

Sustainability – organizational attributes that will most affect long-term success.

Government agency/board

Quasi-governmental body

Nonprofit corporation

Pros	Cons	Pros	Cons	Pros	Cons
+ Greatest transparency and direct accountability to governor and policy makers	- Subject to changing political priorities; greatest volatility	+ Greatest ability to design exchange-specific governance structure	(Neutral factors /) / Modified transparency and accountability	+ Greatest flexibility to generate revenue; greatest reward	- Ability to take risk carries the potential for failure
+ Govt. already performs key functions, Medicaid (DHS), insurance policy certification (Commerce)	- Inherent conflict between govt. as regulator and govt. as exchange operator	+ Able to fully integrate Medicaid + Can be somewhat insulated from political influence and changing priorities		+ Potentially greatest long term credibility with business stakeholders	Potentially attenuated transparency and accountability
				+ Most removed from political influence	