

Agency		Quasi		Non-Profit	
Pros	Cons	Pros	Cons	Pros	Cons
Experience; systems in place	Inflexibility	More flexible; Market responsiveness	Startup	Customer-focused mission	Necessary authority for tasks
Access to necessary data	Timeliness, cumbersome	Public/private partnership--fostering cooperation, communication	Requires a process for coordination, communication and access	Market responsiveness	May not have the same public interest as government
Familiarity among the public	Private stakeholder trust	Access to needed data	Bench strength among staffing	Private sector trust	Requires standards for cooperation, communication and access with state agencies
Existing structure model	Commercial insurance experience	Public trust	Need to create a framework	"Newness" could energize staff	Less deference from Legislature (than Agencies);
Accountable	Politics, administration change	Balance accountability and efficiency	less public input	Highly developed governance models, support	Experience
Maximum public participation	General fund budgeting	Established governance models	No automatic access to state resources	Ability to communicate, collaborate on common goals	Less public oversight
Ease of interagency cooperation, communication	Start up cost/time, if a new agency	Could function under management agreements with agencies	Restrictions on data will need to be explicitly defined (control: public data protection)	Fast reaction to marketplace needs	Accountability (may be addressed through regular reporting and audit)
	Less creativity in IT system design	Better ability to work with agencies and protect private/nonpublic data	May be more costly to set up	Greater private sector confidence	
	May be challenge to hired needed talent under salary caps	May adopt accountability standards consistent with marketplace focus of the Exchange	No past experience	Ability to tailor to meet needs of private sector	
	Potential conflicts between public sector/private sector roles	Ability to be more reactive to marketplace demands	Accountability (may be addressed through regular reporting and audit)		
		Ease of access to external resources			