47:24	17:25 18:5	<b>compared</b>
<b>coming</b> 6:18	48:16 48:19	18:16 19:13	9:10 65:19
7:22 10:7	48:25 49:9	34:9 46:4	<b>competent</b>
27:21 32:1	49:11 49:14	51:10 51:17	28:17
32:18 45:16	49:21 49:24	51:22 69:25	<b>complete</b>
46:23 48:25	50:1 50:6	<b>Commonwealth</b>	36:20 49:5
54:18 59:4	50:6 50:13	's 12:20	<b>completed</b>
60:9 62:6	50:15 52:2	18:22	25:3
73:7	52:5 52:23	<b>communicatio</b>	<b>compliance</b>
<b>comment</b> 6:18	52:24 53:14	n 12:21	25:14 25:25
6:21 27:9	53:24 54:5	<b>communicatio</b>	<b>component</b>
72:3 72:4	54:19 56:9	ns 47:11	21:22 47:12
73:25	59:4 59:15	50:13 50:14	57:1
<b>comments</b>	60:9 61:6	70:3	<b>components</b>
4:22 15:1	61:8 61:20	<b>communities</b>	23:2 47:8
26:25 43:21	61:24 62:1	7:19 8:2	47:9 50:4
47:13 73:22	63:21 64:6	36:23 42:4	<b>computer</b>
<b>Commerce</b>	64:17 64:19	<b>community</b>	34:10 35:16
33:3	65:2 65:5	9:1 10:16	<b>concern</b>
<b>commercial</b>	66:19 67:4	10:17 32:16	11:21 21:5
51:14	67:6 67:8	33:20 33:23	<b>concerns</b>
<b>Commission</b>	68:10 68:16	33:24 34:19	
21:21 21:25	69:14 69:23	35:9 35:10	
	70:6 74:1		

55:12 69:17	<b>construction</b>	<b>convene</b>	71:11
<b>concert</b>	35:17	74:15	<b>Council's</b>
12:14 25:5	<b>Consumer</b>	<b>conversation</b>	15:13
<b>concluded</b>	13:1	21:3	<b>country</b>
75:2	<b>contact</b> 11:4	<b>coordinate</b>	33:22
<b>concludes</b>	11:7	57:16 61:7	<b>County</b> 26:6
6:22 30:9	<b>contacted</b>	<b>coordinated</b>	26:7 52:14
52:15 53:20	23:14	22:2 61:6	<b>couple</b> 7:1
56:4	<b>contain</b> 9:22	<b>coordinating</b>	14:23 40:10
<b>conduct</b> 6:13	<b>containment</b>	71:18	46:6 65:13
<b>conducted</b>	9:15	<b>coordinator</b>	<b>course</b> 10:1
53:11	<b>continue</b>	48:15 48:18	<b>cover</b> 14:23
<b>conducting</b>	49:2 55:9	49:18 52:18	47:7 47:9
22:15 44:22	64:5 71:2	52:22 55:11	<b>covered</b>
<b>confirm</b> 8:6	71:13 74:5	56:8 57:24	72:21
74:6	<b>continued</b>	58:1 63:15	<b>covering</b>
<b>confirmed</b>	52:24 55:4	<b>coronavirus</b>	37:9 37:9
9:7	70:18 70:23	7:14 7:21	<b>covers</b> 36:9
<b>congratulate</b>	<b>continues</b>	9:7 11:18	38:7
15:15	44:11	52:8 71:16	<b>CPR</b> 47:5
<b>congratulati</b>	<b>continuing</b>	<b>corpsman</b>	51:6
<b>ons</b> 15:23	10:22 59:25	40:25	<b>create</b> 67:16
16:7	62:25 65:22	<b>cost</b> 18:12	<b>creating</b>
<b>conjunction</b>	<b>contractor</b>	<b>cost-benefit</b>	43:10
47:22 71:21	17:7	18:13 21:8	<b>creative</b>
<b>connect</b> 62:5	<b>contribution</b>	<b>council</b>	41:10
<b>consequences</b>	15:11 15:17	12:25 13:7	<b>credit</b> 36:18
10:3 66:25	15:20	13:11 15:15	37:7 42:19
<b>consider</b> 6:8	<b>control</b> 11:9	15:16 26:19	72:17
40:10	14:15 53:15	26:23 28:12	<b>credits</b>
<b>considered</b>	58:20 60:18	28:21 28:24	36:12 42:21
8:5	60:19 61:1	28:24 70:13	42:21 42:23
<b>consistent</b>	67:12	71:15	42:24 43:1
52:11	<b>control's</b>	<b>councils</b>	<b>criteria</b>
	61:3	13:16 26:16	35:23 35:24
		70:20 70:24	

<p>48:5 54:4 68:23 <b>critical</b> 55:7 <b>Critzer</b> 15:1 26:24 27:1 30:24 30:25 <b>cross</b> 22:7 49:13 <b>crosses</b> 72:19 <b>crossing</b> 17:9 <b>CSEMS</b> 27:8 29:5 <b>CTS</b> 55:3 <b>current</b> 41:14 49:12 68:5 71:10 74:8 <b>currently</b> 8:14 18:8 19:3 19:24 33:21 36:6 41:20 42:20 49:13 55:24 64:9 <b>curve</b> 30:3 <b>cut</b> 29:21 35:7 <b>cybersecurity</b> 34:10 35:16 <b>cycle</b> 44:14 44:20 45:4</p>	<p>45:13 <b>cycles</b> 45:5 45:14 50:10 <hr/><b>D</b><hr/><b>daily</b> 8:19 <b>Daniel</b> 26:21 27:3 28:12 29:1 <b>DANIELS</b> 20:7 20:20 20:24 21:6 39:9 39:15 39:18 <b>data</b> 21:23 22:8 22:23 24:24 53:10 65:9 65:10 66:22 67:12 67:15 68:22 69:6 <b>database</b> 22:1 22:2 22:5 25:2 <b>date</b> 27:2 27:9 46:8 47:1 72:10 <b>David</b> 71:6 <b>day</b> 32:13 54:13 63:24 <b>days</b> 15:7 29:10 34:23 74:13 <b>DCLS</b> 11:20 17:5 17:7 <b>DD&amp;R</b> 49:5 <b>deal</b> 42:9</p>	<p>59:17 <b>dealing</b> 14:16 <b>deals</b> 16:17 22:19 <b>decedent</b> 16:17 16:24 <b>December</b> 31:1 52:13 70:16 <b>decided</b> 34:6 50:6 54:2 74:6 <b>dedicated</b> 44:12 <b>deemed</b> 54:8 <b>defer</b> 49:21 <b>definitely</b> 43:6 <b>definitions</b> 49:1 <b>delay</b> 5:3 49:3 <b>delayed</b> 48:24 <b>delays</b> 20:4 <b>demarcated</b> 58:17 <b>demarcation</b> 59:23 <b>Democrat</b> 34:2 <b>demonstration</b> 14:18</p>	<p><b>denials</b> 17:17 17:19 <b>department</b> 4:1 7:15 7:16 7:25 10:23 17:5 19:23 28:11 33:1 33:4 41:11 <b>departure</b> 49:4 <b>Deputy</b> 7:11 <b>describe</b> 61:14 <b>describing</b> 60:6 <b>deserved</b> 15:24 <b>designated</b> 53:15 <b>Designation</b> 68:1 68:5 <b>detail</b> 23:25 54:11 <b>detailing</b> 68:4 <b>details</b> 13:20 <b>determination</b> 19:21 <b>determine</b> 6:15 <b>develop</b> 8:1 23:19 53:14 <b>developed</b></p>
---	--	---	--



8:18 10:13 25:5 28:10 35:4 60:2 <b>developing</b> 59:16 67:10 67:25 69:22 70:4 <b>development</b> 32:11 52:18 52:21 56:9 56:17 <b>devices</b> 53:18 <b>DHP</b> 33:7 <b>different</b> 18:7 41:16 42:7 43:14 43:15 46:7 57:11 61:1 <b>DILLAR</b> 44:10 <b>Dillard</b> 4:23 15:14 44:8 45:21 45:24 46:13 47:20 <b>direct</b> 14:12 <b>direction</b> 58:1 <b>directly</b> 13:25 <b>director</b> 11:3 17:20 29:17 <b>directors</b> 10:24 70:14 70:16 71:16 <b>disaster</b>	63:6 <b>disasters</b> 69:21 <b>discharged</b> 68:21 <b>discuss</b> 5:19 6:8 48:20 60:18 70:18 <b>discussed</b> 50:22 52:8 52:12 54:1 54:9 56:24 58:4 65:8 66:13 71:9 <b>discussion</b> 5:7 45:17 47:14 48:23 50:9 53:10 54:21 60:11 66:20 67:16 <b>discussion/ questions</b> 59:6 <b>discussions</b> 67:9 71:3 <b>dispatch</b> 45:6 45:22 46:17 46:21 51:21 <b>dispatchers</b> 50:19 50:25 <b>disseminate</b> 71:18 <b>distributed</b> 4:20 <b>distribution</b>	13:18 <b>diversion</b> 57:9 57:10 <b>diversity</b> 57:4 57:10 <b>division</b> 25:14 25:16 26:8 63:20 <b>DMS</b> 24:2 <b>doctor's</b> 39:24 <b>document</b> 53:25 54:14 61:11 68:6 <b>documents</b> 27:13 <b>done</b> 55:8 57:20 59:15 61:21 64:10 68:16 <b>dosage</b> 58:17 <b>dose-</b> <b>limiting</b> 58:15 <b>doubling</b> 20:20 <b>DPOR</b> 33:3 <b>Dr</b> 5:17 7:11 7:12 11:16 11:16 11:20 15:20 29:16 29:18 32:2 32:8 39:12 39:17 40:18 43:6 43:12 43:22 44:2	45:18 45:23 46:10 46:18 54:10 56:8 57:24 57:25 59:13 60:17 62:10 62:11 63:15 63:16 67:22 67:23 68:13 68:14 68:14 70:21 <b>draft</b> 61:22 68:8 <b>draw</b> 26:11 <b>drawing</b> 58:14 <b>Dreama</b> 12:24 49:18 <b>driver</b> 53:17 <b>drop</b> 37:16 <b>drove</b> 62:6 <b>during</b> 6:18 13:21 52:6 53:24 54:10 71:1 <b>duties</b> 31:17 <hr/> <b>E</b> <hr/> <b>eager</b> 64:13 <b>earlier</b> 53:7 <b>early</b> 33:12 35:14 <b>easier</b> 9:16 <b>easy</b> 27:14 <b>Ebola</b> 8:13 10:5
--	---	---	---

<b>echo</b> 28:9	<b>elements</b> 24:24	16:20	70:13 70:20	
<b>ECPI</b> 55:23	<b>eligible</b> 12:18 13:3 13:5 13:13	<b>EMS</b> 4:7 5:2 6:15 7:4 10:16 12:14 12:25 13:7 13:11 13:14 13:25 14:13 15:4 15:5 15:11 15:12 15:13 15:14 15:18 15:19 15:20 16:2 16:2 16:18 19:3 21:16 22:6 22:19 22:20 23:19 24:3 24:4 24:11 24:19 25:13 26:15 26:19 28:4 28:11 28:12 28:23 28:24 29:17 29:23 30:15 30:24 31:11 31:12 36:16 37:7 40:11 40:16 40:17 45:1 46:2 48:9 50:16 51:11 51:18 52:12 53:19 56:2 56:12 56:17 56:20 57:14 59:19 60:1 60:4 62:9 62:15 62:16 63:10 63:19 64:2 65:7 66:9 66:10	70:24 70:25 71:19 72:7 72:15 73:3 73:14 74:7	<b>EMSC</b> 62:14 62:20 <b>EMT</b> 40:22 54:1 55:14 58:13 <b>EMTs</b> 58:6 <b>ENA</b> 13:1 <b>enacted</b> 21:19 31:5 <b>encompasses</b> 31:17 <b>encounters</b> 22:21 <b>encourage</b> 29:13 31:17 48:3 <b>encouraging</b> 61:18 <b>endorse</b> 28:9 <b>endorsed</b> 54:13 <b>enforcement</b> 16:19 38:9 65:17 <b>enrolled</b> 36:12 <b>ensure</b> 7:25 8:22 17:3 17:5 51:13 <b>ensuring</b>
<b>Eddie</b> 6:23 7:10 49:24	<b>eliminated</b> 68:6			
<b>ed's</b> 42:25	<b>else</b> 65:19			
<b>education</b> 32:14 32:15 33:13 35:15 40:13 54:1 54:5 55:11	<b>email</b> 39:13 39:14 43:22 43:23 43:24			
<b>educational</b> 43:8 60:21	<b>emails</b> 23:12			
<b>educators</b> 6:11	<b>Embassy</b> 52:6			
<b>efficient</b> 68:7	<b>EMD</b> 45:8 45:12 47:5 47:7 47:12			
<b>efforts</b> 52:10	<b>emergency</b> 22:3 45:6 45:22 45:25 46:17 46:21 50:4 51:21 52:1 52:5 63:6 69:12 69:14 70:17			
<b>eight</b> 20:11 65:15	<b>employable</b> 32:19			
<b>eighteen</b> 38:14	<b>employee</b> 25:17			
<b>eighteen- year-old</b> 57:13	<b>employees</b> 18:4			
<b>either</b> 10:18 29:12	<b>employers</b> 32:21			
<b>elaborate</b> 14:4	<b>Employment</b> 33:1			
<b>elected</b> 71:4 71:5 71:6 71:7	<b>empowers</b>			
<b>electrical</b> ly 23:21				





7:17	36:2 37:25	65:21 69:24	<b>experience</b>
<b>entailed</b>	40:24 62:21	<b>examined</b>	26:25
45:20	65:4 65:11	33:25	<b>experiences</b>
<b>enter</b> 6:10	<b>essentially</b>	<b>Examiner</b>	43:18
<b>entered</b>	60:2 61:3	17:2	<b>expertise</b>
21:16 22:13	<b>establish</b>	<b>excellence</b>	40:4
<b>Enterprise</b>	58:9	16:2 48:2	<b>expire</b> 12:18
18:23 19:1	<b>establishes</b>	48:4	13:5
19:18	27:24	<b>Excellent</b>	<b>explore</b> 71:2
<b>entire</b> 14:7	<b>establishing</b>	42:14	<b>extend</b> 64:1
64:4	26:17 28:22	<b>excited</b>	<b>extensive</b>
<b>entirely</b>	<b>estate</b> 27:11	33:17 35:24	8:20
23:12	<b>et</b> 24:7	36:1 38:4	<b>extra</b> 37:23
<b>entities</b>	61:19	38:16 39:2	38:1
57:17	<b>evaluating</b>	67:13 67:18	<b>extremely</b>
<b>entry</b> 36:16	67:19	<b>exciting</b>	7:5 27:2
<b>environment</b>	<b>event</b> 25:8	37:13	<b>extremes</b>
61:5 69:22	72:12	<b>excuse</b> 56:8	67:20
<b>EPI</b> 11:6	<b>eventually</b>	<b>executive</b>	<b>extremities</b>
<b>epidemic</b>	69:5	19:10 19:13	49:6
40:10	<b>everybody</b>	44:6 44:6	
<b>epidemiology</b>	7:13 44:19	70:14	F
11:6	48:6 65:15	<b>exists</b> 68:23	<b>facilitating</b>
<b>epinephrine</b>	65:19 66:5	<b>expand</b> 69:17	70:22
58:14	73:4 73:19	<b>expansion</b>	<b>facility</b>
<b>equality</b>	<b>everyone</b>	37:2	58:10
43:11	4:10 36:13	<b>expended</b>	<b>fact</b> 24:20
<b>equipment</b>	39:6	21:9	57:1
11:10 59:23	<b>everything</b>	<b>expenditures</b>	<b>fail</b> 37:17
<b>equivalent</b>	20:3 34:23	23:22 23:23	40:2
29:1	72:21	24:7	<b>failed</b> 61:9
<b>errors</b> 5:1	<b>evolving</b>	<b>expense</b>	<b>failure</b> 10:2
5:5	11:1	17:12 20:4	<b>Fairfax</b> 26:4
<b>especially</b>	<b>exact</b> 18:20	<b>expenses</b>	26:5 26:7
	<b>exactly</b>	20:21	

<b>fairly</b> 8:20 27:14	<b>fellow</b> 7:17	17:21 19:6	<b>folks</b> 9:10
<b>fall</b> 41:14 44:14 45:4 45:13	<b>felt</b> 54:5 55:13	19:22 37:22 38:1 45:11	11:7 15:8 27:11 31:25 41:6
<b>familiar</b> 36:13	<b>Ferguson</b> 6:23 6:24 12:25 13:6 13:12 31:23 31:24 46:19 49:24 49:25 52:19 55:3 61:24 61:25 73:25 74:2	<b>finding</b> 36:3	<b>food</b> 37:18
<b>families</b> 36:10	<b>Ferrar</b> 17:21	<b>fines</b> 51:16 51:17	<b>forever</b> 58:20
<b>family</b> 36:6 36:7	<b>field</b> 26:1 41:7 50:7	<b>fire</b> 13:8 16:18 46:2 53:19 56:19 72:18 72:18	<b>form</b> 17:3 17:6 50:18 68:8
<b>FARC</b> 44:8 46:11 50:5	<b>fields</b> 39:1 43:4	<b>firefighter</b> 38:8	<b>formed</b> 21:21
<b>Fast</b> 36:12 36:14 36:24	<b>fifteen</b> 42:23	<b>firefighters</b> 37:7	<b>formulary</b> 54:7 60:24
<b>faster</b> 42:12	<b>fifty</b> 14:5	<b>first</b> 4:18 22:4 24:21 25:12 26:20 36:18 37:3 44:5 58:2 58:6 59:1 61:2 61:22 67:25	<b>forth</b> 7:8 19:19 47:6
<b>fastest- growing</b> 34:7	<b>figure</b> 19:6 19:15 19:20 39:20 39:22 41:23	<b>five</b> 35:11	<b>forthcoming</b> 48:13
<b>fatigue</b> 57:2	<b>fill</b> 12:22 20:15	<b>flesh</b> 39:5	<b>fortieth</b> 15:4
<b>favor</b> 5:10 6:1 47:15 54:23 59:8 60:12 74:24	<b>final</b> 23:4 27:13	<b>floor</b> 5:8 5:24 45:16 47:15 54:20 59:5 60:9	<b>forty</b> 35:22 43:1
<b>FCC</b> 51:12 51:15	<b>finalize</b> 27:17	<b>flu</b> 9:19 9:25 40:9 40:11 40:12	<b>forum</b> 51:6
<b>FDNY</b> 73:8	<b>finalizing</b> 49:2	<b>fluids</b> 58:7 58:8	<b>forward</b> 6:14 25:16 26:13 36:12 36:14 36:24 49:3 52:3 59:14 64:15 64:23 67:14 67:18
<b>February</b> 4:3 4:7 7:23 44:25 71:9	<b>finally</b> 48:10	<b>focus</b> 22:25	<b>foster</b> 70:18
<b>federal</b> 37:22 42:3	<b>financial</b>	<b>fold</b> 41:8	<b>fourteen</b> 57:13
<b>feedback</b> 56:16			<b>free</b> 33:22 33:23 37:9 72:15 72:20

72:20	<b>Gary</b> 12:6	<b>girls</b> 57:13	<b>great</b> 30:18
<b>FREEMAN</b>	15:1 16:15	<b>given</b> 11:23	30:20 32:8
52:20	17:11 25:11	65:20	44:2 53:2
<b>Friday</b> 4:3	26:24 27:25	<b>gives</b> 42:22	55:9 55:10
53:22	28:9 29:15	<b>giving</b> 30:21	56:15
<b>friends</b>	30:17 30:24	64:5 70:2	<b>greater</b>
38:20	49:9 64:11	<b>glad</b> 14:8	23:25
<b>Fritz</b> 55:25	<b>Gary's</b> 16:16	<b>goal</b> 45:8	<b>green</b> 23:7
<b>full</b> 13:2	<b>gas</b> 20:14	46:9 51:19	<b>Greg</b> 70:14
37:21 37:22	21:9	<b>gone</b> 46:16	71:25
73:2	<b>gathering</b>	56:15	<b>grid</b> 13:23
<b>functional</b>	50:20	<b>governance</b>	16:16
51:14	<b>general</b>	64:6	<b>Griffen</b>
<b>fund</b> 14:14	13:24 17:5	<b>government</b>	68:13 68:14
44:23 64:10	30:11 32:7	72:22	<b>ground</b> 27:3
<b>funding</b>	35:6 41:4	<b>governor</b>	<b>group</b> 16:21
23:11 24:4	42:25 46:20	15:17 16:4	16:23 25:12
24:7 45:4	53:17	32:11 33:11	44:12 50:19
45:6 45:13	<b>generally</b>	33:15 34:17	51:2 55:4
46:15 46:22	18:20	37:20 51:4	55:11 56:3
47:7	<b>General's</b>	74:10	56:12 57:8
<b>funds</b> 42:3	30:16	<b>governors</b>	70:16 71:4
<b>future</b> 6:15	<b>generate</b>	34:2 34:3	71:8 71:18
22:19 23:3	50:9	<b>governor's</b>	<b>groups</b> 46:7
28:4 32:22	<b>Generation</b>	5:17 15:5	<b>guess</b> 15:24
62:6 71:11	50:17	15:10 15:11	20:9 67:3
<b>FYI</b> 34:15	<b>gentleman</b>	15:19 16:2	<b>guest</b> 31:23
	73:8	32:2 32:4	<b>guidance</b>
<hr/>	<b>George</b> 29:16	33:10 38:23	10:22 10:25
<b>G</b>	<b>gets</b> 35:6	41:24	<b>guideline</b>
<b>G3</b> 5:18 32:1	42:19	<b>grant</b> 37:14	67:19
33:13 33:16	<b>getting</b>	44:14 44:15	<b>guidelines</b>
34:6 35:4	12:21 17:16	50:10	68:8
38:23	17:19 46:8	<b>grants</b> 50:2	
<b>gain</b> 24:14	66:7	57:9	<hr/>
<b>gaps</b> 35:1			<b>H</b>
			<hr/>

<b>H1N1</b> 11:24	30:23 31:1	<b>heavy</b> 12:9	<b>historically</b>
<b>hall</b> 4:21	31:6 31:7	51:16	23:11 46:16
<b>handheld</b>	31:19 33:7	<b>held</b> 44:24	<b>history</b>
53:18	38:12 38:16	47:21 55:25	39:21 39:21
<b>hands-on</b>	40:23 41:11	71:20	<b>hit</b> 27:3
73:11	50:18 52:25	<b>help</b> 7:7	<b>holding</b>
<b>hang</b> 11:14	53:5 53:12	10:11 10:15	19:24
<b>happen</b> 11:1	56:22 61:20	38:24 38:25	<b>home</b> 19:19
<b>happened</b>	66:7	40:16 43:18	58:10
65:21 68:21	<b>healthcare</b>	62:5 71:18	<b>Homeland</b>
<b>happens</b>	10:16 34:7	<b>helpful</b> 7:5	38:7
18:15 68:19	34:13 35:14	65:8	<b>homes</b> 8:17
<b>happy</b> 11:14	37:6 38:13	<b>Henrico</b>	31:3
71:21	41:25 42:1	72:18	<b>hope</b> 27:15
<b>hard</b> 28:18	42:6 59:16	<b>Henschel</b>	28:16 64:12
33:16	60:6 72:21	48:15 48:17	<b>hopefully</b>
<b>harder</b> 9:22	<b>Healy</b> 5:17	<b>he's</b> 14:25	27:15 63:23
<b>HARRELL</b>	32:3 32:8	16:5 25:20	73:5
16:14 20:17	32:10 39:12	27:5 28:15	<b>hopes</b> 10:9
20:22 21:1	39:17 40:18	33:17 73:10	10:10
21:12 29:4	43:6 43:12	73:11 73:12	<b>hoping</b> 63:24
46:25	43:22 44:2	<b>hey</b> 38:24	64:21 69:5
<b>hate</b> 30:13	<b>hear</b> 9:5	<b>high</b> 8:3 8:9	<b>horizontal</b>
<b>having</b> 32:10	31:18 35:1	18:8 34:4	66:6
65:17	63:23 64:8	36:1	<b>hormones</b>
<b>headache</b>	<b>heard</b> 31:25	<b>higher</b> 18:24	58:21
21:2	34:19 63:24	<b>highest</b> 16:3	<b>hospice</b> 31:4
<b>health</b> 4:1	64:7	38:17	<b>hospital</b>
6:17 7:15	<b>hearing</b>	<b>highlight</b>	9:15 41:8
7:16 7:25	10:24 46:20	48:4	42:6 55:6
8:17 9:21	47:14 54:22	<b>Highlights</b>	63:5 64:1
10:23 10:24	59:7 60:11	50:15	67:4 68:20
11:3 15:12	73:23 74:19	<b>hire</b> 25:13	69:7
15:18 16:20	<b>heart</b> 40:12	<b>hired</b> 26:21	<b>hospitals</b>
19:12 28:11	51:7	<b>hires</b> 28:17	31:3 41:2
	<b>heavily</b> 65:7		
	66:10		



41:4 63:1 63:7 <b>hours</b> 7:7 42:19 55:15 <b>House</b> 16:10 16:15 17:9 47:3 50:23 50:23 51:3 51:5 <b>housekeeping</b> 12:10 12:17 <b>Hubei</b> 7:23 <b>huge</b> 46:15 <b>Human</b> 16:20 50:18 <b>hundred</b> 18:21 18:21 35:20 72:11 <b>hurdles</b> 16:25 <b>hybrid</b> 26:18 28:22 <hr/> <b>I</b> <hr/> <b>i.e</b> 58:10 58:17 58:22 <b>I'd</b> 25:12 25:23 26:23 29:12 31:17 52:22 71:21 <b>idea</b> 66:5 68:18 <b>identificati</b> <b>on</b> 62:19 <b>identified</b>	46:6 71:1 <b>identify</b> 8:22 10:11 23:1 69:3 <b>II</b> 56:17 <b>III</b> 56:18 <b>ill</b> 8:23 9:14 9:18 53:6 <b>I'll</b> 4:23 5:19 11:13 12:6 14:21 14:22 16:8 17:13 21:13 23:4 25:9 30:8 39:7 39:15 47:14 53:4 54:10 64:5 66:14 <b>illness</b> 8:7 8:25 9:9 9:17 9:24 10:14 <b>I'm</b> 11:14 12:8 14:22 17:14 20:9 27:19 31:22 32:10 35:24 39:25 41:21 45:10 46:25 60:2 63:24 66:2 66:17 72:6 73:24 <b>immunization</b> <b>s</b> 61:18 <b>impact</b> 13:25 14:13 69:20	<b>impacts</b> 16:23 19:4 56:24 56:24 <b>imperative</b> 6:13 <b>implementing</b> 53:3 <b>implications</b> 16:24 <b>importance</b> 46:7 <b>important</b> 64:3 64:17 64:20 <b>improve</b> 53:12 65:20 <b>improved</b> 65:11 <b>improvement</b> 63:22 65:4 65:6 65:24 66:13 <b>improving</b> 51:19 <b>incapacitate</b> <b>d</b> 62:3 <b>Incentive</b> 37:14 <b>include</b> 24:11 61:9 67:10 <b>included</b> 63:5 63:7 <b>includes</b> 60:21	<b>inclusion</b> 57:4 57:10 <b>income</b> 36:6 38:2 <b>incredibly</b> 65:8 <b>incremental</b> 22:23 <b>indirect</b> 14:12 <b>indirectly</b> 14:1 <b>individual</b> 18:18 18:23 18:25 <b>individuals</b> 7:22 8:2 8:8 8:22 9:18 10:7 13:17 18:4 19:3 19:17 21:3 53:20 <b>industry</b> 33:2 34:8 <b>infection</b> 11:9 53:15 <b>influence</b> 64:19 <b>influenza</b> 61:18 <b>information</b> 10:18 11:9 11:12 21:24 23:18 24:2 24:15 30:5 45:1 47:24
---	---	--	--

48:13 50:20 50:25 53:8 62:13 71:19 <b>informationa</b> <b>l</b> 49:22 60:18 60:25 <b>Infrastructu</b> <b>re</b> 49:18 <b>initially</b> 28:2 <b>initiative</b> 5:19 32:1 62:3 <b>initiatives</b> 21:15 33:12 53:3 <b>injury</b> 14:17 66:15 66:20 66:25 <b>innovation</b> 48:2 48:3 <b>inquired</b> 17:21 <b>inquiries</b> 57:6 <b>instead</b> 11:19 73:1 <b>instructors</b> 73:13 <b>integration</b> 63:22 <b>integrative</b> 64:24 <b>intent</b> 10:6 10:8 58:9	60:2 61:7 <b>interacts</b> 62:8 <b>interest</b> 18:16 18:23 26:17 29:12 74:6 <b>interested</b> 11:25 29:14 31:16 57:14 60:5 <b>inter-</b> <b>facility</b> 58:23 <b>inter-</b> <b>hospital</b> 68:7 <b>interpretati</b> <b>on</b> 17:25 <b>Interstate</b> 21:23 24:20 25:4 <b>intimately</b> 11:21 <b>introduce</b> 14:25 25:17 25:24 31:23 <b>introduced</b> 14:12 26:22 <b>invested</b> 36:25 <b>investigatio</b> <b>n</b> 8:5 <b>investigatio</b> <b>ns</b> 9:2	<b>investigator</b> 26:1 <b>investments</b> 35:9 <b>invited</b> 32:2 <b>involved</b> 11:21 20:10 21:3 28:14 47:3 <b>inward</b> 6:15 <b>isn't</b> 19:17 <b>isolated</b> 8:8 <b>issues</b> 33:6 42:8 42:8 43:11 59:18 61:13 <b>item</b> 4:18 5:16 25:12 48:6 58:2 58:12 58:19 59:2 59:4 59:13 62:24 <b>items</b> 6:8 21:14 48:19 49:15 49:20 58:2 58:4 60:18 60:25 62:2 62:13 62:13 63:17 67:10 67:16 67:24 67:25 69:10 70:7 71:1 <b>IV</b> 58:7 58:7 <b>I've</b> 5:2 7:2 9:12 20:10	20:11 21:2 28:14 29:18 33:5 39:18 <hr/> <b>J</b> <hr/> <b>Jaberi</b> 7:11 7:12 11:16 11:20 70:22 <b>Jake</b> 11:16 <b>January</b> 44:20 50:1 53:24 74:3 <b>Jase</b> 32:9 <b>Jason</b> 12:24 13:6 13:12 31:22 43:22 52:18 61:24 73:24 73:25 <b>Jeff</b> 67:22 <b>Jefferson</b> 13:11 <b>Jethro</b> 13:7 <b>jinx</b> 27:15 <b>job</b> 28:13 28:16 33:14 36:3 36:3 36:4 55:9 <b>jobs</b> 32:20 32:21 32:22 34:8 34:11 34:22 34:25 43:17 <b>joining</b> 7:13 <b>Jon</b> 48:15 50:13
--	---	---	---



<p><b>Julia</b> 12:25 62:5</p> <p><b>jurisdiction</b> 23:15</p> <p><b>jurisdiction</b> <b>s</b> 23:10 23:20 24:4 24:11 46:4</p> <hr/> <p style="text-align: center;">K</p> <hr/> <p><b>Karen</b> 47:2 71:17</p> <p><b>Kevin</b> 5:7 15:13 15:15 44:8 46:19 73:9</p> <p><b>kicked</b> 62:14</p> <p><b>kidding</b> 29:21</p> <p><b>kidney</b> 10:2</p> <p><b>kids</b> 62:21</p> <p><b>kilograms</b> 63:2</p> <p><b>kinds</b> 57:11 70:3</p> <p><b>kit</b> 57:21</p> <p><b>knew</b> 16:6</p> <p><b>Knowles</b> 53:6</p> <p><b>known</b> 33:23</p> <p><b>Korman</b> 50:13 50:14</p> <hr/> <p style="text-align: center;">L</p> <hr/> <p><b>lab</b> 9:3</p>	<p><b>Labor</b> 33:2</p> <p><b>laboratory</b> 8:6</p> <p><b>language</b> 21:19 35:7 48:25 54:3</p> <p><b>large</b> 33:11 41:4 56:1</p> <p><b>largest</b> 35:9</p> <p><b>last</b> 7:2 10:21 15:3 15:7 15:24 17:18 23:24 26:22 30:14 31:1 33:25 44:14 51:17 57:19 62:11</p> <p><b>lastly</b> 53:16</p> <p><b>later</b> 22:5 45:9</p> <p><b>Lavin</b> 30:11 30:12</p> <p><b>law</b> 16:18 38:8</p> <p><b>Lawler</b> 27:8 28:8 55:25</p> <p><b>lay</b> 54:20 59:5</p> <p><b>lead</b> 10:2</p> <p><b>leaders</b> 34:19</p> <p><b>leadership</b> 5:2 48:9</p> <p><b>leading</b> 25:6</p>	<p><b>lean</b> 26:24</p> <p><b>learned</b> 47:10</p> <p><b>lease</b> 27:13</p> <p><b>least</b> 15:24 36:11 61:22 74:13</p> <p><b>leave</b> 39:11 39:12 68:15</p> <p><b>legislation</b> 13:24 30:6 49:12 50:21</p> <p><b>legislative</b> 13:23 16:16 30:7 49:9 49:10</p> <p><b>legislature</b> 38:20</p> <p><b>legislatures</b> 38:21 39:3</p> <p><b>lenient</b> 55:17</p> <p><b>Lenny</b> 25:24 26:3</p> <p><b>Lester</b> 55:21</p> <p><b>Let's</b> 4:6</p> <p><b>letters</b> 23:13</p> <p><b>level</b> 11:5 11:19 16:19 18:8 22:22 36:16 41:16 58:13 58:22 62:16 66:8 66:8 66:25</p>	<p>68:20</p> <p><b>levels</b> 18:7 54:6</p> <p><b>levied</b> 51:17</p> <p><b>liberty</b> 27:19</p> <p><b>licensed</b> 24:2 40:22 42:12</p> <p><b>licensing</b> 41:15 42:8</p> <p><b>licensure</b> 31:2 31:3 31:4 36:21 41:3 41:9</p> <p><b>lieu</b> 18:24</p> <p><b>life</b> 37:24</p> <p><b>lifting</b> 12:10</p> <p><b>lighting</b> 51:14</p> <p><b>limited</b> 63:25</p> <p><b>Lincolns</b> 26:21 29:1</p> <p><b>Lindbeck</b> 29:17 29:18</p> <p><b>lines</b> 9:25 22:7 72:19</p> <p><b>linked</b> 69:7</p> <p><b>list</b> 13:18 14:7 73:14</p> <p><b>listed</b> 14:11 54:15</p>
--	--	---	---

<p><b>little</b> 5:20                  9:16 9:21                  21:11 30:5                  34:15 40:19                  40:23 45:19                  45:21 47:2                  55:17 57:3</p> <p><b>live</b> 22:5</p> <p><b>loan</b> 38:2</p> <p><b>local</b> 10:24                  11:3 72:22</p> <p><b>localities</b>                  11:3 45:7                  45:9 46:1                  55:18</p> <p><b>locality</b>                  23:7 23:11                  23:20 23:22                  24:4 24:7</p> <p><b>location</b>                  19:18</p> <p><b>location-                  rich</b> 50:20</p> <p><b>log</b> 23:21</p> <p><b>long</b> 6:25                  10:15 71:6</p> <p><b>lookout</b>                  11:12</p> <p><b>Lori</b> 53:6</p> <p><b>lot</b> 9:23                  22:16 27:7                  29:25 30:2                  32:24 35:21                  36:2 36:10                  37:6 37:11                  37:16 72:23</p>	<p>73:17</p> <p><b>lots</b> 27:4                  27:18</p> <p><b>loud</b> 34:12                  34:19</p> <p><b>louder</b> 34:15</p> <p><b>love</b> 38:23</p> <p><b>lower</b> 18:9                  19:2 38:2</p> <hr/> <p>M</p> <hr/> <p><b>ma'am</b> 30:22</p> <p><b>main</b> 7:14                  53:9 64:24</p> <p><b>mainly</b> 66:3</p> <p><b>maintain</b>                  22:1</p> <p><b>major</b> 21:21                  22:18</p> <p><b>majority</b>                  46:14</p> <p><b>manage</b> 51:1</p> <p><b>management</b>                  17:21 19:6                  19:22 23:18                  29:8 52:2                  52:5 69:19</p> <p><b>manager</b>                  25:16 26:20                  28:14 28:25                  63:20</p> <p><b>managing</b>                  50:24</p> <p><b>mandate</b></p>	<p>46:23</p> <p><b>mandates</b>                  47:6</p> <p><b>manual</b> 18:1                  18:2 18:11                  68:1 68:3                  68:5</p> <p><b>manufacturin                  g</b> 35:18</p> <p><b>March</b> 31:14                  44:21 72:12</p> <p><b>Marsden</b> 13:1</p> <p><b>Maryland</b>                  42:22</p> <p><b>Mascaro</b>                  25:24 26:5                  26:9</p> <p><b>matching</b>                  56:18</p> <p><b>Matt</b> 27:7                  28:6 55:25</p> <p><b>matter</b> 20:8                  54:11</p> <p><b>maximums</b>                  54:2</p> <p><b>may</b> 4:17 8:9                  8:10 8:13                  9:1 9:18                  10:11 11:10                  12:13 12:15                  14:2 23:15                  23:16 27:9                  30:3 44:8                  47:22 48:16                  49:3 49:16                  52:14 53:22</p>	<p>57:22 62:6                  63:8 74:13</p> <p><b>maybe</b> 35:2                  40:5 43:3                  55:13</p> <p><b>McLaurin</b>                  71:5</p> <p><b>MDC</b> 54:9                  54:13</p> <p><b>mean</b> 21:6                  33:8 40:16                  41:10 43:4</p> <p><b>means</b> 33:14</p> <p><b>measures</b>                  7:20 9:23                  10:4</p> <p><b>mechanism</b>                  17:6</p> <p><b>medevac</b> 61:8                  61:23 61:25                  74:7</p> <p><b>medic</b> 40:25                  41:19 42:17                  42:19</p> <p><b>medical</b> 17:2                  22:3 29:17                  39:25 40:14                  45:6 45:22                  46:17 46:21                  51:21 58:1                  58:20 60:18                  60:19 60:25                  61:3 67:12                  70:1 70:17</p> <p><b>medications</b>                  39:22 63:4</p>
---	--	---	--





<b>medicines</b> 58:24	32:3 32:10	71:8 74:3	<b>mitigate</b> 10:12
<b>medics</b> 41:13	<b>member</b> 4:8 17:17 22:7	<b>middle</b> 41:7	<b>MMRs</b> 61:19
<b>medium</b> 8:15	56:1	<b>MIH</b> 48:25 59:18	<b>mobile</b> 70:1
<b>meds</b> 40:11	<b>members</b> 5:11 6:2 12:18	<b>Mike</b> 52:2 67:6 67:8	<b>mobile-</b> <b>integrated</b> 59:15 60:5
<b>meet</b> 27:12 44:7 55:4 55:17 57:22	13:16 17:13 17:24 20:1 47:16 52:7	<b>mildly</b> 9:18	<b>model</b> 28:9 54:4 64:4 64:24
<b>meeting</b> 4:2 4:7 4:19 4:20 5:1 5:4 5:14 6:18 7:2 11:15 14:7 15:3 15:7 26:22 27:6 30:14 31:9 31:13 39:10 44:7 44:14 47:21 47:23 49:6 49:7 49:16 50:2 52:7 52:14 53:21 56:5 63:8 67:17 68:4 68:9 70:6 70:22 71:2 71:3 71:20 71:21 74:14 74:16 75:2	52:24 53:14 54:24 59:9 60:13 64:18 74:12 74:14 74:25	<b>mile</b> 18:9 18:10	<b>module</b> 23:19
	<b>mental</b> 52:25 53:12 56:22	<b>mileage</b> 17:18 17:22 18:6 18:7 18:12 18:17 18:25 19:2	<b>moment</b> 4:14 4:15 9:6 13:10 15:2 70:21
	<b>mention</b> 21:15 25:12	<b>miles</b> 18:21	<b>monies</b> 39:4
	<b>mentioned</b> 51:6 51:22 64:11	<b>military</b> 41:13 42:10 42:12	<b>monitor</b> 65:22
	<b>mentorship</b> 55:16	<b>million</b> 35:8 36:25 44:16 44:18	<b>monitored</b> 7:24
	<b>MERS</b> 9:10	<b>mind</b> 6:12	<b>monitoring</b> 8:18 10:25
	<b>message</b> 52:11	<b>minimum</b> 54:4 60:22	<b>month</b> 22:5 23:8 24:9 25:3 27:16 29:21
	<b>messenger</b> 17:14	<b>minimums</b> 54:2	<b>month-and-a-</b> <b>half</b> 23:9 24:9
<b>meetings</b> 12:12 17:18 28:15 31:15 32:1 49:22 50:10 62:7 63:21 67:15	<b>met</b> 5:2 31:1 48:19 49:11 50:1 50:15 51:18 52:5 53:7 53:24 56:11 62:1 62:12 62:22 64:7 67:9 67:23 70:16	<b>minutes</b> 4:20 4:20 4:22 4:24 5:8 5:14 6:20 11:14	<b>months</b> 10:10 69:18
<b>Megan</b> 5:17		<b>mirror</b> 10:4	<b>Moring</b> 55:23
		<b>misinformati</b> <b>on</b> 52:10	<b>morning</b> 47:11 49:11 52:6 62:1



<p>71:15  <b>Morris</b> 70:11  <b>mostly</b> 10:1  <b>motion</b> 4:24  5:7 5:9  5:13 5:21  5:22 5:23  5:25 6:4  45:10 45:15  47:15 47:19  55:2 59:12  60:16 74:20  74:21 74:23  <b>move</b> 20:5  21:13 24:17  31:21 32:19  44:4 69:5  <b>moved</b> 5:22  23:16 74:21  <b>moving</b> 21:18  26:13 38:14  49:2 66:11  66:12  <b>multiple</b>  28:14 60:6  <b>myself</b> 11:7  <hr/> N  <hr/> <b>naloxone</b>  51:2  <b>nation</b> 7:20  25:7  <b>national</b>  21:17 21:25  22:13 22:14  22:22 22:24</p>	<p>22:25 24:19  24:21 25:6  29:24 54:4  55:5 62:14  62:20  <b>nationally</b>  29:25  <b>nationwide</b>  22:15  <b>negative</b> 9:4  <b>night</b> 32:13  <b>nine</b> 38:18  56:14  <b>ninety</b> 65:14  <b>nomination</b>  74:15  <b>nominations</b>  73:25 74:3  <b>nominees</b>  12:22 13:9  <b>non-credit</b>  36:17  <b>none</b> 47:14  49:19 54:22  59:7 60:11  73:23 74:20  <b>non-VCCS</b>  55:24  <b>non-voting</b>  64:18  <b>nor</b> 58:8  <b>Norfolk</b>  12:15  <b>normal</b> 42:25</p>	<p><b>Northam's</b>  32:11  <b>Northern</b>  26:2 36:8  <b>notable</b> 15:8  <b>notably</b>  50:22  <b>note</b> 5:4  6:16 62:2  63:10  <b>nothing</b> 70:7  <b>notice</b> 60:2  <b>notification</b>  24:8  <b>notified</b>  23:10  <b>noting</b> 50:17  <b>November</b>  4:19 4:25  12:13 12:15  15:3 31:12  51:4 57:22  <b>nurse</b> 72:15  <b>nurses</b> 41:17  <b>nursing</b>  22:11 31:3  43:2 58:10  <b>NVDH</b> 19:6  <hr/> O  <hr/> <b>objective</b>  67:1  <b>obstacles</b>  16:25</p>	<p><b>obviously</b>  8:24 9:9  28:1 39:23  40:6 56:19  <b>Occupational</b>  33:4  <b>occur</b> 18:14  50:10  <b>occurred</b>  11:24  <b>occurring</b>  11:18  <b>October</b>  26:23  <b>octreotide</b>  58:22  <b>OEMS</b> 12:5  12:8 20:2  27:23 30:9  30:17 45:2  52:23 53:11  53:13 71:13  <b>OEMS/VDH</b>  52:10  <b>offer</b> 45:19  46:4  <b>offered</b>  48:11  <b>offering</b>  45:10 47:25  <b>office</b> 5:2  5:17 7:3  11:6 12:20  13:10 13:14  15:10 17:2  17:20 19:5</p>
---	--	--	---



19:22 21:16 23:17 25:13 25:15 25:17 26:17 26:18 26:23 27:4 28:11 28:23 30:16 32:2 32:4 38:25 39:25 51:11 51:18 60:1 60:4 63:10 63:18 66:10 70:17 70:20 70:21  <b>officer</b> 32:3 56:12 56:17  <b>officers</b> 24:12 53:15  <b>office's</b> 17:15  <b>oh</b> 15:21 16:5  <b>okay</b> 5:6 16:6 24:16 25:21 26:10 29:6 29:16 29:20 29:22 39:15 40:1 40:11 47:14 47:19 55:3 59:3 60:11 67:21 68:12 69:11 71:25 72:9 73:22  <b>onboard</b> 49:4  <b>ones</b> 22:18 24:25	<b>ongoing</b> 11:8 31:9 59:24 71:3 71:10  <b>online</b> 72:24  <b>open</b> 19:19 29:2 29:9 29:10 31:15 34:8 34:12 39:7 73:19  <b>opened</b> 44:20 72:7  <b>operational</b> 61:12  <b>opioid</b> 50:24  <b>opportunities</b> 10:11 53:12 57:16 70:19  <b>opportunity</b> 31:8 63:11 65:20  <b>opposed</b> 47:18 55:1 59:11 60:15  <b>option</b> 19:2  <b>order</b> 8:12  <b>organization</b> s 12:22 13:4 13:17  <b>organize</b> 57:15  <b>O'Shea</b> 11:16 11:17 45:18 45:23 46:10 46:18	<b>others</b> 8:12 34:5  <b>outbreak</b> 52:9  <b>outcome</b> 68:24  <b>outlined</b> 47:8  <b>outlines</b> 18:11 51:18  <b>outreach</b> 51:19  <b>outstanding</b> 15:11 15:17 15:20 28:16 48:7 48:9  <b>overall</b> 65:25  <b>overcome</b> 17:1  <b>overdoses</b> 50:25  <b>oversee</b> 32:24  <b>oversight</b> 58:19 61:8  <b>overview</b> 32:6 53:5  <b>Owens</b> 47:2 71:17  <hr/> <p style="text-align: center;">P</p> <hr/> <b>p.m</b> 4:4 7:24 75:3  <b>pages</b> 60:6	<b>paper</b> 23:12 59:20 61:14 61:17 67:11  <b>papers</b> 61:2  <b>paramedic</b> 39:19 42:21 43:3  <b>paramedics</b> 41:15  <b>Parker</b> 4:5 4:13 4:17 5:6 5:10 5:13 5:23 6:1 6:4 7:10 12:5 13:1 30:10 30:23 31:20 42:14 43:20 44:1 44:3 45:15 47:13 47:18 48:14 49:8 49:17 49:23 50:12 52:1 52:17 54:17 55:1 56:7 57:23 59:3 59:11 60:8 60:15 61:23 62:9 63:14 67:5 67:21 68:12 69:11 70:9 70:12 71:24 72:2 72:9 73:21 74:17 74:22 74:24  <b>participate</b> 21:22 22:10
---	---	---	--



31:18 63:12 <b>participated</b> 71:16 <b>participatin</b> <b>g</b> 62:15 <b>particular</b> 41:2 <b>particularly</b> 32:15 53:18 69:16 69:21 <b>partnering</b> 70:23 <b>partners</b> 7:17 10:19 <b>partnership</b> 27:24 <b>partnerships</b> 21:15 <b>pass</b> 25:19 <b>passed</b> 5:13 6:4 <b>passes</b> 47:19 55:2 59:12 60:16 <b>Passmore</b> 7:6 25:19 25:23 <b>past</b> 56:14 58:4 <b>path</b> 37:19 <b>pathogen</b> 9:14 <b>paths</b> 36:5 <b>pathways</b> 34:5 35:11	35:13 43:13 43:19 <b>patient</b> 56:7 57:23 57:25 68:19 <b>patients</b> 6:11 58:7 62:18 <b>pay</b> 18:17 37:3 37:5 37:17 37:24 38:2 38:3 <b>paying</b> 18:24 <b>pays</b> 36:18 36:20 36:22 <b>pediatric</b> 14:17 62:17 62:17 62:19 62:22 62:25 63:3 <b>pediatrics</b> 12:24 63:5 63:13 69:16 <b>peek</b> 29:24 <b>pending</b> 13:10 <b>people</b> 8:9 9:12 12:11 13:5 21:22 23:15 34:9 35:2 36:8 38:2 39:1 41:4 44:13 45:24 46:1 46:5 65:19 72:11 73:5	<b>per</b> 18:9 18:10 35:8 36:25 37:23 38:15 <b>percent</b> 65:14 65:15 <b>percentage</b> 46:11 46:16 <b>Perimeter</b> 31:15 <b>period</b> 29:10 72:3 <b>periodic</b> 49:5 <b>Perry</b> 71:6 <b>person</b> 8:5 9:14 15:22 53:6 <b>personal</b> 11:10 19:25 63:9 <b>persons</b> 9:2 74:9 <b>perspective</b> 9:21 61:15 <b>pertains</b> 21:17 <b>pertinent</b> 67:17 <b>phase</b> 68:17 69:6 69:8 <b>phone</b> 7:3 51:1 <b>picked</b> 35:11	<b>pictures</b> 27:20 <b>piece</b> 39:20 <b>Piland</b> 13:7 <b>pile-up</b> 52:13 <b>pilot</b> 62:3 <b>Pitocin</b> 58:22 <b>plan</b> 57:21 68:4 68:8 <b>planning</b> 10:5 22:19 30:7 49:9 49:11 70:19 71:14 <b>plans</b> 51:19 63:6 <b>platform</b> 72:25 <b>Player</b> 52:2 52:4 <b>please</b> 17:14 29:13 29:22 <b>pleased</b> 27:2 27:10 27:25 28:5 <b>Pledge</b> 4:9 4:11 <b>plenty</b> 73:20 <b>plus</b> 42:24 <b>pneumonia</b> 10:2 <b>pockets</b> 38:3
---	--	--	---

<p><b>point</b> 41:6 41:12 61:3</p> <p><b>points</b> 7:7 22:23 53:9</p> <p><b>poison</b> 14:15</p> <p><b>policy</b> 18:11 20:17 20:23</p> <p><b>Polycom</b> 10:19</p> <p><b>population</b> 10:6 42:10</p> <p><b>portal</b> 23:19</p> <p><b>position</b> 24:25 27:5 55:21 55:24 56:1 67:11</p> <p><b>positions</b> 12:23 27:6 28:25 29:7 29:9 29:12 74:4 74:7 74:11</p> <p><b>positive</b> 70:24</p> <p><b>possibility</b> 28:22</p> <p><b>possible</b> 7:18 8:23 10:8</p> <p><b>possibly</b> 11:18 30:6</p> <p><b>post-acute</b> 66:3 68:13 68:17 69:6 69:9</p>	<p><b>posted</b> 4:21 13:19</p> <p><b>posting</b> 29:14</p> <p><b>potential</b> 8:14 57:16 71:11</p> <p><b>potentially</b> 8:1 10:12 56:18</p> <p><b>practice</b> 18:1 54:1 58:3 58:5 58:13 59:1</p> <p><b>pre</b> 66:24 67:3</p> <p><b>preface</b> 17:13</p> <p><b>pre-hospital</b> 61:5 61:6 62:18 62:23 63:25 66:1 66:2 66:4 67:5 67:8 68:20 69:8</p> <p><b>pre-injury</b> 66:2</p> <p><b>prepare</b> 69:20</p> <p><b>preparedness</b> 69:12 69:15 69:24</p> <p><b>prescriptive</b> 55:14</p> <p><b>present</b> 62:4 62:7 66:23</p>	<p><b>presentation</b> 10:20 62:3 69:23 70:5</p> <p><b>presented</b> 53:16 54:12 67:11</p> <p><b>president</b> 15:14</p> <p><b>pretty</b> 25:7 33:18 36:7 73:14</p> <p><b>prevent</b> 7:20 8:25 10:9 20:3</p> <p><b>preventing</b> 10:14</p> <p><b>prevention</b> 66:15 66:21</p> <p><b>previous</b> 23:14</p> <p><b>previously</b> 55:24 69:13</p> <p><b>primarily</b> 52:8</p> <p><b>prior</b> 74:13</p> <p><b>priority</b> 39:6 45:4 45:12</p> <p><b>private</b> 40:17</p> <p><b>Prize</b> 15:25</p> <p><b>probably</b> 14:5 17:15 20:21 30:5 35:2</p>	<p><b>problem</b> 22:20 57:7</p> <p><b>procedure</b> 17:3</p> <p><b>procedures</b> 6:17</p> <p><b>process</b> 7:4 7:8 11:23 17:3 23:12 26:19 27:14 28:2 43:10 49:2 50:3 51:9 63:22 71:15 74:1</p> <p><b>product</b> 67:11</p> <p><b>products</b> 61:2 61:4</p> <p><b>professional</b> 32:17 33:4 52:18 52:21</p> <p><b>professions</b> 33:7 41:11 43:14</p> <p><b>profiles</b> 27:5</p> <p><b>program</b> 11:6 23:8 25:25 26:20 28:13 28:25 33:14 33:20 34:6 35:4 35:4 35:21 36:14 36:16 38:15 38:23 39:2 39:5 40:25 41:15 42:17</p>
---	--	---	--

47:8 47:12 55:16 55:24 56:16 57:12 60:7 61:17 62:14 62:20 <b>programs</b> 32:18 33:24 34:1 34:4 35:25 36:13 36:17 36:23 37:6 37:21 43:16 53:14 54:1 54:5 57:11 60:22 63:7 <b>progress</b> 26:14 27:3 55:10 <b>project</b> 14:18 27:17 45:3 45:13 <b>projecting</b> 38:9 <b>projection</b> 23:3 <b>projects</b> 71:10 <b>promise</b> 33:24 35:25 <b>proposal</b> 35:8 <b>proposed</b> 35:5 37:20 51:24 <b>prostaglandi ns</b> 58:23	<b>protect</b> 53:4 <b>protective</b> 11:10 38:8 <b>Protocol</b> 18:1 <b>proud</b> 65:21 <b>provide</b> 7:18 10:22 22:6 22:25 23:20 24:3 26:24 51:21 52:11 56:2 <b>provided</b> 51:7 74:12 <b>provider</b> 52:25 53:5 72:15 <b>providers</b> 6:11 22:6 53:4 53:12 <b>providing</b> 18:18 26:14 50:19 50:25 <b>province</b> 7:23 <b>prudent</b> 14:6 <b>psychomotor</b> 55:4 <b>public</b> 6:18 6:21 7:25 8:17 9:21 16:22 31:16 35:14 38:7 66:6 72:3 72:4 73:22 <b>publicly</b>	30:17 <b>Pulitzer</b> 15:25 <b>puzzle</b> 39:20 <hr/> <b>Q</b> <hr/> <b>QI</b> 63:7 <b>qualify</b> 37:6 37:21 <b>quarantined</b> 8:10 <b>quarter</b> 42:23 <b>quarterly</b> 13:15 13:18 14:10 21:14 26:12 29:23 48:23 50:16 54:16 54:18 65:7 <b>question</b> 42:16 <b>questioned</b> 22:17 <b>questions</b> 11:13 14:3 14:4 14:9 20:6 21:13 39:8 43:20 43:23 43:25 52:16 54:21 71:22 71:24 <b>quick</b> 13:11 13:12 21:14 39:16 42:15 53:5 56:9	56:10 72:5 <b>quickly</b> 8:23 68:15 <b>quite</b> 53:1 <b>quorum</b> 53:8 <hr/> <b>R</b> <hr/> <b>radio</b> 51:13 51:15 <b>Rappahannock</b> 15:13 15:14 28:24 <b>rate</b> 18:10 18:25 19:3 <b>re-</b> <b>accreditati on</b> 51:9 51:24 <b>reach</b> 17:19 46:9 <b>reached</b> 17:20 21:25 <b>reaching</b> 13:3 <b>readiness</b> 63:1 <b>real</b> 22:9 27:11 42:15 72:5 <b>realize</b> 11:8 49:3 <b>really</b> 20:12 30:20 32:13 33:19 36:1 37:13 38:4
--	---	--	--



38:4 38:16 38:16 38:25 39:1 39:2 39:4 42:2 61:2 61:18 64:12 68:24 73:6  <b>reappointed</b> 13:3  <b>reappointmen</b> <b>t</b> 12:19 13:6 13:13 <b>reason</b> 6:6  <b>reassess</b> 74:10  <b>receipt</b> 20:18  <b>receive</b> 44:15  <b>received</b> 15:21 31:6 52:7  <b>receiving</b> 10:18  <b>recent</b> 23:6 23:6 53:11 57:5  <b>Reciprocity</b> 42:9  <b>recited</b> 4:11  <b>recognition</b> 15:21  <b>recognize</b> 52:22 62:21  <b>recognized</b>	15:9 15:16 40:14  <b>recognizing</b> 40:8  <b>recommend</b> 50:5  <b>recommendati</b> <b>on</b> 55:22 66:18  <b>recommendati</b> <b>ons</b> 51:7 60:20 61:11 74:4  <b>recommending</b> 45:3  <b>reconvened</b> 55:10  <b>record</b> 4:25 70:10  <b>recorded</b> 63:2  <b>recruit</b> 29:7  <b>recruitment</b> 29:2 29:8 56:25  <b>redefined</b> 48:21  <b>redundancies</b> 68:4  <b>Reece</b> 69:13 70:11 70:11  <b>refer</b> 18:2  <b>referred</b> 7:3  <b>reflect</b> 6:14	40:15  <b>regard</b> 47:7 64:10 65:9 66:12 66:14 66:18 66:20 66:24 67:2 68:17 68:22 69:3 69:9  <b>regarding</b> 7:4  <b>regardless</b> 6:10  <b>regards</b> 11:9  <b>region</b> 72:20  <b>regional</b> 13:16 26:15 26:18 26:20 28:4 28:12 28:21 28:23 70:13 70:16 70:19 70:24 71:11 71:15  <b>register</b> 51:14  <b>registration</b> 72:8 73:19  <b>registries</b> 55:6  <b>Registry</b> 21:17 21:25 22:13 22:14 22:21 22:24 24:19 24:21 25:6  <b>reg's</b> 48:16 48:18	<b>regularly</b> 71:20  <b>regulation</b> 25:14 25:25  <b>regulations</b> 31:2 33:5 59:19  <b>rehab</b> 69:1  <b>reimbursemen</b> <b>t</b> 17:12 17:23 18:7 18:9 18:17 20:8 20:19 42:8  <b>reimbursemen</b> <b>ts</b> 17:17 18:3 18:6 19:25 20:4  <b>reimbursing</b> 18:12  <b>related</b> 4:22 5:18 31:2 36:17 48:12 52:25 53:10 53:17 71:19  <b>relates</b> 16:18 17:12  <b>relationship</b> 27:10  <b>relative</b> 17:18 22:20 23:9  <b>relatively</b> 23:5  <b>relaying</b>
--	---	--	---

19:24	48:17 48:23	<b>requesting</b>	23:7 23:10
<b>remain</b> 4:13	49:22 50:11	12:22 44:16	23:19 23:22
<b>remaining</b>	50:16 51:3	<b>require</b> 8:11	24:4 24:7
12:12	52:3 52:15	<b>required</b>	<b>review</b> 45:11
<b>remember</b> 6:6	52:22 53:21	7:24 36:11	49:5 50:2
33:17 41:18	54:10 54:16	55:15	53:25 74:12
65:12	54:18 56:4	<b>requirements</b>	<b>reviewed</b> 5:3
<b>remind</b> 72:14	57:25 64:14	47:6 51:23	49:12
<b>reminded</b>	65:7 65:12	54:3 59:22	<b>revisions</b>
6:19	65:13 65:16	61:16	54:12
<b>reminder</b>	66:3 66:7	<b>Rescue</b> 44:22	<b>Ridge</b> 13:6
51:12	66:16 67:15	<b>research</b>	28:23
<b>REMS</b> 29:4	68:15 68:25	10:11 22:14	<b>risk</b> 8:3 8:3
<b>rent</b> 18:23	<b>reported</b>	22:15 22:21	8:9 8:14
21:10	31:11 69:14	23:1 23:2	8:15
<b>rental</b> 18:18	<b>reporting</b>	<b>resigned</b>	<b>RN</b> 41:19
18:24 19:1	65:16	13:7	42:17 42:19
19:18 20:14	<b>reports</b> 12:6	<b>resources</b>	43:3
<b>REPLICA</b>	13:21 14:8	50:18 52:11	<b>road</b> 43:8
21:18 21:20	30:8 31:22	<b>respiratory</b>	<b>roadblocks</b>
21:20 21:24	44:5 52:7	10:1	43:11
22:1 22:10	65:2 69:24	<b>respond</b> 6:21	<b>role</b> 50:24
24:23	<b>represent</b>	69:20	<b>Ron</b> 25:15
<b>report</b> 6:5	46:12	<b>response</b>	25:18
6:22 6:25	<b>representati</b>	7:18 8:13	<b>rotate</b> 74:9
7:9 12:9	<b>ve</b> 26:1	69:12 69:15	<b>roughly</b>
13:15 13:18	30:24 56:3	<b>rest</b> 28:16	38:13
13:23 14:10	<b>represents</b>	<b>results</b> 9:3	<b>round</b> 62:25
14:25 21:14	27:8	9:6	<b>roundtrip</b>
23:17 23:21	<b>reps</b> 48:22	<b>retention</b>	18:22
23:25 24:1	<b>Republican</b>	56:25	<b>RSAF</b> 47:7
26:12 26:13	34:2	<b>retreat</b>	47:7 47:8
28:12 29:23	<b>request</b>	64:14 64:16	<b>RSI</b> 61:14
30:3 30:7	20:19	71:13	61:16
30:9 30:11	<b>requested</b>	<b>return</b> 19:19	
31:6 39:11	62:4		





<b>ruin</b> 30:13	<b>school</b> 34:4	71:7	<b>sessions</b>
<b>rules</b> 48:16	36:1	<b>secretary's</b>	35:3
48:18	<b>schools</b>	13:9	<b>seventy</b>
<b>run</b> 10:15	32:17	<b>section</b>	44:17
42:2	<b>science</b>	29:23	<b>seventy-five</b>
<b>running</b> 27:4	34:10 35:16	<b>sections</b>	65:14
<b>rural</b> 36:10	61:12	30:16	<b>seventy-nine</b>
36:10 55:12	<b>scope</b> 54:4	<b>sector</b> 40:17	52:13
	54:7 58:3	<b>Security</b>	<b>several</b> 5:1
	58:5 58:12	38:7	12:17 14:16
S	59:1	<b>seems</b> 20:13	31:25 32:1
<b>safety</b> 15:12	<b>Scott</b> 14:23	<b>selected</b>	53:16 71:1
15:18 16:22	14:24 24:17	25:2	71:10 74:4
35:14 38:8	25:10 27:1	<b>self-</b>	<b>share</b> 27:21
53:5 53:18	<b>seamless</b>	<b>quarantine</b>	33:2
<b>salary</b> 29:21	43:13	8:16	<b>shared</b> 9:12
<b>Sam</b> 12:23	<b>seated</b> 4:18	<b>semester</b>	<b>sharing</b>
15:21 15:22	6:7	37:23	21:23
15:23	<b>second</b> 5:24	<b>send</b> 23:12	<b>sheets</b> 41:8
<b>Samuels</b>	14:22 36:20	23:13 24:8	<b>Shenandoah</b>
42:15 43:7	45:17 54:20	24:10 43:24	26:19 27:23
49:9 49:10	58:12 59:5	<b>sense</b> 21:7	29:2
72:5 72:10	59:13 60:10	<b>sent</b> 45:1	<b>she's</b> 32:3
<b>Sarge</b> 42:20	62:24 62:25	<b>September</b>	<b>shoot</b> 17:14
<b>SARS</b> 9:11	73:16 74:22	34:18	<b>shooter</b>
<b>scare</b> 10:6	<b>Secondary</b>	<b>serious</b> 10:3	73:12
10:7	16:20	<b>served</b> 13:2	<b>short</b> 29:9
<b>scenario</b>	<b>seconded</b> 5:9	<b>services</b>	<b>shortages</b>
39:16 55:7	5:25 74:23	16:21 17:5	23:2 43:4
<b>scenarios</b>	<b>Secours</b>	22:3 27:11	<b>shorter</b> 40:3
55:5	72:19	38:8 70:17	<b>short-term</b>
<b>scene</b> 29:24	<b>secretaries</b>	<b>serving</b>	36:15 36:17
46:3	33:10	44:13	37:4
<b>scheduled</b>	<b>secretary</b>	<b>session</b> 53:8	<b>shot</b> 40:13
53:21 56:5	12:20 16:22		
71:12 71:20	33:2 50:17		

<b>shots</b> 40:11	<b>sitting</b> 15:9	<b>source</b> 11:4	<b>Stacy</b> 17:21
<b>showcasing</b> 51:20	<b>situation</b> 11:1 11:8	<b>speak</b> 20:23 23:4 31:25 44:9 47:1	<b>staff</b> 12:9 20:2 28:1 28:17 30:18 39:4 48:21 52:23
<b>showing</b> 65:15	<b>situational</b> 71:17	<b>speaker</b> 31:23	<b>staffed</b> 63:20
<b>shown</b> 63:13	<b>six</b> 29:10 36:11 64:17 72:11	<b>speakers</b> 73:6 73:18	<b>stakeholders</b> 54:8
<b>sign</b> 72:25	<b>six-and-a-half</b> 30:21	<b>speaking</b> 19:16 47:3	<b>stand</b> 4:10 25:24
<b>signal</b> 51:15	<b>sixty</b> 14:5	<b>speaks</b> 18:3	<b>standard</b> 51:20
<b>signed</b> 27:16 72:11	<b>sixty-one</b> 32:25	<b>special</b> 45:3 45:12 48:10	<b>standardized</b> 69:23
<b>significance</b> 24:18	<b>skill</b> 34:24 55:8	<b>specific</b> 16:17 19:9 34:5 34:20 47:4 55:14 56:12 56:19	<b>standing</b> 4:14 31:21 44:4
<b>significant</b> 25:7 63:22 64:11 66:23	<b>skilled</b> 33:14 35:16	<b>specifically</b> 18:2 34:21 42:11 47:3 52:9 57:12	<b>start</b> 4:9 14:22 15:10 35:10 64:1 66:7 70:5
<b>signing</b> 73:6	<b>skills</b> 32:19 41:5 60:23 62:17	<b>spectrum</b> 9:25	<b>started</b> 4:6 17:16 17:19 59:16
<b>signs</b> 39:23 65:12	<b>skip</b> 14:23	<b>spoke</b> 23:5	<b>starting</b> 42:5
<b>silence</b> 4:14 4:16	<b>slowing</b> 43:10	<b>spouses</b> 42:11	<b>state</b> 7:15 10:18 11:5 11:5 11:19 18:4 20:10 22:4 22:7 24:22 24:22 25:4 26:16 28:22 29:8
<b>silly</b> 20:9	<b>small</b> 46:16 47:12	<b>spread</b> 7:21 8:2 8:25 10:9 10:12 10:14 52:9	
<b>similar</b> 8:12 22:11 40:7 55:5 73:2 73:9	<b>snapshot</b> 24:5 70:2	<b>spring</b> 44:19	
<b>Similarly</b> 66:14	<b>SNF</b> 69:1	<b>Squad</b> 44:23	
<b>simply</b> 10:8 65:15	<b>someone</b> 49:4 65:18	<b>stackable</b> 43:13	
<b>sir</b> 26:5 26:9 31:24 45:23	<b>sorry</b> 66:2		
<b>sit</b> 32:12 45:19 63:11	<b>sort</b> 40:1 56:18		

29:17 30:23	<b>strides</b> 53:2	<b>supervisor</b>	<b>syringe</b>
30:25 31:11	<b>strong</b> 52:24	25:20	58:15 58:16
35:3 35:13	<b>structure</b>	<b>supply</b> 69:18	58:16
35:20 36:20	66:9 67:2	<b>support</b>	<b>system</b> 6:10
36:22 36:25	<b>struggle</b>	37:14 38:1	6:15 24:14
38:11 42:22	37:12	38:23 46:5	28:4 29:8
43:10 50:16	<b>struggled</b>	48:3 53:19	32:14 40:20
57:9 57:17	40:24	60:20 63:12	63:15 63:19
63:5 70:9	<b>student</b>	71:12	65:4 65:5
70:20 70:21	36:18 37:14	<b>supports</b>	65:9 65:24
71:10 73:7	37:20	66:11	66:1 66:8
<b>states</b> 11:25	<b>students</b>	<b>sure</b> 8:23	66:13 67:2
21:24 22:8	32:18 34:4	12:11 28:8	68:22 69:6
22:10 24:23	35:19 35:21	32:17 32:23	<b>systems</b>
33:21 41:19	35:22 36:11	39:5 46:13	72:21
<b>state-</b>	37:5 37:8	57:17 60:3	<hr/>
<b>specific</b>	37:11 37:15	63:2 63:4	T
22:25	37:25 38:10	63:19 73:18	<hr/>
<b>station</b> 55:6	38:14 56:14	<b>Surgeons</b>	<b>table</b> 6:7
<b>stay</b> 8:17	<b>stuff</b> 14:19	68:3	<b>tag</b> 12:8
65:3	16:1	<b>surgery</b> 41:7	69:15 69:23
<b>step</b> 6:22	<b>subcommittee</b>	<b>survey</b> 62:15	70:6
69:2	59:17 69:15	63:1	<b>taking</b> 7:19
<b>steps</b> 21:18	70:5	<b>switcher</b>	9:23 10:3
64:3	<b>subject</b> 57:4	43:15	55:15
<b>Steven</b> 55:23	<b>submit</b> 13:23	<b>switching</b>	<b>talk</b> 11:17
<b>sticking</b>	<b>submitted</b>	30:15	50:3 72:6
41:12	13:9 13:15	<b>symposium</b>	73:10
<b>stop</b> 30:8	55:20	12:14 15:4	<b>talked</b> 34:18
40:12	<b>successful</b>	31:12 57:21	42:16 50:21
<b>strategic</b>	56:13 57:14	72:7 73:3	51:5 51:23
70:19 71:14	<b>successfully</b>	73:15	56:21 56:23
<b>streak</b> 30:13	31:5	<b>symptomatic</b>	57:11
<b>street</b> 39:24	<b>Suites</b> 52:6	8:4	<b>talking</b>
<b>stress</b> 34:13	<b>super</b> 24:12	<b>symptoms</b> 8:1	17:11 19:8
		8:19 10:1	34:16 43:4
			61:12 64:2
			<b>talks</b> 47:4

<b>targets</b> 57:12	11:18 12:1 12:2 16:18 16:24 17:3 17:6 25:1	<b>themselves</b> 17:7	<b>thousand</b> 34:18 35:20 35:22 38:10 38:14 38:19
<b>tasks</b> 8:11		<b>therefore</b> 54:19 64:19	<b>threat</b> 73:10
<b>TCC</b> 55:21	<b>thank</b> 4:17	<b>there's</b> 9:4	<b>throughout</b> 51:10 51:21
<b>TCPR</b> 47:4 47:10 47:10	6:24 7:6 7:9 7:10 10:20 12:4 12:5 12:7 16:14 24:16 25:11 26:10 27:1 27:25 28:19 30:10 30:17 30:22 31:19 31:20 31:24 32:8 32:9 42:13 42:14 44:1 44:10 46:18 47:20 48:13 48:14 49:8 49:17 49:23 50:12 52:1 52:4 52:16 52:17 52:20 56:7 56:10 57:23 61:23 62:9 62:11 63:10 63:14 63:16 63:18 67:21 67:23 68:12 69:11 70:12 70:15 70:21 72:1 72:2 73:21 74:17	15:22 18:8 18:9 27:7 40:6 43:2 56:13 62:22 66:22 68:18	<b>Thursday</b> 10:21 56:5
<b>teach</b> 54:6 60:23		<b>They'll</b> 29:10	<b>thus</b> 26:25
<b>team</b> 12:8 15:13 15:16		<b>they're</b> 9:19	<b>tied</b> 46:22
<b>technical</b> 32:15 44:23		20:20 22:18 55:15 65:18 69:2	<b>till</b> 44:25
<b>technicality</b> 58:25		<b>they've</b> 7:5	<b>title</b> 33:18 48:7 48:8
<b>technology</b> 34:24 35:15 62:7		46:8 55:8	<b>titrated</b> 58:9
<b>telecommunic ation</b> 47:5		<b>third</b> 36:19	<b>titrating</b> 63:3
<b>telephone</b> 51:6		36:21 36:22 36:22 37:3 58:19 61:17	<b>today</b> 5:16 5:18 6:5 6:13 7:14 9:6 29:3 29:5 32:10 32:22 50:15 53:7 64:7 72:4 74:16
<b>TEMS</b> 48:12		<b>thirteen</b> 34:2	<b>today's</b> 5:4
<b>ten</b> 34:1		<b>thirties</b> 36:3	<b>tool</b> 57:21
<b>term</b> 60:3		<b>thirty</b> 35:20	<b>top</b> 21:10
<b>termed</b> 22:2		43:1 74:13	<b>topic</b> 18:2
<b>terms</b> 12:18 13:2 13:5 14:19 15:8 24:23 30:3 57:9 59:23		<b>thirty-five</b> 45:7 46:3	<b>topics</b> 22:16 22:16
<b>terrific</b> 28:13		<b>thirty-four</b> 43:1	<b>total</b> 44:17 56:14
<b>tester</b> 40:5	<b>thanks</b> 7:13 29:19 30:20 44:2	<b>thirty-two</b> 48:24	
<b>testing</b> 8:6		<b>Thomas</b> 13:11	

<b>tough</b> 36:9	67:13	44:24	<b>g</b> 53:3
<b>tour</b> 34:17	<b>trauma</b> 14:1	<b>tuition</b>	<b>undertaken</b>
<b>toward</b> 69:7	14:13 14:14	33:22 37:5	28:3
<b>towards</b> 9:24	63:14 64:6	37:9 38:2	<b>underway</b>
29:25 42:19	64:10 66:1	<b>tuition-free</b>	52:10
43:2	66:8 67:2	33:20 38:10	<b>unfilled</b>
<b>towers</b> 51:13	67:14 67:19	<b>turn</b> 12:6	32:20 32:21
<b>town</b> 4:21	<b>traumatic</b>	14:21 16:8	<b>unfinished</b>
<b>TR-90a</b> 53:25	14:17 67:13	25:9	73:23
54:11 60:19	<b>travel</b> 9:20	<b>twelve</b> 23:24	<b>unique</b> 9:10
<b>Tracey</b> 71:5	18:14 34:8	<b>twenty</b> 20:10	<b>units</b> 59:24
<b>tracking</b>	<b>traveling</b>	39:19	<b>universities</b>
13:24 14:5	18:19	<b>twenty-three</b>	32:16
16:10	<b>treasurer</b>	33:21 33:25	<b>unless</b> 52:15
<b>tracts</b> 72:16	71:6	<b>two-</b>	<b>update</b> 17:10
<b>Trade</b> 33:3	<b>treat</b> 39:23	<b>committee</b>	31:9 51:8
<b>trades</b> 35:17	68:19	74:7	71:17
35:17	<b>tremendous</b>	<b>two-year</b>	<b>updated</b>
<b>trailing</b>	69:19	22:23	11:11
42:11	<b>trend</b> 23:23	<b>type</b> 25:7	<b>updates</b> 7:14
<b>training</b>	<b>trends</b> 37:25	33:20 33:22	10:25 16:12
36:15 36:19	<b>triage</b> 67:19	34:24 34:24	26:14
37:4 53:14	<b>tripling</b>	38:15 65:17	<b>useful</b> 66:22
53:23 59:23	20:21	66:22 73:12	<b>users</b> 24:12
59:24 60:20	<b>true</b> 64:2	<b>types</b> 11:12	<b>utilize</b> 19:1
<b>transfer</b>	68:22 68:25	<hr/> U <hr/>	<hr/> V <hr/>
68:7	<b>trust</b> 20:2	<b>U.S</b> 7:21	<b>vacancies</b>
<b>transport</b>	21:2	<b>unable</b> 53:7	55:19
58:7 58:11	<b>try</b> 14:4	<b>unanimous</b>	<b>vacant</b> 55:21
<b>transportati</b>	14:6 19:6	60:19	74:8
<b>on</b> 37:18	<b>trying</b> 8:21	<b>understand</b>	<b>vaccine</b>
48:12 49:24	19:15 19:20	11:11 20:14	10:12
49:25	21:4 36:4	20:25 21:4	<b>Valerie</b>
<b>transports</b>	<b>Tuesday</b>	<b>understandin</b>	

<p>13:11 13:12 56:9 <b>validation</b> 11:23 25:1 <b>value</b> 43:2 <b>various</b> 22:16 62:23 <b>VAVRS</b> 12:24 55:20 <b>VCU</b> 72:18 <b>VDH</b> 19:22 20:3 30:18 31:17 33:6 66:24 <b>VDH's</b> 17:20 23:17 <b>vehicle</b> 18:18 18:24 19:1 <b>vehicles</b> 27:21 27:24 46:15 50:4 <b>vender</b> 62:6 <b>versus</b> 55:8 <b>vertical</b> 66:4 <b>vet</b> 73:15 <b>veteran</b> 42:10 <b>veterans</b> 41:1 <b>VHHA</b> 10:19 10:20 11:17 <b>viability</b></p>	<p>42:18 <b>vial</b> 58:14 <b>vice</b> 6:22 40:21 71:5 <b>view</b> 61:3 <b>Vince</b> 56:23 <b>violence</b> 66:15 66:21 <b>Virginia</b> 4:1 6:9 6:16 9:3 12:14 12:25 13:8 15:4 16:3 21:19 21:20 22:4 22:9 22:17 25:5 26:2 28:10 30:1 34:14 36:9 41:21 42:6 45:7 45:9 46:1 46:7 48:4 50:21 51:11 51:18 54:7 62:16 63:1 63:13 68:1 68:5 70:25 72:7 73:17 <b>Virginia's</b> 31:6 <b>virus</b> 9:13 <b>vision</b> 64:22 66:10 <b>visit</b> 50:7 <b>vital</b> 39:23 65:12</p>	<p><b>VNA</b> 13:1 <b>vote</b> 47:15 54:22 59:7 60:12 <b>voted</b> 5:11 6:2 47:16 54:24 59:9 60:13 74:25 <hr/><b>W</b><hr/><b>waiting</b> 9:5 56:2 66:17 <b>walk</b> 46:1 <b>war</b> 41:7 <b>Watkins</b> 67:6 67:7 67:8 <b>Wayne</b> 71:5 <b>ways</b> 40:7 41:10 71:11 <b>WebEx</b> 10:20 <b>webinar</b> 44:24 <b>webinars</b> 24:13 <b>website</b> 13:19 45:2 <b>we'd</b> 57:15 59:14 <b>Wednesday</b> 48:19 62:12 71:8 72:7 <b>week</b> 13:4 27:12 44:7 48:6 71:9 <b>weekend</b></p>	<p>72:13 <b>weekly</b> 13:23 14:2 <b>weeks</b> 12:3 17:16 27:16 <b>weights</b> 63:2 <b>Welcome</b> 4:6 <b>welfare</b> 61:20 <b>we'll</b> 14:8 17:4 27:15 29:20 44:20 52:2 54:20 54:22 59:5 59:7 60:10 60:11 61:19 61:21 62:15 70:4 70:4 74:9 74:20 <b>Well-Being</b> 31:7 <b>well-</b> <b>described</b> 59:19 <b>we're</b> 9:23 10:3 10:21 12:1 14:5 16:10 19:20 24:9 24:11 24:25 25:6 27:25 28:4 30:2 36:1 36:3 36:4 37:3 37:4 38:4 38:16 39:1 39:2 41:1 41:3</p>
---	---	--	--



41:9 42:5	75:2	68:1 68:16	60:17
42:7 43:4	<b>whether</b> 8:7	<b>worked</b> 23:18	<b>yesterday</b>
43:12 43:14	17:6	33:5	29:3 29:5
44:4 45:2	<b>white</b> 34:22	<b>workforce</b>	52:6 56:11
46:13 47:25	59:20 61:1	22:19 22:20	62:1 67:9
48:2 48:5	61:14 61:17	23:2 23:3	67:24
48:7 49:1	<b>whole</b> 55:7	32:3 32:11	<b>yet</b> 27:20
53:2 57:6	65:10 73:13	32:13 33:6	46:14
58:25 61:13	<b>whomever</b>	33:9 34:5	<b>yield</b> 54:10
61:17 61:21	23:13	34:6 34:16	<b>York</b> 52:13
62:24 64:21	<b>whose</b> 12:18	34:20 35:12	<b>you-all</b> 7:15
64:22 65:6	13:5	38:22 41:25	63:12
65:9 66:9	<b>wind</b> 9:15	42:1 56:9	<b>you-guys</b>
66:11 66:11	<b>winds</b> 9:14	<b>working</b> 7:1	30:19
67:14 67:17	<b>winner</b> 16:1	7:16 12:19	<b>you'll</b> 70:9
69:5 71:17	<b>Winston</b>	16:21 16:23	73:1
73:23	25:10 25:11	17:1 17:4	<b>Young</b> 67:22
<b>Western</b>	25:21 26:3	19:5 19:14	67:23
12:25	26:7 26:10	22:18 27:5	<b>you've</b> 63:23
<b>we've</b> 7:1	28:6 28:19	28:18 31:19	
22:13 27:9	29:6	32:14 38:19	
27:22 33:24	<b>won</b> 16:4	38:21 39:2	
38:19 40:24	<b>WOODS</b> 70:15	53:13 55:5	
44:12 45:6	72:1	61:1 61:14	
46:3 49:14	<b>work</b> 8:21	61:17 61:19	
55:10 55:19	11:2 22:24	66:6 66:9	
58:20 59:20	24:19 26:22	67:12 67:14	
61:5	30:18 30:19	69:3	
<b>whatever</b>	32:20 32:24	<b>works</b> 12:4	
35:7	33:7 33:9	<b>world</b> 40:14	
<b>WHEREUPON</b>	41:10 50:18	<b>Wuhan</b> 7:23	
4:11 4:15	51:2 52:24		
5:9 5:11	55:4 55:11	<hr/>	
5:22 5:25	56:12 57:8	Y	
6:2 47:16	57:20 59:14	<hr/>	
54:24 59:9	64:9 64:12	<b>year-round</b>	
60:13 74:21		24:6	
74:23 74:25		<b>Yee</b> 54:10	
		56:8 57:24	
		57:25 59:13	

