Mary Ball Washington Regional Council
GO Virginia Region 6
www.govirginia6.org

Region 6 Executive Committee Meeting
Tuesday, June 17, 2025
11:00 AM – 12:30 PM
Virtual Meeting Location -
https://zoom.us/j/98992579452?pwd=cnY2em1JRE1XYVFsMDJRTDQ4Mkszdz09
Meeting Password: govirginia (46847446 from phones and video systems)
To Join by Phone: +1-301-715-8592 | **Meeting ID**: 989 9257 9452 | **Passcode**: 0951530548

AGENDA

11:00 am	**Call to Order**	John Anzivino
11:00 am	**Roll Call**	Sarah Oldaker
11:05 am	**Public Involvement**	John Anzivino
11:10 am–11:15 am	**Consent Agenda (ACTION ITEM)**	John Anzivino
	Approval of April 21, 2025 Minutes **(ACTION ITEM)**	
11:15 am-11:20 am	**Financial Report**	Sarah Oldaker
11:20 am-11:45 am	**Application Discussion and Determination (ACTION ITEM)**	
	University of Mary Washington Medical Management Certification Pilot Program Planning Grant	Teresa Segelken
11:45 am-12:00 pm	**New Business**	
	Nomination of New Regional Council Member Appointments (ACTION ITEM)	John Anzivino
	Nomination of Stephanie Heinatz to the Regional Council	
	Nomination of Cyndi Mack to the Regional Council	
	Nomination of Ernisha Hall to the Regional Council	
	Nomination of Melissa Sheffield to Regional Council	
12:00 pm-12:30 pm	**Information Items**	Sarah Oldaker
	Outreach to State Elected Officials	
	GOVA 6 Replacement on the BCWDB	
	State Board Retreat	
	G&D Plan Update	
	Consultant Services for Grant Administration	
	Project Pipeline update	
12:30 pm	**Adjournment**	John Anzivino

Next Meeting: TBD

Region 6 Executive Committee Meeting
Monday, April 21, 2025
11:30 AM – 12:30 PM
In-Person Meeting Location - Jepson Alumni Executive Center, 1119 Hanover St., Fredericksburg, VA 22401
Virtual Meeting Location -
https://us06web.zoom.us/j/81273820248?pwd=vtQPgA0HYCuW3oJ3V4NfzTdpca1ZAJ.1
Meeting Password: govirginia (46847446 from phones and video systems)
To Join by Phone: +1-301-715-8592 | **Meeting ID**: 989 9257 9452 | **Passcode**: 0951530548

MINUTES

MEMBERS PRESENT IN PERSON AND VOTING: John Anzivino **(Chair),** Jeff Szyperski – **Vice-Chair,** Jackie Davis**,** Jan Erkert.

STAFF: GWRC –Chip Boyles, Kate Gibson, Sarah Oldaker

CALL TO ORDER
Mr. Anzivino called the meeting to order at 11:35 AM.

ROLL CALL
Ms. Oldaker called roll and a quorum was present.

PUBLIC COMMENT
There was no public comment.

CONSENT AGENDA (ACTION ITEM)
Mr. Anzivino asked for a motion to approve the consent agenda items, February 18, 2025, meeting minutes. Mr. Szyperski made a motion to approve the consent agenda. Ms. Erkert seconded. The motion passed unanimously.

NEW BUSINESS

Nomination of New Regional Council Member Appointments (ACTION ITEM)
Mr. Anzivino presented the slate of new members up for nomination to the full Regional Council. The Committee discussed the appointment of Joe Syslo from the Middle Peninsula and John Bateman and Kyle Allwin from the Northern Neck. They also discussed appointing Ginni Matern to the Executive Committee. Jeff Szyperski and Rene Daniels were also up for re-appointment as they had both finished their first four-year term. Ms. Davis made a motion to approve the slate of nominees, Ms. Erkert seconded. The motion passed unanimously.

FY25 Budget Amendment and FY26 Budget Approval
Ms. Gibson presented the FY 25 proposed budget amendment and the FY26 Budget for discussion. The Executive Committee discussed both budgets and agreed there were no changes needed. Both would be voted on by the full Council.

DRAFT

OLD BUSINESS

Discussion of Future Council Members
Ms. Oldaker informed the Committee that with the new additions to the Council, membership is at 17 members with 11 being from the private industry. The Council discussed targeted recruitment of new Council members from the Region 6 Targeted Industry Clusters and from the Middle Peninsula.

Mr. Boyles also gave the Committee an update on the hiring process for the Program Director job.

ADJOURNMENT
Being no further business, the meeting was adjourned at 12:15 pm.

DRAFT

George Washington Regional Commission (2022)
177-ECB GOVA FY25 Planning Grant

Practice Management Certification Program

ZbxQvzng

Applicant details

Agency	University of Mary Washington
Agency Type	Other
Phone Number	5402868098

Application details

Project Applicant Legal Name (Local government entities or organizations working on behalf of local government entities may apply to receive a GO Virginia grant. These organizations may include regional government entities, nonprofit organizations, regional economic development organizations, regional chambers of commerce, planning district commissions, and colleges and universities.)	University of Mary Washington
EIN/TIN	54-6001757

Mailing Address

> 1301 College Avenue Fredericksburg VA 22401

Contact Name	Teresa Segelken

Contact Title

> Director, Continuing and Professional Studies

Contact Phone	+15402868098
Contact Email	tsegelke@umw.edu
Partnering GO Virginia Regions? (Statewide Competitive)	✓ No
What Growth & Diversification Plan Priority Industry Cluster(s) is your project in?	✓ Healthcare
What category is your project in?	✓ Workforce Development
Participating Localities (Minimum 2 Required)	✓ City of Fredericksburg ✓ King George County ✓ Stafford County
Proposed Localities to be Served by Project	✓ Caroline County ✓ Essex County ✓ City of Fredericksburg ✓ Gloucester County ✓ King and Queen County ✓ King George County ✓ King William County ✓ Lancaster County ✓ Mathews County ✓ Middlesex County ✓ Northumberland County ✓ Richmond County ✓ Spotsylvania County ✓ Stafford County ✓ Westmoreland County

Funding Request Summary

1	GO Virginia Request	78,014
2	Total Match	40,000
3	Additional Leverage	32,204
4	Total Project Cost	150,218
5	Amount of Local Match	0

Project Start Date	2025-07-01
Project End Date	2026-06-30

OVERVIEW: GO Virginia is a collaborative economic development program that promotes private sector growth in targeted, traded industry clusters and creates high-paying jobs through regional collaboration. Regional Councils are allotted per capita funds annually to award projects through either implementation grants or planning grants. Implementation grants are intended to create higher paying jobs, whereas GO Virginia Planning Grants (formerly Enhanced Capacity Building or ECB Grants) are intended to build regional capacity for project development and implementation. Planning grants are awarded to planning projects and pilot projects.
ALLOWABLE ACTIVITIES: Included below is a list of allowable activities for GO Virginia Planning Grant Applications. Please note that an application may propose multiple activities as part of one grant request.
1) Planning: includes activities such as development of a feasibility study, need analysis and prioritization, strategy development activities, a business plan, etc. Planning work should determine whether a future GO Virginia investment is feasible or determine industry demand to validate any future GO Virginia implementation grants. Activities will generate one or more products, such as a business plan or strategic plan.
2) Pilots: conduct small-scale pilots or proof of concept work to strengthen relationships and produce preliminary data for a future GO Virginia implementation grant. Activities may generate one or more core GO Virginia grant outcomes.

1. Describe how your project will impact the selcted targeted industry clusters and aligns with Region 6's Growth and Diversification Plan.

> The Practice Management Certification Program will address the number of skilled workers to effectively run medical (primary care, etc.) offices. We will bring in a nationally recognized industry credentialing body, the Practice Management Institute (PMI), to certify the participants and further develop efficient and accurate practices. We decided to begin by offering the Certified Medical Office Manager Certificate Program. Participants in the program will complete a certification course and complete the exam.
> This project will research the impact of healthcare access on growth in the community. We look to learn how increasing access to primary care offices leads to the development of specialty care and creates a more desirable community for businesses to operate in. Noted in the Robert Wood Johnson Foundation brief Why Healthy Communities Matter to Businesses, healthier communities increase the likelihood of attracting a more prepared workforce which strengthens the customer base and local economy.
> The 2022 Rappahannock Area Community Health Assessment notes that building and maintaining strong organizational structure for public health is an essential health service. At the time of the community study (2021) the Rappahannock region ranked "moderately" effective in this practice.
> The Region 6 Growth and Diversification Plan does not address goals associated with healthcare and building healthier communities. However, if we look to the IT/Data Centers cluster, investing in the skill development of medical/healthcare practice managers aligns closely with goal 1 (Adapt education and training needs to meet current and prospective business

needs by strengthening and expanding non-degree programs and offering programs to develop and grow businesses at all stages). Due to the expanding nature of the clusters, we focused our discussions on the impact of healthcare access within the IT/Data Centers, Manufacturing, and Professional/Scientific/Technical Services clusters.
Multiple organizations currently operating in the region/looking to expand have identified the access the healthcare as a barrier to retention and growth, especially in rural areas of the region. Turn Dynamics, specifically, shared in conversation that employees routinely need to take time off to travel to Richmond for medical care, resulting in more time away from work than would be needed if there was a local option. This impacts productivity, and can impact an employee's decision to remain at an organization.
Cyndi Mack, of Universal Dynamics Inc., indicated through conversation that their five year plan to grow in the region will require attracting talent. She believes that access to healthcare in the region is a key decision factor for candidates evaluating relocating. This belief is supported by the referenced research from the Why Healthy Communities Matter to Businesses brief mentioned above.
Organizations that work directly with businesses and potential employees, including The Bay Consortium Workforce Development Board, the King George Economic Development Authority, United Choice Healthcare Staffing, and the Fredericksburg Economic Development Authority indicated through their letters of support that they have anecdotally observed through interactions with businesses that healthcare access factors into their decision-making process, and that a lack of care impacts the retention efforts of regional businesses.

2. Please define the level of participation by each of the localities.

For the planning grant, the localities of the City of Fredericksburg, Stafford County, and King George County will serve on the advisory board to better understand the impacts of healthcare options and access as a decision factor when business decides where to set up or expand. They will serve on the advisory board, have voiced their support for the program, and will assist in sharing the information about the program it is launched. Additionally, representatives from Mary Washington Healthcare, Turn Dynamics, Cyber Bytes, Stafford County Public Schools, United Choice Healthcare Staffing, and Universal Dynamics Inc. have all voiced support for the program and the research through letters of support.

3. Please describe the opportunity or challenge the project intends to explore or address.

The Practice Management Certification Program aims to address a gap in educational opportunities for effective medical practice management. In the fall of 2024, UMW participated in the Stafford Healthcare Pathways research study examining the gaps in available healthcare-related education in our region. We learned through this study that one of the major areas where there is a lack of resources is for medical or healthcare practice managers. This position is responsible for overseeing all of the administrative and business operations aspects of a private medical or wellness practice. Their duties include hiring employees, ensuring compliance with regulations and managing the budget of the practice/
As of January, ZipRecruiter reported roughly 200 openings for this position within 25 miles of Fredericksburg, and the Bureau of Labor Statistics reports an expected growth of this position up to 29% over the next 10 years. We also used the Federal Jobs Outlook to verify this information.
The Virginia Office of Education Economics (VOEE) identifies this position as 11-911 Medical and Health Services Managers. This position has a current median earning potential of $111,245 and is noted as a high demand position in 2024. VOEE poises growth for this position in the Bay Consortium region to be 22% over the next 5 years. We looked more deeply at the access to care and found that the region, largely, is designated by the Health Resource and Services Administration (HPSA) as lacking in primary care, dental care, and mental health care options.
This program will help train medical office practice managers to be ready for the challenges of running a medical, health, or primary care office. Well trained practice managers run efficient operations and keep risks low. This will help increase access to healthcare and attract more advanced specialty care to the region.

4. Provide a summary of the project's scope of work. What are the final project deliverable(s)?

The goals of applying for the grant include conducting more research to fully understand the impacts in our region; developing successful candidates to efficiently run medical, dental, and mental health practices, increasing the access to primary care offices, which will encourage specialty care offices to the region; and increasing the general business acumen of those in the practice manager role, encouraging efficient operation.

The timing of the pilot year will begin with hiring a director to coordinate the research, market the program, and plan enrollment (August-September, 2025). By October, the research should be at least 50% completed, with a targeted end date of November 1, 2025. December, 2025, will focus on the sharing of the initial research and finishing the marketing of the program for launch in March.
In the planning grant phase and pilot year, we aim to run one cohort. We aim to train 20 students through the program, with at least 17 passing the certification exam within 2 attempts. We will monitor employment and job placements until mid-June 2026 when we will report the progress. We aim for four businesses to be impacted.
We recognize that this will likely be a professional development opportunity for many current practice managers. This will support the retention of the practice managers in current roles and increase the efficiency in an office. We hypothesize that throughout the program will see a balance of individuals validating their skills for various reasons, and others using this as an opportunity to break into a new career field.

5. Describe in narrative from the project's budget and sources of matching funds.

The GOVA budget will cover the salary for a program director, the researcher, the adjunct instructors, general classroom materials, and marketing of the program. The program director will run the grant, market the program with our marketing team, and interface with the adjunct instructors and certifying body, Practice Management Institute. The adjunct instructors will be UMW employees and develop and teach courses to address gaps identified from the research and the Certified Medical Office Manager certificate. The researcher will develop the study, survey regional businesses, collect the data, and work with the advisory board to align the program outcomes. The researcher will also track job placements and professional development/retention efforts.
The balance of the project is funded through matching funds from Mary Washington Healthcare, in-kind advisory board participation from localities and regional businesses, and a reduction in indirect costs and a donation of facilities to use the run the trainings from UMW.

6. Describe how this project aligns with the Region's Growth and Diversification Plan, and why this is a priority for the Regional Council.

As we know, healthier communities thrive and draw in business growth. More access to primary care and higher populations bring in specialty offices and expand access and options. This encourages a community to grow and subtly entices people to decide to live, work, and play in a region.
As noted in question 1, the Region 6 Growth and Diversification Plan does not specifically address goals associated with healthcare and building healthier communities. However, as the further research suggests, access to primary healthcare facilities increases the overall health of a community, which entices businesses of nearly all types to expand into the region. Primary healthcare access is the gateway to specialty care facilities as well, bringing a skilled workforce with well paying jobs to grow the local economy.
Organizations directly supporting business growth in the region, including The Bay Consortium Workforce Development Board, the King George Economic Development Authority, United Choice Healthcare Staffing, and the Fredericksburg Economic Development Authority have all indicated that they have firsthand anecdotal evidence that the healthcare access impacts business growth/expansion, employee retention, and candidates' decisions to relocate to the region.
A key component of this grant is to understand how the lack of healthcare access is directly impacting business growth, development, or decision to set up in Region 6. This will help us understand the extent of the impact and develop additional next steps, if needed. Current available research, as well as anecdotal evidence, leans significantly to this correlation, but further research specifically in our community will help not only UMW design the right programming to meet the evolving needs, but our educational partners in K-12 and the community colleges as well. Evidence suggests that bolstering the healthcare infrastructure will impact both the desire to operate in Region 6 from an organizational/ business perspective, and encourage candidates considering relocating to the region. In line with the Region 6 Growth and Diversification Plan, this research can help us understand the skills gaps created by talent drain and correlate this with healthcare access as well. As a whole, this project aligns with the Region 6 Growth and Diversification Plan by supporting and growing the workforce for the targeted industry clusters for IT/Data Centers, Manufacturing, and Professional/Scientific/Technical Services.

7. Describe the line of sight from this planning work to an eligible GO Virginia Implementation project. Describe the project outcome(s) that you woudl hope to gain from this implementation project.

> Assuming a successful pilot, we will look to work with industry partners to develop pipelines into this credential. This includes working within the growing focus on health science at UMW and partnerships with regional practices and organizations. We may also consider supplemental credentialling opportunities that support and/or advance this position. We plan to work backwards with educational and regional partners to build a roadmap of how to get to this role to support students seeking this position.
> We will work with additional partners to scale the project from a once a year offering to multiple offerings per year, as well as look to locality participation to support small and medium sized medical practices' access to the program. We will also look to regional educational partners (community colleges, etc.) to include in further discussions in developing a pipeline of well prepared practice managers.

Does your project include jobs in the Healthcare Industry? If so, please see the Healthcare Industry Project Guidelines to see if your it would qualify for GO Virginia funding.

✓ Yes, jobs in the healthcare industry are included in this project.

If your project qualifies for and includes job in the Healthcare Industry Cluster, please upload the Healthcare Adendum and supporting documentation.

PDF	Healthcare Industry Proje... (115 KiB download)

Please upload the Core Outcomes and Milestones template.

PDF	Gova-core-outcomes and mi... (148 KiB download)

Please upload all Match Verification Forms as one pdf. Any match listed in your Sources and Uses Budget, must have a corresponding Match Verification Form.

XLSX	MWHC_Match form.xlsx (49 KiB download)

Please Upload the Sources and Uses Budget Template

XLSX	GoVA Grant Budget.xlsx (60 KiB download)

Please upload all letters of support, including ones demonstrating meaningful local participation.

PDF	Letters of Support.pdf (2.6 MiB download)

Proposed Budget

1	GO Virginia Request	US$78,014.00

2	Total Match	US$40,000.00
3	Total Project Cost	US$150,218.00
4	Local Match Amount	0
5	Additional Leverage	US$32,204.00

Please include a detailed budget narrative describing how the funds will be used in the scope of work of the project.

> The GOVA budget will cover the salary for a program director, the researcher, the adjunct instructors, general classroom materials, and marketing of the program. The program director will run the grant, market the program with our marketing team, and interface with the adjunct instructors and certifying body, Practice Management Institute. The adjunct instructors will be UMW employees and develop and teach courses to address gaps identified from the research and the Certified Medical Office Manager certificate. The researcher will develop the study, survey regional businesses, collect the data, and work with the advisory board to align the program outcomes. The researcher will also track job placements and professional development/retention efforts.

Log in to gwregion.grantplatform.com to see complete application attachments.

Healthcare Industry Project Application Addendum

1) *Please describe and document how the lack of healthcare services is affecting your region's ability to grow one or more of the industry clusters defined in its Economic Growth and Diversification Plan. Optional attachments may include letters from industry partners describing how the lack of healthcare services is affecting their business or economic development partners who have experienced challenges recruiting businesses due to a lack of healthcare services. Employer surveys or other studies may be referenced.*

The 2022 Rappahannock Area Community Health Assessment study, completed in partnership with the Rappahannock Area Health District and Mary Washington Healthcare, predominately noted that the PD 16 region lacks primary and mental healthcare facilities, ranging from 730 residents to 1 physician in the City of Fredericksburg to over 6,000 residents to 1 physician in Caroline County. The State of Virginia averages 1,330 residents to a primary care physician, which is significantly higher than the American Academy of Family Physicians (AAFP) suggests of 1,200 individuals to 1 physician. The Health Resources and Service Administration identifies that most of the region falls within a Health Professional Shortage Area (HPSA). This kind of shortage demands efficiency and keen skill to manage the volume of patients. As industry grows in the region, the supply must increase. One way to combat the shortage is to have a trained and ready-to-go workforce to run the medical offices.

Conversations with local organizations indicate that with their projected growth over the next several years (especially growth into more rural areas of the region), they believe that the current healthcare infrastructure may impact their ability to recruit and retain employees who see access to healthcare as a priority. Turn Dynamics, in Kilmarnock, specifically noted that employees seek healthcare options in Richmond, which often causes them to take more time off of work to get to appointments. Critical Management Solutions, in Fredericksburg, noted that while they don't have the issue currently, they can see that this could impact the ability to staff data center campuses in the rural areas of the region, like Caroline County and King George County. Both organizations indicated they would like further information to evaluate the impacts to their clusters (Manufacturing and IT/Data Centers, respectfully). Universal Dynamics (manufacturing) is looking into an expansion in the region over the next five years. They have specifically noted that this expansion will require talent to relocate to the region, and through experience they have noticed that healthcare access plays a significant role in the decision to relocate. They believe that investing in growing our healthcare infrastructure will support our regional workforce development as a whole.

Regional workforce councils and locality economic development offices and boards identify the lack of healthcare access as impacting business growth in the region, at least anecdotally. Letters of support from the Bay Consortium Workforce Development Board and the King George EDA both highlight that attracting a highly skilled workforce and businesses to the rural communities is more difficult with a perceived limited quality of life. Additionally, a lack of access to care diminishes the productivity of a current employees due to the need to travel for services.

These anecdotal pieces of evidence exist, but as noted in the letter of support from the Fredericksburg Economic Development Authority, we don't fully understand the extent to which this is impacting business growth, employee retention, or a decision-making strategy of a business deciding to come to the region. The research component of this grant will help identify the extent to which healthcare access impacts the decision-making strategy of businesses in the manufacturing and IT/data center clusters. This information will inform the continuation of the program, and education partnership development.

Finally, this information will help localities make decisions in their pursuits of building healthier, desirable, and more attractive communities.

2) *GO Virginia board policy requires that more than 50% of the population served by the project be in localities designated as a Geographic Healthcare Professional Shortage Area (HPSA). Please complete the following table for the localities actively participating in this project.*

Participating Locality	Population	HPSA Designation (Y/N)
Stafford County	165,428	Yes (primary and mental health)
City of Fredericksburg	28,928	Yes (mental health)
King George County	28,568	Yes (primary and mental health)

3) *Please describe which occupations have been identified on the most recent Virginia High Demand Occupation List (VOEE Career Clusters – Health Science) as developed by the Virginia Office of Education Economics and how the project will expand the pool of qualified workers in those occupations. Please describe how regional healthcare employers have validated the demand for trained workers.*

VOEE recognizes the practice/medical office manager position as a Medical and Health Services Manager role (11-9111). This position is projected to grow 22% over the next five years and have a median annual income around $111,245. Investing in the opportunity for this certificate program now will prepare the next generation of practice managers to be ready to assume the responsibility as medical offices continue to grow. Additionally, as primary care offices meet the healthcare needs of the majority of the population and we see the population continue to grow, we are then well poised to meet the demand of the specialty offices that will follow.

A well trained, prepared workforce ecosystem is necessary to meet the growth of the area. Conversations with Mary Washington Healthcare noted that patient experience, as well as patient safety, will increase by standardizing the level of education with an industry credential. Gwendolyn Shelton, of United Choice Healthcare Staffing, noted that the talent drain in Region 6 is significant and impacts employee's ability to meet work demands and care related responsibilities. She specifically notes that this will support building a more resilient workforce.

Furthermore, Cyndi Mack of Universal Dynamics Inc. cited in conversation that her in her experience as HR director, candidates evaluate relocating to an area in part based on their access to healthcare. This impacts the quality of skilled candidates willing to move to the region to support a business' growth.

This planning grant and pilot study also aims to better understand the specific needs of the region. This is why the research component is critical to better understand where the efforts to train are most necessary. Better prepared Practice Managers/Medical and Health Services Managers will enable growth in the healthcare sector, preparing it to meet the needs of growth in the identified industry clusters (Manufacturing and IT/Data Centers).

4) *Describe the process used to determine the region's existing capacity to develop talent in these areas and how this project will create new or expanded training capacity to increase healthcare services in the region.*

In the fall of 2024, UMW participated in a research study examining the gaps in available healthcare-related education in our region. We learned through this study that one of the major areas where there is a lack of resources is for medical or healthcare practice managers. This position is responsible for

overseeing all of the administrative and business operations aspects of a private medical or wellness practice. Their duties include hiring employees, ensuring compliance with regulations, and managing the budget of the practice. Working with the Practice Management Institute to provide the industry credential Certified Medical Office Manager, UMW's Continuing and Professional Studies will leverage the expertise of the University in business acumen and to ensure participants leave the program as experts in running and leading efficient medical offices. Assuming a successful pilot, we will look to industry and educational partners (i.e. community colleges, etc.) to develop pipelines of experience and education to scale up the skilled workforce to be ready to assume the Practice Manager role as more medical offices open.

Workforce Development Outcomes

	Grant Peformance Outcomes	
	Name of outcome	**Committed Outcomes**
1	Number of people trained	20
2	Number of job placements	6
3	Number of businesses served	
4	Number of new interns placed	
5	Number of new apprenticeships created	
6	Number of new programs implemented	1
7	Number of credentials awarded	17
8	Number of students that completed a dual enrollment programs	

Definitions

Number of people trained	The number of individuals who successfully complete a course or combination of courses required to enter employment.
Number of Job Placements	The total number of new jobs stemming from successful exits from a workforce program
Number of businesses served	The number of unique firms provided with targeted and/or individualized business assistance.
Number of new interns placed	An internship is defined as a professional learning experience hosted by an employer that offers meaningful, practical work related to a student's field of study or career interest. For the purposes of this program, new internships must have a pay or stipend component. This metric tracks the number of students who have been successfully placed into an internship as a result of the project.
Number of new apprenticeships created	An apprenticeship is a structured employment/training arrangement, hosted by a sponsoring employer. It may be registered or unregistered but must include a combination of paid employment and related academic or on-the-job instruction.
Number of new programs implemented	The number of new workforce training programs put in place as a result of the project activities.
Number of credentials awarded	A credential is a certificate, degree, or certification generally recognized by employers as evidence that a completer is qulaified for work in a specific occupation.
Number of students that completed a dual enrollment program	The number of high school students who are enrolled dually in a community college level course and completed it.

Describe the project timeline and the specific project milestones that will be utilized to track project progress and fund disbursement.

***GO Virginia is a reimbursement-based grant and funds will only be disbursed after funds are expended. Match funds must be expended prior to or in proportion to GO Virginia funds.**

****Milestones are project activities and deliverables, in the order they are completed.**

Project Start Date: 7/1/25
Project End Date: 6/30/26

CY, Quarter	Milestone	GO Virginia	Indirect	GO Virginia Amount Disbursed	Match Amount Disbursed	TOTAL
2025, Q3	Hire Program Director	$11,465	$1,147	$12,612	$0	$12,612
2025, Q4	Program director	$11,465	$1,147	$12,612	$0	$12,612
2025, Q4	Define research scope and begin data collection	$0	$0	$0	$0	$0
2025. Q4	Purchase supplies	$1,500	$150	$1,650	$0	$1,650
2025, Q4	Marketing to recruit for the program	$3,850	$385	$4,235	$0	$4,235
2026, Q1	Complete materials purchase for PMI	$0	$0	$0	$13,250	$13,250
2026, Q1	Purcase supplies	$0	$0	$0	$4,200	$4,200
2026, Q1	Complete exam voucher purchase for PMI	$0	$0	$0	$11,250	$11,250
2026, Q1	Marketing to recruit for the program	$0	$0	$0	$0	$0
2026, Q1	Program director	$11,465	$1,147	$12,612	$0	$12,612
2026, Q1-Q2	Cohort begins end of Q1 beginning of Q2. Program to last 2-3 weeks.	$0	$0	$0	$0	$0
2026, Q1-Q2	Purchase supplies	$0	$0	$0	$5,300	$5,300
2026, Q2	Pay instructors and researcher	$17,224	$1,722	$18,946	$6,000	$24,946
2026, Q2	Cohort completion rate addressed with advisory board by April, 2026. Research reviewed. Begin tracking job placements and retention.	$0	$0	$0	$0	$0
2026, Q2	Program director	$11,465	$1,147	$12,612	$0	$12,612
2026, Q2	Job placement/retention results shared by June 2026.	$0	$0	$0	$0	$0
2026, Q2	Administrative fee-GoVA	$2,737		$2,737	$0	$2,737
Total		$71,171	$6,843	$78,014	$40,000	$118,014
				$78,014	$40,000	$118,014
						Total (excluding leverage)

Budget Category (Dropdown)	Uses of GO VA Funds	Amount ($)	Description
Salaries	Program Director	$45,860	Grant management
Salaries	Course instructors and researcher/data collection	$17,224	Course instructors teach to gaps we learn in the research. Researcher to identify the larger need for healthcare in the region and track job placements.
Supplies	Materials and Supplies	$1,500	Class instruction supplies
Other	Marketing	$3,850	Marketing for enrollment
Administration (Support Org Grant Management up to 8%)	4% admin fee	$2,737	
Indirect Costs	Capped 10% (excluding 4% admin fee)	$6,843	
		$ 78,014.00	**Total GO Virginia Request**

Directions: Please list the budget category, associated uses of GO VA funds (how funds are being used), amount, and desciption for each budget category. In the Description column please provide more detail about the proposed uses of the funding including, if applicable, what organization will be receiving/managing those funds (i.e. grant recipient or third-party). The budget categories and amounts should match the **"DHCD Request" column** in the CAMS application budget.

Please include a detailed budget narrative below:

The GOVA budget will cover the salary for a program director, the researcher, the adjunct instructors, general classroom materials, and marketing of the program. The program director will run the grant, market the program with our marketing team, and interface with the adjunct instructors and certifying body, Practice Management Institute. The adjunct instructors will be UMW employees and develop and teach courses to address gaps identified from the research and the Certified Medical Office Manager certificate. The researcher will develop the study, survey regional businesses, collect the data, and work with the advisory board to align the program outcomes. The researcher will also track job placements and professional development/retention efforts.

Budget Category (Dropdown)	Description of Uses of Matching Funds	Amount ($)	Match Source (Dropdown)	Type of Match (Dropdown)	Source of Match (Details)	Documentation Submitted (Dropdown)
Training	**Course materials and exam vouchers**	$24,500.00	Private	Cash	MWHC	Yes
Supplies	**Food and supplies for training days**	$9,500.00	Private	Cash	MWHC	Yes
Salaries	**Course instructors and researcher/data collection**	$6,000.00	Private	Cash	MWHC	Yes
		$ 40,000.00	**Total Matching Funds**			
		$ -	**Total Local Match**			

Directions: Please list all budget categories, description of uses, type of match, sources associated with the required matching funds, and if documentation was submitted. The budget categories and amounts should match the **"Other Funding" column** in the CAMS application budget. NOTE: State funds may NOT be used as match, but may be listed as additional leverage.

Budget Category (Dropdown)	Description of Uses of Additional Leverage	Amount ($)	Type of Leverage (Dropdown)	Source of Leverage	Documentation Submitted (Dropdown)
Indirect Costs	waived indirect costs from UMW	$23,404.00	Other	UMW	Partial
Administration	facilities rental fee	$ 8,800.00	Other	UMW	Partial
		$32,204.00	**Total Leveraged Funds**		

Directions: Please list all sources and uses associated with additional leverage beyond the required match. Additional leverage **SHOULD NOT** be included in the CAMS application budget. **NOTE:** State funds may only be used as additional leverage and may not contribute to the required $2:1 match.

Type of Funds	Totals	
GO Virginia	$	78,014.00
Matching Funds	$	40,000.00
Total CAMS Budget	**$**	**118,014.00**
Additional Leverage	$	32,204.00
Total Project Budget	**$**	**150,218.00**

**These answers will autofill from previous tabs.*

Type of Match	Totals	
Matching Funds	$	40,000.00
At least $2:1	**YES**	
Local Match	$	-

Match Verification Form

Project Name Practice Management Certification Program

Support Organization: University of Mary Washington

Regional Council: Region 6

Contributor Information

Name of Business/Individual/Locality/Entity: Mary Washington Healthcare

Name of Primary Contact: Joann Huber-Sturans

Address: 1001 Sam Perry Blvd

City: Fredericksburg **State:** VA **Zip:** 22401

Telephone: 540-741-1471 **Email:** joanne.sturans@mwhc.com

Match Information

Type of Match: ☐ In-kind Match ☑ Cash Match

Local Match: ☐ No ☐ Yes

Contributed Goods or Services

Please explain in detail how this match is being contributed on behalf of the project:

This cash match will support the development of the program, research, and running a pilot study.

Date(s) Contributed: 5/12/2025

Real or Estimated Value of Contribution: $ 40,000

How was the value determined?: ☑ Actual Value ☐ Appraisal ☐ Other

Please explain: This is to support the development of the program.

Who Made this Value Determination?: Mary Washington Healthcare

Is there a restriction on the use of this contribution?: ☐ No ☑ Yes

If yes, what are the restrictions?: To support the development of the program.

Contribution Obtained or Supported with State funds?: ☑ No ☐ Yes

Joanne H Huber

Signature of Contributor

6/5/2025

Date

FREDERICKSBURG
ECONOMIC
DEVELOPMENT
AUTHORITY

Letter of Support to Bolster Healthcare Infrastructure in the Fredericksburg Region

To Whom It May Concern,

As a member of the Fredericksburg Economic Development Authority, I am writing to express my strong support for the proposed grant initiative aimed at strengthening healthcare services in our region. While formal data may be limited, it is increasingly evident that access to comprehensive and reliable healthcare is a foundational requirement for both individual well-being and broader economic vitality.

Although Fredericksburg has made great strides in attracting investment and fostering business growth, one persistent challenge continues to surface in conversations with local employers, entrepreneurs, and community members: the lack of accessible, high-quality healthcare services. It is a concern that affects not only current residents but also prospective businesses and employees evaluating our area as a place to live and work.

The truth is, we have not formally quantified how gaps in healthcare access may be inhibiting business entry or expansion — simply because the question has not yet been asked at scale. But from my perspective on the ground, it is clear: healthcare infrastructure is not just a quality-of-life issue, but an economic development issue. Business leaders consistently prioritize access to healthcare when considering site locations, and communities with limited services are often at a disadvantage, regardless of other strengths.

This grant initiative offers an opportunity to address a critical need that, if left unexamined, could quietly constrain our region’s growth potential. Improved healthcare services will not only enhance outcomes for residents but also strengthen our ability to compete for new industries, attract talent, and support a resilient local economy.

As a representative on the Economic Development Authority, I will serve on the advisory board to better understand the impact of healthcare infrastructure on our growing business communities and advise on the program’s path forward. I wholeheartedly support this initiative and urge decision-makers to consider the wide-reaching benefits it promises for Fredericksburg's future.

Best,

Meredith Schatz, MPA

Fredericksburg Economic Development Authority

804-397-0355

meredithfxbg@gmail.com

Mary Washington Healthcare
1001 Sam Perry Blvd
Fredericksburg, VA 22401

May 12, 2025

To GOVA Region 6 Board:

I am writing to express my strong support for the grant application submitted by The University of Mary Washington's Continuing and Professional Studies department for the Practice Management Certification and Leadership Program. As the AVP, HR Operations at Mary Washington Healthcare, I have had the opportunity to work with the University and have observed their commitment to supporting the community through increasing access to quality education to support the professional and personal development of individuals in the region.

The proposed project, "Practice Management Certification and Leadership Program" aligns well with our mutual goals of building a strong, resilient community that can thrive, grow, and have access to the resources they need. The University of Mary Washington's Continuing and Professional Studies has consistently demonstrated strong leadership, effective program implementation, and meaningful community engagement. Their efforts have positively impacted the growth of organizations and businesses through increasing the access to educational opportunities.

We believe that this grant will significantly enhance their capacity to develop the Practice Management Certification and Leadership Program which will help to build a pipeline of healthcare access across our region, creating an environment ready for additional business growth. Research consistently supports that healthy communities draw in businesses and a skilled workforce, which builds up the local economy. This aligns with Mary Washington Healthcare's strategic goal, the Healthy Communities Initiative, which focuses on improving health and well-being of the community in various ways, including through partnerships. Our organization is enthusiastic about collaborating with Continuing and Professional Studies and supporting this initiative by funding the local match for this grant request. Additionally, as a representative on Mary Washington Healthcare, I will serve on the advisory board to better understand the impact of healthcare infrastructure on our growing business communities and advise on the program's path forward.

In conclusion, we strongly endorse The University of Mary Washington's Continuing and Professional Studies department's application and respectfully urge you to give this proposal your full consideration. Should you need any additional information, please feel free to contact me at Jaden.Hyde@mwhc.com.

Sincerely,

Jaden Hyde

Jaden Hyde, SHRM-CP
AVP, HR Operations
Mary Washington Healthcare
Fredericksburg, VA 22401
Phone: (540) 741-2641
jaden.hyde@mwhc.com

Greg Moon
Chairman of the Board

Kyle Allwine
Vice Chairman

Nicholas Minor
Member-At-Large

Joshua Gemerek
Secretary/Treasurer

Jackie Davis
Executive Director

(804) 333-4048
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BAY CONSORTIUM
WORKFORCE DEVELOPMENTBOARD, Inc.
P.O. Box 1117 Warsaw, Virginia 22572
An Equal Opportunity Employer/Program

June 5, 2025

Ms. Sarah Oldaker
GO Virginia Region 6 Program Director
George Washington Regional Commission
406 Princess Anne Street
Fredericksburg, VA 22401

Re: Support for the University of Mary Washington GO Virginia Region 6 Planning Grant for Practice Management Certification and the Impact of Healthcare Access on Region 6 Business Growth

Dear Ms. Oldaker,

The Bay Consortium Workforce Development Board (BCWDB) is pleased to provide this letter in support of the University of Mary Washington (UMW) Continuing and Professional Studies Department's GO Virginia (GOVA) Region 6 planning grant application for the Practice Management Certification Program. We understand this initiative represents a critical step as our region's first healthcare application to GO VA, and we are committed to its success.

As part of the application's healthcare addendum, you have requested documentation demonstrating how the lack of healthcare services hinders our region's ability to attract and/or retain businesses within the Region 6 targeted industry clusters. We can unequivocally confirm that access to adequate healthcare is a significant and ongoing challenge that directly impacts our workforce development efforts across GOVA Region 6.

I am writing to bring to your attention a critical issue that is increasingly affecting the recruitment and retention efforts of employers in GOVA Region 6—the lack of adequate healthcare services. This issue not only poses a significant challenge to the health and well-being of the local population but also directly impacts the ability of businesses to attract and retain qualified employees.

As you may be aware, access to quality healthcare is a fundamental concern for many professionals when considering employment opportunities. Employees and their families often prioritize locations with comprehensive medical services, including hospitals, specialized care, and emergency services. Unfortunately, the current state of medical infrastructure in our area is lagging-behind, creating a notable deterrent for potential hires.

The consequences of this deficiency are multifaceted:

1. *Employee Health and Productivity*: Without accessible healthcare, employees may experience delays in receiving necessary medical attention, leading to prolonged absences and decreased productivity. Chronic

conditions and mental health issues may go untreated, exacerbating health problems and further impacting job performance.

2. *Recruitment Challenges*: Many prospective employees are deterred from accepting positions in areas with inadequate healthcare services. This issue is particularly pressing for businesses seeking to hire highly skilled professionals who often have the luxury of choosing among multiple job offers. The lack of nearby healthcare services can be a deciding factor in their decision to decline a job offer.

3. *Retention Difficulties*: Current employees who develop health issues may be compelled to relocate to areas with better healthcare access. This not only disrupts business operations but also results in increased turnover rates, leading to additional recruitment and training costs for employers.

4. *Community Perception and Business Reputation*: The absence of robust a healthcare system can tarnish the overall perception of our community as a desirable place to live and work. This, in turn, affects the reputation of businesses operating here, as they are often seen as less attractive employers due to the lack of essential services.

Addressing this issue requires a collaborative effort between local government, the workforce development ecosystem, educational providers, healthcare providers, and the business community. We believe that this grant will significantly enhance their capacity to develop the Practice Management Certification Program which will help to build a pipeline of healthcare access across our region, creating an environment ready for additional business growth to ensure that our GOVA region remains competitive in the job market.

In conclusion, we strongly endorse the UMW Continuing and Professional Studies Department's application and respectfully urge you to give this proposal your full consideration. Should you need any additional information, please feel free to contact me at 804-333-4048 or jdavis@baywib.org.

Sincerely,

Jackie Davis
Executive Director
Bay Consortium Workforce Development Board

June 5, 2025

Teresa Segelken
Director, Continuing and Professional Studies
University of Mary Washington

GO Virginia Planning Grant for Practice Management Certification
Impact of Healthcare Access on Region 6 Business Growth

Dear Ms. Segelken,

The King George Economic Development Authority (KGEDA) is pleased to provide this letter in support of the University of Mary Washington's (UMW) GO Virginia planning grant application for the pilot physician practice management certification program. We understand this initiative represents a critical step as our region's first healthcare application to GO Virginia, and we are committed to its success.

As part of the application's healthcare addendum, you have requested documentation demonstrating how the lack of healthcare services hinders our region's ability to attract and/or retain businesses within the Region 6 targeted industry clusters. We can unequivocally confirm that access to adequate healthcare is a significant and ongoing challenge that directly impacts our economic development efforts in King George and across Region 6.

King George County is currently designated as a geographic healthcare professional shortage area (HPSA) for primary care and dental health. This designation is not merely a statistical label; it reflects a tangible deficiency in essential services that directly affects the quality of life for our residents and, consequently, our ability to foster a robust and competitive workforce for our businesses.

Our region's economic growth and diversification plan identifies key industry clusters, specifically professional, scientific, and technical services for King George. While we actively work to grow this sector, King George is pursuing expansion into other industry clusters identified in the plan, and the persistent shortage of healthcare options presents a substantial barrier to accomplishing this goal:

- **Workforce Attraction & Retention** Companies considering King George County prioritize healthcare access for their employees. Our current shortage of primary care physicians and dentists makes it tough to attract and keep skilled talent for our target industries, especially for families making relocation decisions.
- **Business Productivity & Health** Limited healthcare access for businesses in our targeted clusters leads to higher absenteeism, lower productivity, and increased employer healthcare costs, directly impacting their bottom line and competitiveness.

- **Quality of Life as an Economic Driver** A lack of healthcare options reduces our community's quality of life, deterring new businesses and hindering expansion for existing ones that value employee well-being.
- **Direct Impact on Healthcare-Related Clusters** Current healthcare shortages also stifle growth and investment in supporting healthcare businesses and services that could otherwise thrive in our region.

The King George Economic Development Authority frequently engages with prospective businesses and existing industry partners. Through these discussions, we have observed firsthand how concerns about healthcare access factor into their decision-making processes. While we do not have specific employer surveys solely focused on this issue, anecdotal evidence from recruitment efforts and retention challenges consistently points to healthcare as a significant impediment.

The proposed physician practice management certification program by the University of Mary Washington is a vital step toward addressing these critical gaps. By strengthening the administrative and operational capabilities of healthcare practices, it can improve efficiency, increase capacity, and ultimately contribute to a more robust healthcare infrastructure in our region. This, in turn, will directly support the growth and diversification of our targeted industry clusters by enhancing workforce appeal and overall regional competitiveness.

We commend UMW for taking the lead on this important initiative and wholeheartedly endorse your GO Virginia planning grant application. We plan to provide someone from the authority to represent King George on the board for this initiative if awarded by Go Virginia. Please do not hesitate to reach out to me, if any further information or collaboration is required.

Sincerely,

Matthew J. Smolnik
County Administrator
King George, Virginia

10459 Courthouse Drive, Suite 200
King George, VA 22485

Phone 540-775-8524

FXBG | Fredericksburg Economic Development & Tourism

601 Caroline Street, Suite 303
Fredericksburg, VA 22401
Phone: 540-372-1216
FredericksburgVa.com

June 3, 2025

RE: City of Fredericksburg's Support for UMW GO Virginia Grant Application

Dear Ms. Oldaker,

On behalf of the Department of Economic Development & Tourism for the City of Fredericksburg, I express our support for the University of Mary Washington (UMW) GO Virginia application to create a Practice Management Certification program. We recognize the critical role effective healthcare systems plays in nurturing community health and increased economic development opportunities across our region. This initiative aligns with the Department's goals and mission to enhance the region's quality-of-life and workforce development initiatives.

Should the University's proposal receive funding from GO Virginia, we are committed to:

- Promoting the UMW program through Economic Development & Tourism communication channels.
- Dedicate a department staff person to sit on the program's advisory committee.

The City of Fredericksburg is devoted to cultivating a world-class healthcare system and building a vibrant, diverse community. We endorse this proposal for funding and stand ready to support UMW's efforts towards a Medical Management Certificate program.

Thank you for considering our letter of support. We look forward to this program's collaborative potential in further enriching our region's healthcare systems.

Sincerely,

Josh Summits, Director
Economic Development & Tourism

May 7, 2025

To GOVA Region 6 Board:

I am writing to express my strong support for the grant application submitted by The University of Mary Washington's Continuing and Professional Studies department for the Practice Management Certification and Leadership Program. As the Co-Founder at Turn Dynamics, LLC, I have had the opportunity to work with the University and have observed their commitment to supporting the community through increasing access to quality education to support the professional and personal development of individuals in the region.

The proposed project, "Practice Management Certification Program" aligns well with our mutual goals of building a strong, resilient community that can thrive, grow, and have access to the resources they need. Communities with access to quality healthcare are more likely to boast a higher standard of wellbeing and attract businesses and investments (Beyond the Four Walls: Why Community is Critical to Workforce Health, 2015). The University of Mary Washington's Continuing and Professional Studies has consistently demonstrated strong leadership, effective program implementation, and meaningful community engagement. Their efforts have positively impacted the growth of organizations and businesses through increasing the access to educational opportunities.

We believe that this grant will significantly enhance their capacity to develop the Practice Management Certification and Leadership Program which will help to build a pipeline of healthcare access across our region, creating an environment ready for additional business growth.

In conclusion, we strongly endorse The University of Mary Washington's Continuing and Professional Studies department's application and respectfully urge you to give this proposal your full consideration. Should you need any additional information, please feel free to contact me below.

Sincerely,

Lindsay R Bishoff
Co-Founder/CEO
Turn Dynamics, LLC

May 23, 2025

To GOVA Region 6 Board:

I am writing to express my strong support for the grant application submitted by The University of Mary Washington's Continuing and Professional Studies department for the Practice Management Certification and Leadership Program. As the Director for the Department of Economic Development for Stafford County, I have had the opportunity to work with the University and have observed their commitment to supporting the community through increasing access to quality education to support the professional and personal development of individuals in the region.

The proposed project, "Practice Management Certification and Leadership Program" aligns well with our mutual goals of building a strong, resilient community that can thrive, grow, and have access to the resources they need. The University of Mary Washington's Continuing and Professional Studies has consistently demonstrated strong leadership, effective program implementation, and meaningful community engagement. Their efforts have positively impacted the growth of organizations and businesses through increasing the access to educational opportunities.

We believe that this grant will significantly enhance their capacity to develop the Practice Management Certification and Leadership Program which will help to build a pipeline of healthcare access across our region, creating an environment ready for additional business growth. Our organization is enthusiastic about collaborating with Continuing and Professional Studies and supporting this initiative by serving on the program's advisory board and an in-kind match of $70.75 per hour for the time. Upon launch, we agree to promote and market the program through our appropriate communication channels.

In conclusion, we strongly endorse The University of Mary Washington's Continuing and Professional Studies department's application and respectfully urge you to give this proposal your full consideration. Should you need any additional information, please feel free to contact me at 540-658-5104 or **lbarber@staffordcountyva.gov.**

Sincerely,

Liz Barber
Director, Economic Development Department
Stafford County

June 5, 2025

To Whom It May Concern,

On behalf of United Choice Healthcare Staffing (UCHS), I am writing to express our full support for the University of Mary Washington Continuing and Professional Studies Department's GO Virginia Region 6 planning grant application for the Practice Management Certification Program.

UCHS is a home healthcare agency with over 17 collective years of dedicated service, deeply rooted in our mission to lead with heart and provide luxury in-home care to families in need and medical staffing services to facilities and hospitals. Our passion is to bring peace of mind and comfort to those we serve by ensuring that their loved ones receive the highest quality care from compassionate, well-trained professionals.

As a company that has worked tirelessly to serve our local communities and enhance available resources, we have seen firsthand how local infrastructure plays a critical role in our ability to attract, develop, and retain a high-quality workforce - including home health aides, personal care aides (PCAs), certified nursing assistants (CNAs), licensed practical nurses (LPNs) registered nurses (RNs), and other healthcare professionals.

In many rural areas across Region 6, we struggle to compete with more densely populated localities that offer significantly higher pay, stronger benefit packages, and broader access to professional development. Experienced healthcare professionals - those who have spent years developing their skills and understanding their value—often migrate to these areas, leaving behind underserved communities and employers like UCHS to navigate a shrinking pool of qualified candidates. We are proud to have worked alongside the Small Business Development Center (SBDC) and were honored to be recognized as a 2024 Success Story for becoming a certified provider and for creating jobs right here in Region 6. While this recognition highlights the potential within our community, it's important to note that much of the support and resources needed to achieve this success had to be sourced from outside the region. The lack of localized

infrastructure and funding meant we were required to look beyond Region 6 to secure the guidance, and tools necessary to become a successful business.

As a result, local agencies must choose between two difficult options: hiring less experienced workers who may not yet be equipped to provide the level of care we strive for, or offering higher wages and incentives in an attempt to attract experienced staff. We've recently launched a Personal Care Aide (PCA) training program to help certify individuals within our local community and begin addressing the workforce shortage directly. However, our ability to scale this effort is significantly limited. At present, we can only accommodate small class sizes—typically 5 or fewer participants—due to a lack of dedicated healthcare training space in the area.

The impact of this talent drain is not just felt at the organizational level—it affects the overall quality of care in our communities. When access to experienced, skilled care providers diminishes, so does the level of comfort and safety we can provide to our clients. For example, we've had clients over 80 years old that we've driven 50 miles one way to see a specialist. The trip to and from the specialist was beyond exhausting for someone of that age and condition. With more localized resources, this discomfort and inconvenience can be avoided.

We firmly believe that the proposed Practice Management Certification Program will help address these systemic challenges by supporting the development of a strong workforce channel, enhancing skills, and supporting the sustainability of organizations like ours. UCHS supports this initiative wholeheartedly, and we view it as a vital step toward building a more resilient, capable, and committed local healthcare workforce.

In addition, United Choice Healthcare Staffing would be honored to be considered for participation on the advisory board for this initiative. As a frontline provider with extensive experience in navigating the unique challenges of workforce development in the home healthcare sector—particularly within underserved and rural communities—we believe our insights could contribute meaningfully to shaping a program that truly meets the needs of both providers and professionals. Our team would welcome the opportunity to collaborate, share perspectives, and help guide the strategic direction of this important initiative.

We appreciate the opportunity to offer our perspective and thank you for considering this critical grant proposal. We are hopeful that with GO Virginia Region 6's support, the University of Mary

Washington's Continuing and Professional Studies Department will be able to make a lasting, positive impact on the future of healthcare in our region.

If there are any questions, please feel free to reach out to me at 540-491-4340.

Sincerely,

Gwendolyn Shelton

Gwendolyn Shelton
Chief Executive Officer
United Choice Healthcare Staffing

To Whom It May Concern,

I am writing to express my strong support for the grant application submitted by the University of Mary Washington's Continuing and Professional Studies department for the Practice Management Certification Program. As the Director of Strategic Partnerships and Outreach at Cyber Bytes Foundation, I have had the opportunity to collaborate with the University and have seen firsthand their dedication to expanding access to high-quality education that supports personal and professional growth across our region.

This proposed program is especially timely and impactful for military spouses and transitioning veterans, who often face barriers to employment due to frequent relocations, career interruptions, or credentialing challenges. The Practice Management Certification provides a portable, in-demand credential that can directly support their entry into the healthcare workforce—an area of growing need and opportunity. At Cyber Bytes Foundation, we've seen the difference targeted support makes through our CrossXRoads program, which helps transitioning service members translate their skills into civilian employment through training, mentorship, and direct industry connection. Programs like this certification course align well with our mission and offer a clear pathway to sustainable, meaningful careers for veterans and their families.

The University of Mary Washington's Continuing and Professional Studies team has demonstrated a strong record of leadership, program design, and community engagement. We believe this grant will significantly expand their capacity to deliver high-impact training and strengthen the region's healthcare infrastructure while advancing workforce development goals. Our organization is proud to support this initiative by serving on the program's advisory board.

In closing, we strongly endorse this proposal and respectfully encourage you to give it your full consideration. If you need additional information, please feel free to contact me at 571-406-6321 or nancy@cyberbytesfoundation.org.

Sincerely,

Nancy Pattillo
Director of Strategic Partnerships and Outreach
Cyber Bytes Foundation

Continuing and Professional Studies
125 University Blvd
Fredericksburg, VA 22406

O: 540-286-8098
continuingstudies@umw.edu

June 9, 2025

To GOVA Region 6 Board:

I am writing to express my strong support for the grant application submitted by The University of Mary Washington's Continuing and Professional Studies department for the Practice Management Certification Program. As the CEO at Critical Management Solutions, Inc., I have spoken with Teresa Segelken, with UMW, and have observed her commitment to supporting the community through increasing access to quality education to support the professional and personal development of individuals in the region.

The proposed project, "Practice Management Certification Program" aligns well with our mutual goals of building a strong, resilient community that can thrive, grow, and have access to the resources they need. Communities with access to quality healthcare are more likely to boast a higher standard of wellbeing and attract businesses and investments (Beyond the Four Walls: Why Community is Critical to Workforce Health, 2015). The University of Mary Washington's Continuing and Professional Studies has consistently demonstrated strong leadership, effective program implementation, and meaningful community engagement. Their efforts have positively impacted the growth of organizations and businesses through increasing the access to educational opportunities. From our seat, we are interested in how healthcare infrastructure impacts the population of a skilled workforce to locate to a particular area.

We believe that this grant will significantly enhance their capacity to develop the Practice Management Certification Program which will help to build a pipeline of healthcare access across our region, creating an environment ready for additional business growth.

In conclusion, we strongly endorse The University of Mary Washington's Continuing and Professional Studies department's application and respectfully urge you to give this proposal your full consideration. Should you need any additional information, please feel free to contact me at 703-887-4526 or rrandall@getcmsinc.com

Sincerely,

Russ Randall

Russell Randall

CEO/President

Critical Management Solutions Inc.

703-887-4526

rrandall@getcmsinc.com

Mary Ball Washington Regional Council
New Member Application

Name: **Stephanie Heinatz**

Company/Agency: **Consociate Media**

Position: **Founder, CEO and Managing Partner**

Company/Agency Address: [redacted]

Preferred Telephone: [redacted]

Preferred E-mail Address: [redacted]

Description of Qualifications/Skills

(Please provide a brief description of why you are interested in serving on the Regional Council; you may include a statement as to what skills, education, knowledge, etc. you feel may contribute to the Council's work.)

In 2011, I founded Consociate Media, a public relations, marketing and communications firm based in Gloucester Point, Va., with the mission to help businesses, organizations, legislative initiatives, localities and causes connect their work to a wider audience using new and traditional media methods. Prior to launching this Middle Peninsula-based firm, I served as a newspaper journalist, media trainer for the Department of Defense and strategic communications consultant for military flag officers based in Hampton Roads.

What our firm has learned and put into practice is that there is a need to bring a transformative approach and creative thinking to growth in today's modern age. That is true not only for businesses, but also economic development initiatives as a whole.

Furthermore, in the time we have been in operation, we have been advised no less than three times to relocate our business operations outside of the Middle Peninsula. The reason people gave us? No one knows where Gloucester is. No one can connect to our physical location and as a result we would potentially be losing out on market share.

We have found the opposite to be true. Rather, what started out as a one woman shop has grown to include four full time employees and several contract support team members, all from the Middle Peninsula.

As a small business owner, and as a Middle Peninsula resident, I would like to apply those same creative approaches to helping the region thrive.

As a communications professional, I believe my expertise in crafting a message, seeing the larger picture and strong desire to grow the region would benefit the regional council. Furthermore, as a millennial (circa 1981, on the border with Gen X), I believe I bring the viewpoints of a demographic that is often underrepresented in economic development activities.

Our experience working with businesses across the country, locally and internationally has afforded us the opportunity to learn what prevents companies from growing, how operations and opportunity can elevate them and what struggles they see from a regional perspective.

From a personal perspective, I am motivated to find solutions. My husband and I have a 7-year-old son. By the time he graduates high school, and decides where his professional life will take him, I hope that his options will at least include opportunity in the region where he is being raised and that the localities in our region have the tax base to support robust school systems, job opportunities and real estate values that will offer him the life he doesn't even realize he'll need in later years. I know that I'm not alone in that wish.

BIOGRAPHICAL INFORMATION

Education

2002 BA Literature from Christopher Newport University

Work Experience

2002-2008 Reporter, Daily Press and Virginian-Pilot
2008-2011 Defense Contractor, U.S. Joint Forces Command
2011-2012 Communications Director, Tidewater Physical Therapy
2011-Present Founder, Consociate Media

Prior Board Service

Gloucester Mathews Free Clinic
Gloucester Main Street Association (currently serving as Vice Chair)
VersAbility Resources
Gloucester Community Foundation
Fairfield Foundation

Mary Ball Washington Regional Council
New Member Application

Name: **Cyndi Mack**

Company/Agency: **Universal Dynamics Inc.**

Position: **HR Director**

Company/Agency Address: [redacted]

If Private Business Sector, what industry sector do you represent? **Manufacturing**

Preferred Telephone: [redacted] ☒ Work ☐ Home ☐ Cell

Preferred E-mail Address: [redacted]

Description of Qualifications/Skills
(Please provide a brief description of why you are interested in serving on the Regional Council; you may include a statement as to what skills, education, knowledge, etc. you feel may contribute to the Council's work.)

As HR Director for Manufacturing, I'm passionate about workforce development and aligning talent strategies with regional economic growth. With over 20+ years in HR leadership, a strong background in labor relations, and experience in building workforce pipelines, I believe I can contribute valuable insight to the Council's efforts in shaping sustainable workforce and industry initiatives.

Mary Ball Washington Regional Council
New Member Application

Name: Ernisha M. Hall

Company/Agency: Virginia Black Chamber of Commerce

Position: President & CEO

Company/Agency Address: [redacted]

If Private Business Sector, what industry sector do you represent? Non-Profit

Preferred Telephone: [redacted] ☒ Work ☐ Home ☐ Cell

Preferred E-mail Address: [redacted]

Description of Qualifications/Skills
(Please provide a brief description of why you are interested in serving on the Regional Council; you may include a statement as to what skills, education, knowledge, etc. you feel may contribute to the Council's work.)

I am interested in serving on the Go Virginia Region 6 Council because of my dedication to advancing regional economic growth and my commitment to fostering equitable opportunities within the business community. As the Co-Founder, President, and CEO of the Virginia Black Chamber of Commerce, I have spent years working to support and empower over 2,700 businesses through strategic initiatives, including statewide conferences, business accelerators, and innovative programs that promote economic sustainability.

With advanced degrees in Business, Social Work, and Forensic Psychology, and as I pursue a PhD in Entrepreneurship, I bring a unique blend of strategic insight, program development expertise, and a deep understanding of economic trends. My background in leading cross-sector collaborations and my connection to key stakeholders position me to contribute meaningfully to the council's mission of leveraging regional resources and fostering economic growth.

I am passionate about creating programs that drive innovation and inclusivity while addressing workforce development needs. My experience in leading impactful initiatives that bridge gaps in business ecosystems closely aligns with the council's goals to strengthen regional collaboration. I look forward to contributing my vision, expertise, and commitment to sustainable growth to the work of the council.

Mary Ball Washington Regional Council
New Member Application

Name: Melissa Sheffield
Company/Agency: Smurfit Westrock

Position: SR. HR Manager

Company/Agency Address: [redacted]

If Private Business Sector, what industry sector do you represent? Manufacturing

Preferred Telephone: [redacted] ☐ Work ☐ Home ☒ Cell

Preferred E-mail Address: [redacted]

Description of Qualifications/Skills
(Please provide a brief description of why you are interested in serving on the Regional Council; you may include a statement as to what skills, education, knowledge, etc. you feel may contribute to the Council's work.)

I have a BA in Human Resource management and have worked in the manufacturing industry for 10 years. My experience is in Food and Paper/Pulp manufacturing. I feel I have a great deal of knowledge and experience to help identify hiring challenges and industry needs.

I currently serve with the Bay Consortium Workforce Development Board, West Point CTE Advisory Board, and General Engineering citizens advisory committee with RCC.

Name	Institution	Sector	Sub-Region
Dr. Derek Aday	Virginia Institute of Marine Science	Higher Education	MP
John Anzivino	Middlesex County EDA/Citizen Member	Private Small	MP
Taryn Brice-Rowland	Rogue Oysters & Lancaster EDA	Private Small	NN
Rene Daniels	Spotsylvania County Schools	K-12	GW
Jackie Davis	Bay Consortium Workforce Development Board	Economic/Workforce	NN
Jan Erkert	Spangler Erkert and Associates	Private Small	GW
Vernon Green, Jr.	GCubed Inc./G3 Community Services	Private Mid	GW
Dr. Janet Gullickson	Germanna Community College	Higher Education	GW
Ernisha Hall	Virginia Black Chamber of Commerce	NonProfit	GW
Donna Hart	Virginia Properties Inc.	Private Small	GW
Stephanie Heinatz	Consociate Media	Private Small	MP
Pete Humes	Atlantic Union Bank	Private Large	GW
Shannon Kennedy	Rappahannock Community College	Higher Education	NN
Cyndi Mack	UniDyn	Private Large	GW
Ginni Matern	Matern Staffing	Private Small	GW
Melissa Sheffield	West Rock	Private Large	MP
Joe Syslo	Retired	Private Other	MP
Jeff Szyperski	Chesapeake Bank	Private Large	NN
Lindsey Watson	Rappahannock Electric Cooperative	Private Large	GW
Dr. Kimberly Young	University of Mary Washington	Higher Education	GW
Kyle Allwine	Northern Neck Electric Coop	Private Large	NN

Region	Count	Private Sector
GW	11	
NN	5	
MP	5	
Total	21	12
Max	25	