

## Yellow Book in Auditing

### User

what is the yellow book in auditing

### ChatGPT

In auditing, the **"Yellow Book"** refers to the **Government Auditing Standards (GAS)** issued by the **U.S. Government Accountability Office (GAO)**.

Here's a concise breakdown:

#### ### **Official Name**

**Government Auditing Standards**, commonly called the **Yellow Book** because of its yellow cover.

#### ### **Purpose**

It establishes the standards for **audits of government organizations, programs, activities, and functions**, as well as audits of **government assistance received by contractors, nonprofit organizations, and other non-governmental entities**.

#### ### **Key Features**

- **Applies to:** Federal, state, and local government audits, and audits of entities that receive government funds.
- **Covers:**
  - **Financial audits** (similar to GAAS audits but with added compliance requirements)
  - **Attestation engagements**
  - **Performance audits** (evaluating efficiency, effectiveness, and compliance)
- **Core principles:** Independence, professional judgment, competence, quality control, and ethical behavior.
- **Latest edition:** The most recent revision is the **2018 Revision**, with technical updates in **2021**.

#### ### **Relationship to Other Standards**

While **GAAS** (Generally Accepted Auditing Standards) governs private-sector audits (issued by the AICPA), the **Yellow Book** adds extra layers of accountability and reporting required for government-related audits – especially those involving **public funds**.

Would you like me to summarize the key differences between **Yellow Book audits** and **GAAS audits**?

## Impact of Shutdown on Richmond

### User

What is the potential impact on the City of Richmond Virginia with the Federal Government Shutdown?

### ChatGPT

Here's a breakdown of how a federal government shutdown *could* affect the City of Richmond, Virginia – and where the risks and mitigating factors lie. (The actual impact would depend heavily on the shutdown's duration, the mix of federal vs. local funding, and state/local responses.)

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**## Key vulnerabilities for Richmond**

1. **\*\*Federal employees, contractors, and reduced consumer spending\*\***
    - Virginia has one of the largest federal workforces in the absolute sense; about **\*\*150,000 federal employees\*\*** are in the Commonwealth. [\[cite:turn0search0turn0search7turn0search6\]](#)
    - In Richmond and its metro area, a nontrivial portion of the workforce is federally employed or works for federal contractors. If many are furloughed or delayed in pay, that reduces household income, which in turn can depress local retail, hospitality, dining, and other consumer-facing sectors.
    - Contractors to federal agencies (e.g. IT, security, maintenance) may see delayed payments or pauses in work.
  2. **\*\*Cuts or delays in federal grants & programs\*\***
    - Many local and state projects rely on federal grant funding (infrastructure, transit, housing, environmental). A shutdown can delay approval, disbursement, or oversight.
    - For example, Richmond has been affected before by cancellation of a \$12 million FEMA BRIC (resilience/infrastructure) grant tied to its water treatment plant. [\[cite:turn0search20\]](#)
    - The City budget might have anticipated or planned around some federal funding; disruptions create budget stress.
  3. **\*\*Impact on social safety net programs, especially if prolonged\*\***
    - Some programs (SNAP, Social Security, Medicare, veterans' benefits) are often preserved or protected under contingency funding, but some parts (administrative services, new applications, certain federal staff) might slow. [\[cite:turn0news12turn0news10turn0search6turn0search0\]](#)
    - If assistance programs slow, that can put pressure on local nonprofits, food banks, and social services.
  4. **\*\*Federal services in Richmond that may be partially or fully disrupted\*\***
    - Some federal offices (e.g. IRS, HUD, national regulatory bodies) may operate at reduced capacity or be closed, delaying permits, federal reviews, or regulatory processing.
    - Passport or immigration services (if funded by annual appropriations) may see slower processing.
    - Air travel could face disruptions: TSA workers and air traffic controllers working without pay may call in sick or reduce operations. [\[cite:turn0news11turn0news10\]](#)
    - National parks, federal historical sites, and cultural institutions may reduce services or close. [\[cite:turn0news10turn0news11\]](#)
  5. **\*\*Pressure on municipal budgets & services\*\***
    - With reduced economic activity, the City may see lower sales tax, business license, hotel occupancy, and other revenue sources.
    - The City might have to cover gaps if federal funding or reimbursement is delayed.
    - Infrastructure, water, and public works projects relying partly on federal funding may get delayed or scaled back.
    - In emergencies or disasters, coordination with federal agencies (e.g. FEMA, FEMA grants, federal aid) may become harder.
  6. **\*\*Psychological, political, and reputational effects\*\***
    - Uncertainty deters business investment, hiring, or expansion.
    - Residents may lose confidence in government responsiveness.
    - Political pressure may mount on local leaders to compensate or act in lieu of federal support.
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- ## Offsets, protections, and mitigating factors**
- **\*\*Essential federal payments often continue\*\***  
Social Security, Medicare, veterans' benefits, and some other entitlements typically continue even during a shutdown via mandatory funding. [\[cite:turn0news12turn0news10turn0search0turn0search6\]](#)  
That provides a baseline of income to many households in Richmond.
  - **\*\*Local and state governments remain operational\*\***

The City of Richmond and the Commonwealth of Virginia can still carry out their own functions, subject to their budgets. They may be less directly affected by federal disruption (though, as noted, dependency on federal funds is a vulnerability).

- **Short vs. long shutdown matters**

A brief shutdown (days to a few weeks) has more limited ripple effects; a long shutdown (months) increases the likelihood of serious budgetary stress, service degradation, layoffs, and broader economic pullback.

- **State intervention may help**

Virginia could step in with contingency funds, temporary support to communities especially hit, or cover certain local needs. Local leaders may reprioritize budgets or defer non-critical projects.

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## ## Specific scenarios for Richmond

Here are some illustrative ways the shutdown could play out in Richmond over time:

Timeline / Severity	Likely Local Effects in Richmond
<b>Short shutdown (1-3 weeks)</b>	Some federal employees delayed pay; minimal ripple if people have savings. Some federal offices reduce staffing. A few stalled grant disbursements. Local economy sees mild dip.
<b>Moderate shutdown (1-3 months)</b>	More furloughs, consumer spending drops in sectors like retail, restaurants, real estate. Delays in infrastructure grants. City may delay capital projects or reduce spending. Nonprofits feel stress.
<b>Extended shutdown (&gt;3 months)</b>	Significant contraction in local economy, possible layoffs in private firms tied to federal contracts. Larger cuts or deferrals in local government services. Some social safety net stresses. Long-term reputational and investment damage.

For example:

- Some local water, sewer, or flood mitigation projects in Richmond or supporting jurisdictions might rely on federal grants. Delays or cuts could push back maintenance or upgrades.
- If Richmond had planned future projects assuming federal matching funds, shortfalls would force scaling back or local funding reallocation.
- Local business dependency in neighborhoods near federal facilities or contracting clusters may feel more acute exposure.

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If you like, I can develop a more detailed projection for Richmond (by neighborhood, by sector) for a 2-month shutdown scenario. Would you like me to do that?

🔗navlist🔗Recent news on the shutdown🔗turn0news10,turn0news11,turn0news13🔗

## Sales tax pass-through change

User

The city used to receive the 1% State Sales Tax for schools as a pass-through, did this change and does that now just go directly to schools instead of a pass-through?

ChatGPT

I wasn't able to find a definitive, statewide change in Virginia law confirming that **all** of the 1 % State Sales Tax formerly "passed through" to localities or cities now goes **directly to schools** instead of first to the locality. However, I found several relevant

pieces of information which help clarify the situation and suggest how things currently work (or could work) under existing law and proposed changes. You'll want to check your specific locality (city/county) statutes and budgets for how it's handled in your jurisdiction. Below is a summary of what I found and what questions you should check.

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## ## What I found

### ### Current law (Virginia Code)

- Under **\*\*§ 58.1-605.1\*\*** of the Code of Virginia, a qualifying locality may levy an **\*\*additional 1 % local sales tax\*\*** (in addition to the state and other local sales taxes) for the sole purpose of **\*\*capital projects (construction/renovation) of schools\*\***.  
📄cite📄turn0search3📄
- That additional 1 % is collected by the State (Tax Commissioner) and is paid into a special fund in the state treasury. Then the Comptroller issues warrants to remit those revenues to the qualifying locality. 📄cite📄turn0search3📄
- Notably, the local sales tax revenue under § 58.1-605.1 is **\*\*\*"credited to a special fund ... for each qualifying locality"\*\*\*** and **"shall be drawn ... in favor of each qualifying locality."**  
📄cite📄turn0search3📄
- Also, that tax **\*\*must be approved by referendum\*\*** in the locality and is used solely for school capital projects (cannot supplant existing local capital funding).  
📄cite📄turn0search3📄

So under current law, the additional 1 % local option for schools is handled by state collection and then forwarded to the locality that requested it (not automatically diverted directly to the school division).

### ### Which localities currently use it

- Only a small number of localities currently have the authority (and have used authority) to impose this extra 1 % for school capital projects (e.g. **\*Charlotte, Gloucester, Halifax, Henry, Mecklenburg, Northampton, Patrick, Pittsylvania Counties, and the City of Danville\***)  
📄cite📄turn0search1📄turn0search14📄turn0search10📄turn0search3📄
- For example, Pittsylvania County approved such a referendum, and the first disbursements began in 2023. 📄cite📄turn0search6📄
- Danville voters also approved a 1 % sales tax for school capital improvements, intended for school facility investment over ~20 years. 📄cite📄turn0search8📄

### ### Proposed changes / expansion

- There is a bill (SB 1307) in the 2025 Regular Session that would permit **\*\*all counties and cities\*\*** in Virginia to impose the additional 1 % sales and use tax for school capital projects (subject to the same rules) if approved by referendum.  
📄cite📄turn0search13📄turn0search9📄turn0search12📄turn0search5📄
- As of the most recent reports, that is still pending legislation and not yet law.  
📄cite📄turn0search13📄turn0search12📄turn0search5📄
- Also, the governor vetoed a prior measure that would have expanded some of these sales tax options for school construction. 📄cite📄turn0search2📄

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## ## Interpretation & what likely changed (or didn't)

Based on the above:

- The 1 % **\*\*state sales tax\*\*** (i.e. the portion collected by the Commonwealth) is **\*\*not\*\*** automatically or broadly being "rerouted" directly to schools – that remains under the state/local budgeting and appropriation processes. I found no evidence that all of that tax has been changed into a direct pass-through to school divisions.
- The extra **\*\*local option\*\*** 1 % that some localities have adopted (for school capital projects) is collected by the state and remitted to the locality's special fund tied to school capital, not to the school division directly via "pass-through." The locality (or its

governing body) then allocates it for school capital projects (subject to the constraints set in law).

- If your city formerly "passed through" some portion of the tax directly to schools, that may have been via local budget arrangements or ordinances, not necessarily by virtue of a statewide change in how the 1 % is handled.

- Because the expansion to all localities is still in legislative consideration, it's unlikely that a blanket legal shift has already occurred statewide (unless your locality passed its own ordinance).

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## What you should check locally

To be sure how this is working (or changed) in **your city**:

1. **City budgets / Comprehensive Annual Financial Report (CAFR)**

Look at how the city shows "sales tax" revenues and whether a portion is earmarked or passed directly to the school division.

2. **Local ordinances or resolutions**

Has your city (or county, if applicable) passed an ordinance authorizing that 1 % local option sales tax for schools? Or an intergovernmental agreement with your school division about direct pass-through?

3. **School division's financial statements**

Do they list "sales tax pass-through" from the city (or locality)? Or do they receive appropriations from the city's general fund?

4. **State statutes / amendments**

Confirm whether your locality is among those already authorized under § 58.1-605.1, or whether the recent proposed expansion (SB 1307) has passed in your jurisdiction.

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If you tell me **which city or locality** you're referring to (or state, if different), I can look up exactly how it's handled there (and whether a legal change occurred in your case). Do you want me to check for your city?

## Reword meeting invite

### User

Setting up a meeting invite and want to say something to the effect of this but need it reworded to be more professional, "The desire is to meet in-person but for those that are unable to meet in-person there is a virtual option "

### ChatGPT

Here are a few polished options you could use in your meeting invite:

**Option 1 (formal):**

"The meeting is intended to be held in person; however, a virtual option will be available for those unable to attend in person."

**Option 2 (professional but concise):**

"We encourage in-person attendance, though a virtual option will be provided for those who cannot join on site."

**Option 3 (neutral and flexible):**

"While the meeting will be conducted in person, a virtual participation option will be offered for those unable to attend."

Do you want me to make the tone more **\*\*formal and executive-level\*\*** (for leadership/board invites) or **\*\*friendly but professional\*\*** (for general staff)?

## Virginia gambling revenue legislation

### User

Did legislation pass in the Virginia General Assembly related to this article that the city will now receive 100% of the revenue from prior betting fees and/or Rosies?

<https://www.richmonder.org/pending-virginia-budget-gives-richmond-bigger-boost-in-rosies-gambling-revenue/>

### ChatGPT

Yes – legislation (via the budget) has passed that changes the revenue sharing for Rosie's in Richmond. Here's a summary of what was decided, based on reporting:

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#### ### What the change is

- Starting **\*\*July 1, 2026\*\***, Richmond (and other localities hosting "historical horse racing" parlors – aka Rosie's) will **\*\*keep 100% of the local tax revenue\*\*** generated in their communities, instead of having to split half with New Kent County.

[\[cite:turn0search8turn0search0\]](#)

- Under the old law, there was a **\*\*50-50 split\*\*** between Richmond (or the locality where a Rosie's is located) and New Kent County for all Rosie's outside New Kent. Richmond only kept half. [\[cite:turn0search1turn0search0\]](#)

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#### ### How it came about

- A standalone bill to change the split (to 75-25 in Richmond's favor) was blocked in the Senate. [\[cite:turn0search1\]](#)

- Instead, the budget language ended up doing something more sweeping: eliminating the revenue share requirement (i.e. no split) from July 1, 2026, per the state budget passed by the General Assembly. [\[cite:turn0search8turn0search0\]](#)

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If you want, I can check whether the Governor has signed that budget (so it's final), or if there are any modifications or vetoes pending.

## Introductory meeting blurb

### User

Need a quick blurb to add into a outlook calendar invite that this is the first introductory meeting for the School Funding Formula Work Group, as requested by resolution 2025-R023 by City Council. This meeting will again be introductory and to discuss the plan of the work group and a meeting schedule.

**ChatGPT**

Here's a polished blurb you can drop directly into the body of the Outlook calendar invite:

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This is the first introductory meeting of the School Funding Formula Work Group, established pursuant to City Council Resolution 2025-R023. The purpose of this meeting is to provide an overview of the work group's charge, discuss the proposed plan of work, and establish a schedule for future meetings.

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Would you like me to make this even shorter (just 2-3 sentences) so it reads more like a quick note in the invite, or keep it more formal like above?

## Affordable Admin Conferences

**User**

One of my employees want to attend the Administrative Professionals conference hosted by ASAP, but it looks very expensive especially before airfare and accommodations. Is there any other conferences or training I can send her to that may be more affordable?

**ChatGPT**

Here are several more affordable and high-value alternatives to the ASAP Administrative Professionals Conference (APC):

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### ## 1. IAAP Summit 2025 (Chicago - July 18-21)

- **\*\*In-person:\*\*** Gain leadership, tech, and project management insights in Chicago.
- **\*\*Virtual option available\*\*** if travel isn't feasible.
- **\*\*Cost:\*\*** Around \$1,899 for non-members [cite]turn0search1[turn0search2].

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### ## 2. EA Ignite (ASAP Spring/Fall)

- **\*\*Dates/Locations:\*\*** Spring in Louisville (May 6-8), Fall in Nashville (Nov 3-5).
- **\*\*Pricing:\*\*** Day passes ~\$1,195; full passes up to ~\$2,995 [cite]turn0search1[turn0search6].
- More budget-friendly than the full APC and still offers targeted EA/assistant training.

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### ## 3. Conference for Admin Excellence (Las Vegas - Oct 14-17)

- **\*\*Focus:\*\*** Broad-based admin/pro support development with expert speakers.
- **\*\*Cost:\*\*** Approximately \$1,995 [cite]turn0search6].

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### ## 4. Executive Assistant Events Roundup

From Troop Travel's 2025 list [cite]turn0search6]:

- **\*\*11th Global EA/PA Summit\*\*** - Nov 6-7, New York (hybrid, CPD accredited).
- **\*\*Executive Support LIVE\*\*** - Nov 14-15, London (IAAP & PACE credits).

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### ## 5. Local/In-State Summits & One-Day Workshops

- **\*\*UT System Administrative Professionals Summit\*\*** (Knoxville, Nov 12-13) - only **\*\*\$250 registration\*\***, with potential partial funding via Career Development Fund

📄cite🔄turn0search8📄.

- **\*\*University of Wisconsin-Madison Admin Conference\*\*** (April 2025) – one day, ~\$125, great for regional skills development 📄cite🔄turn0search15📄.

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## ## 6. Virtual Masterclasses

- **\*\*Executive Assistant Masterclass 2025\*\*** by Smart Events International – budget-friendly, 5-hour certified online session (next Oct date available) 📄cite🔄turn0search13📄.

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## ## 7. Certification Programs

- If you're open to non-conference options, ASAP's **\*\*PACE certification\*\*** is a flexible e-learning route that can be spread over time and budgeted more affordably

📄cite🔄turn0search14📄.

- IAAP's **\*\*CAP certification\*\*** is another recognized credential that can be completed online at your own pace 📄cite🔄turn0search17🔄turn0search20📄.

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## ### 📄 Quick Comparison Table

Option	Format	Cost (Approx)	Highlight
IAAP Summit	In-person/virtual	\$1,899	Leadership + tech + proj. mgmt
EA Ignite	In-person	\$1,195-2,995	Focused, shorter duration
Admin Excellence (LV)	In-person	\$1,995	Expert speakers, CPD
UT Summit (Knoxville)	In-person	\$250	Local, budget-friendly
UW-Madison Conf.	In-person	\$125	Regional, one-day
EA Masterclass	Virtual	Varies (likely < \$500)	Intensive, time-efficient
PACE / CAP	Online	Modular	Self-paced certification

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## ### ✅ Next Steps for You

1. **\*\*Decide format\*\***: travel vs virtual vs local cost.
2. **\*\*Assess timing\*\***: check dates vs your employee's schedule.
3. **\*\*Consider funding\*\***: some have employer grants (e.g., \$150 from UT).
4. **\*\*Compare ROI\*\***: many provide networking and certifications.

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## ### Bottom Line

There are excellent choices out there that cost **\*\*under \$2,000\*\***, many much less, and still deliver meaningful ROI. Local and virtual programs offer the best cost-to-benefit ratio—especially if travel is a concern.

Would you like help digging into any of these options—dates, agendas, or next steps? Let me know!

## User

Can you draft a nice email to decline the request to go to the ASAP conference but support doing the PACE and CAP certifications as they appear to be online, etc. can maybe we can look in the spring of other training opportunities when we know a little of where the our budget stands

## ChatGPT

Certainly – here's a professional and supportive email you can send:

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**\*\*Subject:\*\*** Training and Professional Development Opportunities

Hi [Employee's Name],

Thank you for your interest in attending the Administrative Professionals Conference hosted by ASAP. I truly appreciate your enthusiasm for professional development and your desire to continue growing in your role.

After reviewing the cost and travel requirements, we unfortunately aren't able to support attendance at this year's conference. However, I do want to ensure you still have opportunities to build your skills and credentials. The PACE and CAP certifications offered through ASAP and IAAP are strong alternatives – they are both well-respected in the field and available in an online format, which makes them more flexible and budget-friendly. I'd be happy to support you in pursuing one of those this year.

Looking ahead, we can also revisit potential conference or in-person training opportunities in the spring, once we have a better sense of our budget and travel capacity. Please keep me posted if you come across any options you're interested in, and we'll be sure to consider them.

Thanks again for your initiative, and I look forward to supporting your growth in the months ahead.

Best,  
[Your Name]

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Let me know if you'd like to adjust the tone (e.g., more formal or more casual) or personalize it further.

## Transformation Manager Questions

### User

Here is a job description for a new Transformation Manager position. I would like to add some supplemental questions on the application for applicants to complete as part of their application to better evaluate the applicants for the positions, can you recommend some supplemental questions?

### ChatGPT

All the files uploaded by the user have been fully loaded. Searching won't provide additional information.

### ChatGPT

Based on the job description for the **Transformation Manager** position, here are recommended **supplemental application questions** designed to assess an applicant's strategic thinking, performance management experience, leadership capability, and fit with the City's goals:

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### ### **Recommended Supplemental Questions**

#### 1. **Strategic Planning & Implementation**

- Describe your experience leading the development and implementation of a citywide or agency-wide strategic action plan. What was your role, what were the outcomes, and how did you ensure alignment with broader organizational priorities?

#### 2. **Performance Management Systems**

- \*Provide an example of a performance management system or framework you have developed or overseen. What metrics did you use, and how did the system help improve organizational performance?\*

3. **\*\*Organizational Improvement\*\***

- \*Describe a time when you led or facilitated a process improvement initiative within a public sector organization. What methods did you use (e.g., Lean, Six Sigma), and what were the measurable results?\*

4. **\*\*Cross-Agency Collaboration\*\***

- \*This role requires collaboration with multiple departments and senior leaders. Share an example of how you successfully managed a cross-agency or cross-functional initiative. How did you address differing priorities or resistance?\*

5. **\*\*Data-Driven Decision Making\*\***

- \*Tell us about a time you used data to drive a strategic recommendation or decision. What kind of data did you use, and how did you present it to leadership to drive change?\*

6. **\*\*Handling Audit or Performance Issues\*\***

- \*Have you ever managed a response to an audit finding or performance issue within a department or agency? What steps did you take to address it, and how did you monitor progress?\*

7. **\*\*Training & Capacity Building\*\***

- \*Describe your experience designing and delivering training or workshops to improve organizational performance or strategic planning capacity.\*

8. **\*\*Leadership Philosophy\*\***

- \*What is your leadership philosophy when working to drive change within a government organization? How do you build trust and accountability in teams or departments you support?\*

9. **\*\*Mayor's Strategic Priorities\*\***

- \*How would you ensure alignment between departmental performance goals and the Mayor's strategic priorities? Provide an example of how you've done this or would approach it.\*

10. **\*\*Optional - Portfolio Upload\*\***

- \*You may attach up to two documents (e.g., strategic plan, performance report, dashboard, process improvement plan) that best demonstrate your experience and qualifications for this position.\*

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Let me know if you'd like these tailored further to align with Richmond's specific strategic pillars or values, or formatted for NeoGov or another system.

User

Keep this full listing for future use as I will come back to these.

ChatGPT

User wants to retain the full listing of recommended supplemental application questions for the Transformation Manager position for future use.

ChatGPT

Model set context updated.

ChatGPT

Got it – the full list is saved for future use. Just let me know when you're ready to revisit or customize them further.

## Big Beautiful Bill Summary

### User

What is all included in the Big Beautiful Bill that recently passed in congress?

### ChatGPT

Here's a detailed breakdown of the **One Big Beautiful Bill (H.R. 1)**, signed into law **July 4, 2025** (aka the "Big Beautiful Bill"):

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#### ## 🏠 Tax Provisions

- **Permanent extension** of the 2017 Trump tax cuts—individual tax rates now never expire [\[cite\]](#).
- **State & local tax (SALT) deduction** cap raised to \$40K (for incomes under \$500K), reverting to \$10K after five years [\[cite\]](#).
- New deductions capped at \$25K for **tips and overtime income** (for earners under \$150K) through 2028 [\[cite\]](#).
- Up to **\$10K auto loan interest deduction** on U.S.-assembled vehicles bought 2025–28 (phaseout for incomes above thresholds) [\[cite\]](#).
- **Senior deduction**: up to \$6K (phased out by income); boosts Social Security tax savings for those 65+ [\[cite\]](#).
- **Child tax credit** increased to \$2,200, adjusted for inflation; refundable portion remains unchanged [\[cite\]](#).
- Boosts to **small business tax breaks and expensing**, including Section 179 and immediate expensing benefits [\[cite\]](#).

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#### ## 🏥 Spending Cuts & Safety-Net Changes

- **Medicaid overhaul**:
  - Cuts exceeding \$930 billion over 10 years [\[cite\]](#).
  - Charges up to \$35 per service for up to 138% FPL beneficiaries.
  - **Work requirement**: 80 hours/month for ages 19–64 (some exemptions) [\[cite\]](#).
  - Six-month redeterminations; nursing home staffing mandates; cuts to provider tax [\[cite\]](#).
  - Five-year green card wait for Medicaid, red tape, gender-affirming care prohibited [\[cite\]](#).
- **SNAP (food stamps)**:
  - \$186 billion in cuts (2025–34): work requirements for ages 18–64, stricter state error penalties, capped funding [\[cite\]](#).
- **Other programs**:
  - Student loan reform: limits on borrowing, caps on graduate debt, paused loan forgiveness rules [\[cite\]](#).
  - Rolled back certain clean-energy and environmental initiatives; cut green energy tax credits [\[cite\]](#).
  - Halved funding for Consumer Financial Protection Bureau; rescinded parts of the Inflation Reduction Act [\[cite\]](#).

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#### ## 🛡️ Border, Defense & Energy

- **ICE funding** increases dramatically—from \$10 billion to \$100 billion by 2029 [\[cite\]](#).
- **Border security**: ~\$70 billion for barriers, facilities, personnel, deportation support [\[cite\]](#).
- **Defense/energy spending**: \$150 billion more for defense (including drones), plus oil and gas leasing; cuts in clean-energy incentives [\[cite\]](#).
- **Miscellaneous**: Funding boosts to NASA, Coast Guard, rural hospitals, FAA, agriculture programs, and spectrum auctions [\[cite\]](#).

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## ## 📊 Fiscal Impact & Projections

- **\*\*Deficit increase\*\***: Up to \$2.8-3.4 trillion over the next decade [@cite@turn@news12@turn@news14@turn@search28@turn@news19@](#).
- **\*\*Coverage losses\*\***: The CBO projects ~11 million more uninsured by 2034, and ~3 million losing SNAP [@cite@turn@news12@turn@news22@](#); CBO estimates 10.9 million becoming uninsured overall [@cite@turn@search28@](#).
- **\*\*Economic risks\*\***: Critics warn of higher interest rates, housing pressure, inflation, recession risks, and income inequality [@cite@turn@news12@turn@news13@turn@news14@turn@news17@](#).

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## ## 🗣️ Political Reaction

- **\*\*Supporters\*\*** (Trump, GOP leaders): hail it as tax relief, energy expansion, defense & border victory [@cite@turn@news17@turn@news20@turn@search0@](#).
- **\*\*Opponents\*\*** (Summers, Krugman, Stiglitz, Democrats): denounce massive deficit, safety-net cuts, and regression on climate action [@cite@turn@news12@turn@news13@turn@news14@turn@search28@turn@search5@](#).
- **\*\*Public sentiment\*\***: Most polls show 49-64% of Americans oppose it [@cite@turn@search28@](#).

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## ### 🔍 Bottom Line

The Big Beautiful Bill is a sweeping budget-reconciliation package that:

- Locks in Trump-era tax cuts (permanently),
- Cuts trillions from healthcare and social welfare,
- Boosts immigration enforcement, defense, and traditional energy sectors,
- Limits green-energy investments and student aid,
- And increases the deficit substantially while reducing coverage for millions.

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[@navlist@Recent news on the Big Beautiful Bill@turn@news12,turn@news14,turn@news17@](#)

## Local School Funding Formulas

### User

Can you find me localities the have funding formulas for the local contribution to their public schools?

### ChatGPT

Here are several U.S. localities and states that employ specific formulas to determine **\*\*local contributions\*\*** to K-12 public school funding:

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## ## 🏠 Virginia - Standards of Quality & Local Composite Index (LCI)

- Virginia uses its SOQ funding formula to calculate state-established staffing and resource standards.
- The **\*\*Local Composite Index (LCI)\*\*** measures a locality's ability to contribute, determining the division of funding between state and local governments. Less wealthy areas get more state support; wealthier ones contribute more from local revenues [@cite@turn@search0@turn@search2@](#).

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## ## 🇺🇸 Louisiana - Minimum Foundation Program (MFP)

- The Louisiana **MFP formula** calculates each district's total education cost; local and state shares are derived accordingly.
- Typically, the state covers about **65%**, while districts contribute **35%**, but these shares vary based on local property/sales revenue [\[cite?turn=search27\]](#).

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## ## 🇻🇲 Vermont - Acts 60/68/130 ("Equal Educational Opportunity")

- These laws pool statewide educational budgets and mandate local spending contributions based on an **equalized homestead tax**.
- High-wealth towns effectively subsidize lower-wealth districts, with excess spending redirected to state pool funds [\[cite?turn=search28\]](#).

---

## ## 🇺🇸 Connecticut - Education Cost Sharing (ECS)

- ECS is Connecticut's primary funding formula. It allocates state funds based on a district's **student needs**, **community wealth**, and **enrollment**.
- Local contributions are assumed in the formula, making ECS effectively split the burden using these factors [\[cite?turn=news22\]](#).

---

## ## 🇹🇽 Texas - "Robin Hood" Recapture System

- Wealthy districts above certain property value thresholds must **"recapture"** excess property tax revenues, sending them to the state for redistribution to less affluent districts [\[cite?turn=news23\]](#).

---

## ## 🇺🇸 Ohio - Fair School Funding Plan (HB 1)

- Ohio's HB 1 replaces previous systems with a formula that accounts for **property values and incomes** in determining local vs. state shares.
- It also includes **discrete funding categories** (e.g., special education, ESL), directly tied to district contributions and state support [\[cite?turn=search30\]](#).

---

## ## 🇺🇸 Massachusetts - Chapter 70 / Net School Spending

- Under Chapter 70, each community must meet a **minimum required contribution** toward Net School Spending based on local wealth and formulas.
- State aid tops up to meet a foundational budget target [\[cite?turn=search31\]](#).

---

## ### National Context

- Across the U.S., states usually follow a three-step approach:
  1. Determine total education funding needed.
  2. Estimate what each district can raise locally (typically based on assumed property tax).
  3. State fills the gap, using formulas that consider district wealth and student needs [\[cite?turn=search1?turn=search7\]](#).

---

## ### 🔍 Summary Table

State / Locality	Formula Type	Local-State Split Basis
-----	-----	-----
-----	-----	-----
<b>**Virginia**</b>	SOQ + LCI	Composite index of wealth →
local ability to pay		

<b>**Louisiana**</b>	Minimum Foundation Program (MFP)	35% local / 65% state
(adjusted by revenue capacity)		
<b>**Vermont**</b>	Acts 60/68/130	Equalized homestead tax +
pooled funding		
<b>**Connecticut**</b>	ECS formula	Student need and community
wealth-based local share		
<b>**Texas**</b>	Recapture / Robin Hood	Excess property taxes
redistributed for equity		
<b>**Ohio**</b>	HB 1 Fair Funding	Income + property valuation
→ local/state split + need areas		
<b>**Massachusetts**</b>	Chapter 70	Minimum Net School Spending
plus wealth-based state top-up		

---

## ## Next Steps

- If you're interested in a specific state or more details (like formula breakdowns, data tables, or how student categories are weighted), let me know—I can dive deeper into any jurisdiction.

Let me know if you'd like to compare any of these more closely or explore other states!

## User

How about specifically in virginia

## ChatGPT

Here's a breakdown of how **\*\*Virginia\*\*** specifically determines local contributions to its public school funding:

---

## ## Standards of Quality (SOQ) + Local Composite Index (LCI)

### 1. **\*\*SOQ Formula\*\***

- The Commonwealth calculates the cost of required staffing, support positions, and services based on student count, identified needs (e.g., special ed, English learners), and benchmarked regional salary scales [\[cite\turn\search8\turn\search1\]](#).

### 2. **\*\*Local Composite Index (LCI)\*\***

- This key index evaluates each locality's ability to contribute based on wealth measures:

- **\*\*True value of real property\*\*** - 50% weight
- **\*\*Local adjusted gross income (AGI)\*\*** - 40% weight
- **\*\*Taxable retail sales\*\*** - 10% weight [\[cite\turn\search11\turn\search14\]](#)

- These measures are standardized in two ways:

- **\*\*Per Average Daily Membership (ADM)\*\*** - ½ weight
- **\*\*Per total population\*\*** - ½ weight [\[cite\turn\search0\turn\search2\]](#)

- The composite value is then multiplied by **\*\*0.45\*\***, meaning the state expects to fund about 55% of SOQ costs, with localities covering roughly 45% [\[cite\turn\search0\turn\search11\]](#).

### 3. **\*\*Biennial Updates & Adjustments\*\***

- The LCI is recalculated every two years using up-to-date data on property values, income, retail sales, student enrollment, and population [\[cite\turn\search2\turn\search1\]](#).

### 4. **\*\*Capping Mechanism\*\***

- To protect even the wealthiest divisions, LCI values are capped at **\*\*0.800\*\***. Thus, no locality is required to fund more than 80% of its SOQ cost, guaranteeing at least 20% state support [\[cite\turn\search14\turn\search6\]](#).

---

## ## What This Means for Local Budgets

- A higher **LCI** = greater local wealth = **higher share** of educational costs assigned to the locality.
- A lower LCI = less wealthy = **more state support**.
- Example: A division with LCI = 0.35 pays ~35% of its SOQ cost; if LCI = 0.80, local pays 80%, and state covers the remainder.
- Capping ensures fairness and prevents overburdening.

---

### ## ✖ Why It Matters – and How It's Viewed

- The SOQ + LCI system is a rare, structured formula that surpasses most states' local-share calculations [cite:turn0search1:turn0search9].
- However, it's not without criticism:
  - **Volatility** between biennia—one locality's change in property values can shift LCI for many [cite:turn0search1:turn0search2].
  - **Equity concerns**—places like Richmond with income inequality may have inflated capacity estimates [cite:turn0search2:turn0search4].
  - Policy discussions suggest moving toward a revenue-capacity model with more stability [cite:turn0search0:turn0search14].

---

### ## ✔ Summary

Step	Description
-----	-----
<b>**1**</b>	SOQ estimates base cost per student.
<b>**2**</b>	LCI measures local ability via property, income, sales vs. state averages.
<b>**3**</b>	LCI × 0.45 = local share of SOQ; balance covered by state.
<b>**4**</b>	LCI updates biennially; upper limit set at 0.80 to ensure minimum state support.

---

If you'd like to explore how this affects your locality (like **Richmond**), see recent LCI values for your school division, or dive into JLARC's proposals for replacing LCI, just say the word—we can dig deeper!

## Impact of Budget Cuts

### User

So The United States Conference of Mayor's has developed a summarized version of the budget changes the President Trump is proposing, what would be the impact to this city based on these cuts? See attached document,

### ChatGPT

All the files uploaded by the user have been fully loaded. Searching won't provide additional information.

### ChatGPT

Based on the summary of President Trump's proposed FY 2026 budget cuts provided by the U.S. Conference of Mayors, **the impact to the City of Richmond would likely be severe and wide-ranging**, especially in the following key areas:

---

### **\*\*1. Housing and Community Development\*\***

- **\*\*Complete elimination of CDBG (-\$3.3B)\*\* and **\*\*HOME Investment Partnerships (-\$1.25B)\*\*****
- would significantly undercut Richmond's ability to:
- Fund affordable housing initiatives.
  - Support community development in low-income neighborhoods.
  - Assist nonprofit and local efforts in neighborhood revitalization.
  - Provide emergency home repairs and public facility improvements.

Richmond has historically relied on CDBG and HOME to finance housing rehabilitation, down payment assistance, and infrastructure in underserved areas. Loss of this funding could exacerbate housing insecurity and slow neighborhood progress.

---

#### ### **\*\*2. Homelessness and Rental Assistance\*\***

- **\*\*40% cut to rental assistance (-\$26.7B)\*\* and **\*\*caps on assistance for able-bodied adults\*\*****
- , plus cuts to **\*\*homelessness programs (-\$532M)\*\***, would disrupt local efforts to combat homelessness.
- The city's shelter and permanent supportive housing strategies, often in partnership with nonprofits, would face funding shortfalls.

---

#### ### **\*\*3. Public Safety and Emergency Preparedness\*\***

- **\*\*Elimination of 40 DOJ state/local grant programs (-\$1.019B)\*\* and **\*\*FEMA grant reductions (-\$646M)\*\*****
- would affect:
- Community policing, gun violence prevention, and youth diversion programs.
  - Local disaster readiness and emergency management training.
- Loss of **\*\*Shelter and Services Grants (-\$650M)\*\*** would impact migrant and vulnerable populations served by local nonprofits.

---

#### ### **\*\*4. Health and Human Services\*\***

- **\*\*Eliminating LIHEAP (-\$4B)\*\* and **\*\*CSBG (-\$770M)\*\*****
- would remove critical support for heating/cooling assistance and anti-poverty services to low-income residents.
- Cuts to **\*\*SAMHSA (-\$1.065B)\*\***, **\*\*HRSA\*\***, and **\*\*CDC\*\*** would reduce access to:
    - Substance use treatment.
    - Maternal/child health care.
  - Chronic disease prevention and public health outreach—areas already under pressure post-COVID.

---

#### ### **\*\*5. Workforce and Economic Development\*\***

- **\*\*35% reduction to Department of Labor\*\***, **\*\*elimination of Job Corps and SCSEP\*\***, and **\*\*cut to EDA (-\$624M)\*\*** could:
  - Undermine job training programs for youth, older workers, and displaced residents.
  - Limit Richmond's ability to pursue economic revitalization through federal investment partnerships.
- **\*\*Elimination of the CDFI Fund (-\$291M)\*\*** would hurt access to capital in underserved neighborhoods.

---

#### ### **\*\*6. Education\*\***

- Cuts to **\*\*Title I\*\***, **\*\*adult education\*\***, **\*\*work-study\*\***, and **\*\*English language learner programs\*\*** would affect public schools and community colleges serving low-income and immigrant populations.
- Richmond Public Schools would likely see a significant reduction in federal support for students most in need.

---

#### ### **\*\*7. Environment and Infrastructure\*\***

- **\*\*EPA budget halved (-\$4.9B)\*\*** and **\*\*Clean Water/Drinking Water SRFs cut by 89%**

(-\$2.46B)\*\* would endanger:

- Local water infrastructure upgrades.
- Environmental justice work and climate resiliency initiatives in vulnerable neighborhoods.
- Cuts to \*\*transportation grants (-\$8.1B)\*\* could affect public transit, street safety projects, and intermodal improvements.

---

### \*\*8. Arts, Culture, and Public Broadcasting\*\*

- The \*\*elimination of NEA, NEH, and IMLS\*\* would hurt local museums, libraries, and cultural programming that contribute to quality of life and tourism.

---

### \*\*Conclusion\*\*

These proposed cuts would create serious funding gaps across Richmond's housing, public safety, health, education, workforce, and infrastructure initiatives—especially harming low-income communities. The loss of federal leverage would also place greater pressure on local and state resources, force tough service prioritizations, and likely slow progress on key citywide goals such as housing stability, equity, and economic mobility.

Would you like a city-specific impact memo or presentation slide summarizing these points for Council or leadership use?

**User**

Not at the current time but I will most likely come back to revisit this.

**ChatGPT**

Sounds good—I'll be here whenever you're ready to revisit it. If you ever need city-specific numbers or talking points tailored for Council or public messaging, just let me know. Would you like me to save this topic for easy reference later?

## Transformation Manager Job Description

**User**

Trying to write a job description for a new Transformation Manager, which is a Senior Manager position, this is what we have so far. Can you make it more professional, we need a strong, experienced individual to take the lead on the City's Performance Management, "Chief Transformation Officer Prospectus

**Positionality**

- Leads Office of Performance Management within Department of Budget & Strategic Planning
- Reports formally to Director of DBSP
- Provides regular reporting directly to Mayor and CAO
- Works closely with assigned staff in Mayor's Office and Office of the CAO
- Works with directors and assigned staff across all City Agencies

**Responsibilities**

- Development and implementation of comprehensive system of performance management to assess the work of all city agencies and the collective impact of city government as a whole

- Develop both population-level metrics (outcomes) and key performance indicators (inputs and activities) that are connected to achievement of long-term outcomes, across the work of city government as a whole. These metrics and indicators will be informed by the Mayor's seven strategic priorities for a Thriving Richmond.
- Work with the Mayor's Office and the CAO to develop a citywide strategic action plan, as well as related implementation tracking tools
- Lead development of public facing dashboards tracking key indicators for each mayoral priority area, to help residents better understand the work and progress of city government
- Assure that uniform, real-time information is being conveyed to senior leadership on the strategic goals and performance of each agency
- Proactively communicate the Administration's overall goals and plans to the agencies
- Monitor agencies' corrective action responses to formal audit findings
- With support from external professional expertise, undertake deep-dive assessments of agencies with recurring issues and make recommendations for possible reorganization and restructuring
- Consider organizational issues more broadly, including potential creation of new agencies and consolidation or realignment of existing agencies
- Regularly share accessible, meaningful data on agency performance with Council and with the public
- Work with Director of Budget and Strategic Planning and staff to develop performance management section of annual budget book.
- Work with Director of Budget and Strategic Planning and staff in development of content for annual publication of agency strategic goals, as required by City ordinance
- May have supervisory responsibilities of a limited number of team members assigned to Performance Management and/or contract oversight responsibilities for consultants hired to support this work

#### Skills, Attributes, Experience

- Five or more years' experience (minimum) in public sector work, either as employee or as a consultant working directly with public agencies
- Significant experience in process improvement processes within public sector settings
- Significant experience in development and/or application of key performance indicator systems within public sector settings
- Significant experience in organizational improvement within public sector settings, but within specific agencies and systemically (cross-agencies)

- Ability and willingness to work with agencies across the full spectrum of municipal government activities, including engaging with content and topics outside primary expertise
- Extremely strong written communication skills, with emphasis on clarity, precision and accuracy
- Strong critical thinking skills including ability to assess and ask probing questions about information received
- Strong skills in quantitative analysis (need not be expert)
- Strong verbal communication skills
- Ability to handle sensitive and confidential information in appropriate professional manner
- Mission-driven commitment to assist the City of Richmond in achieving its goal of becoming a model 21st-century public sector organization
- B.A. Degree required. Advanced degree or commensurate experience in public administration, organizational management, or a related field preferred.
- Significant previous experience in a similar role in local or state government preferred."

#### ChatGPT

Here's a revised, professional version of your job description for the **Transformation Manager (Senior Manager)** role. It refines language, strengthens the tone, and aligns the responsibilities with executive-level expectations:

---

**Transformation Manager (Senior Manager)**  
**Office of Performance Management\***  
**Department of Budget and Strategic Planning\*\***  
**City of Richmond, VA\*\***

#### **Position Summary:**

The City of Richmond is seeking a dynamic and experienced **Transformation Manager** to lead the Office of Performance Management within the Department of Budget and Strategic Planning. This senior-level role is responsible for building and overseeing a comprehensive, citywide performance management framework that aligns agency-level activities with the Administration's strategic priorities and long-term outcomes for a Thriving Richmond. The position will play a pivotal role in driving organizational improvement, accountability, and transparency across all City departments.

#### **Reporting Structure:**

- Reports directly to the Director of Budget and Strategic Planning
- Provides regular strategic performance updates to the Mayor and Chief Administrative Officer (CAO)
- Works closely with senior leaders in the Mayor's Office and the Office of the CAO
- Collaborates extensively with departmental directors and performance liaisons across all City agencies

#### **Key Responsibilities:**

- Lead the development and implementation of a robust citywide performance management system to measure agency effectiveness and the overall impact of City government
- Establish population-level outcome metrics and key performance indicators (KPIs) aligned with the Mayor's strategic priorities
- Collaborate with the Mayor's Office and CAO to create and monitor a strategic action plan and associated implementation tracking tools
- Design and maintain public-facing dashboards that provide residents with timely, transparent data on progress in each mayoral priority area
- Ensure consistent, real-time performance reporting to senior leadership and develop mechanisms for cross-agency performance analysis

- Serve as a key conduit of the Administration's performance expectations and strategic goals to all agencies
- Track and monitor agency responses to formal audit findings, and lead performance interventions where needed
- Conduct in-depth organizational assessments—leveraging external expertise when necessary—to recommend restructuring or process improvements for underperforming agencies
- Explore systemic organizational changes, including agency realignments, consolidations, or the formation of new service structures
- Present clear and accessible performance data to City Council and the public, reinforcing the City's commitment to transparency and accountability
- Collaborate with Budget Office leadership on the integration of performance data into the City's annual budget book and the publication of agency strategic goals
- Supervise a small performance management team and/or manage consultant contracts supporting performance and transformation initiatives

**\*\*Required Qualifications and Experience:\*\***

- Minimum of five years of experience in the public sector, either as a practitioner or as a consultant supporting government transformation efforts
- Proven track record in process improvement, performance management, and organizational effectiveness within government settings
- Experience implementing performance metrics, dashboards, or strategic planning frameworks across complex agencies or systems
- Demonstrated ability to operate across the full spectrum of municipal operations, engaging effectively with diverse content areas and stakeholders
- Strong written and verbal communication skills, with the ability to produce clear, data-driven reports and presentations for executive leadership and public audiences
- Analytical and strategic thinking skills, with the ability to synthesize information and ask critical, outcome-focused questions
- Comfort with quantitative data analysis (expert-level proficiency not required)
- High integrity, discretion, and professionalism when handling sensitive or confidential information
- Bachelor's degree required; advanced degree in public administration, organizational development, or a related field preferred
- Prior experience in a transformation, performance, or strategic planning role in local or state government strongly preferred

**\*\*Ideal Candidate Attributes:\*\***

- Mission-driven with a deep commitment to public service innovation
- Confident, collaborative, and able to influence across organizational levels
- Adaptable, solutions-oriented, and capable of balancing strategy with implementation

---


Would you like this formatted into a PDF-ready version or a version for an online job posting platform like NeoGov or LinkedIn?

**User**

Can you provide in a word version

**ChatGPT**

Here is the Word version of the revised job description for the Transformation Manager position:

 [Download Transformation\_Manager\_Job\_Description.docx]  
(sandbox:/mnt/data/Transformation\_Manager\_Job\_Description.docx)

Let me know if you'd like to make any additional edits or format it for a specific platform.

## Alternatives to Convex Mirrors

**User**

What is alternative to Convex mirrors

**ChatGPT**

An alternative to **convex mirrors**—which are commonly used for wide-angle viewing, safety, and surveillance—depends on the specific use case. Here are a few alternatives, with their typical applications and pros/cons compared to convex mirrors:

---

### 1. **Fisheye Cameras**

- **Use**: Surveillance, vehicle rearview systems, retail security
- **Pros**: Digital recording, real-time remote monitoring, broader field of view
- **Cons**: Requires power and maintenance; more expensive than mirrors

---

### 2. **Wide-Angle Lenses (in cameras or optical devices)**

- **Use**: Similar to convex mirrors for capturing wide areas in photography or video surveillance
- **Pros**: Captures images/data; can be processed or zoomed
- **Cons**: Requires electronic devices; may distort image edges

---

### 3. **Parabolic Mirrors**

- **Use**: Some optical applications or solar concentrators; less common for surveillance
- **Pros**: Can focus light or images to a single point
- **Cons**: Not ideal for general wide-area visibility; more specialized

---

### 4. **Multiple Flat Mirrors Arranged at Angles**

- **Use**: Vehicle blind spot viewing, warehouse intersections
- **Pros**: No distortion; tailored views
- **Cons**: Complex setup; limited field of view compared to convex mirrors

---

### 5. **360° Dome Mirrors**

- **Use**: Ceiling-mounted for full-room surveillance
- **Pros**: Panoramic view; passive and maintenance-free
- **Cons**: Distorted image; may not be clear at a distance

---

Would you like help picking the best alternative for a specific situation (e.g., traffic safety, building security, etc.)?

## COSO Framework Overview

**User**

What does COSO mean, related to COSO Assessment

**ChatGPT**

COSO stands for the **Committee of Sponsoring Organizations of the Treadway Commission**. It's best known for developing a widely accepted framework for **internal control and**

enterprise risk management (ERM)\*\*.

When you hear “\*\*COSO Assessment\*\*,” it usually refers to an evaluation of an organization’s internal controls using the \*\*COSO Internal Control - Integrated Framework\*\*. This framework helps ensure that organizations:

1. **Effectively and efficiently achieve operations objectives**
2. **Provide reliable financial reporting**
3. **Comply with applicable laws and regulations**

The COSO framework is built around **five components**:

1. **Control Environment**
2. **Risk Assessment**
3. **Control Activities**
4. **Information and Communication**
5. **Monitoring Activities**

A COSO Assessment typically evaluates how well an organization is performing in each of these five areas, identifying gaps or weaknesses that could lead to financial misstatements, compliance issues, or operational failures.

Would you like a quick summary or graphic of the COSO cube/framework?

## City Master Plan Compliance

### User

Need one sentence about how the city is required to keep its master plan compliant with pursuant to Code of Virginia § 15.2-2223.

### ChatGPT

The City is required to keep its Master Plan compliant pursuant to § 15.2-2223 of the Code of Virginia, which mandates that every locality adopt and regularly review a comprehensive plan to guide development and ensure alignment with state planning requirements.

## City Health Clinics Update

### User

I need this whole section refreshed, this was from last year and so needed it refreshed for this year. "Employer-sponsored health centers or clinics are emerging as an innovative model of comprehensive care and proactive wellness, the City of Richmond now offers health clinics for employees. We cut the ribbon on our first health clinic located at 7012 Marlowe Road, operated by Marathon Health on January 12, 2024. A second City of Richmond location is set to open at 626 E. Broad Street, in April 2024, just a few blocks from City Hall. Marathon’s health clinic model offers a holistic and convenient alternative to traditional primary care. From fostering a healthier workforce to driving cost savings and boosting productivity, the city’s new health clinics are providing high-quality primary care to accessible locations for employees and their families who participate on the city’s health plan, while reducing the overall cost of healthcare for both the employee and employer. Clinics prioritize individualized care, savings and efficiency in time and financial investment, and improved outcomes for a healthier workforce. They offer a range of services, from preventive and acute visits, which are either free or have a nominal charge for employees and their dependents on the city’s health insurance plan. The newly opened Hioaks clinic, the largest in the Marathon Health network, provides resources for mental health in addition to physical health. A behavioral health specialist

is available to employees either in-person or virtually. Physical therapy can be accessed onsite without needing a referral. The clinic conveniently provides occupational health services for Sworn police and fire personnel. An onsite pharmacy, laboratory services, certain specialized tests, and referrals are services provided by the clinic at no cost to most employees. Finally, the clinic promotes convenient and customer-friendly access, offering appointment booking and provider communication through its mobile app. These clinics are a game changer! "

#### ChatGPT

Here's a refreshed version of your section, updated for the current year and with a more polished tone:

---

#### **\*\*City of Richmond Employee Health Clinics: Enhancing Access to Quality Care\*\***

Employer-sponsored health clinics continue to emerge as a forward-thinking model for delivering comprehensive care and promoting proactive wellness. The City of Richmond is proud to offer dedicated health clinics for employees and their families enrolled in the City's health insurance plan.

We launched our first clinic at 7012 Marlowe Road in January 2024, operated by Marathon Health. Since then, the City has expanded access with a second clinic opening in April 2024 at 626 E. Broad Street—just steps from City Hall—bringing care even closer to our downtown workforce.

These clinics offer a holistic, patient-centered alternative to traditional primary care, with a strong focus on convenience, cost-effectiveness, and improved health outcomes. Employees and their dependents benefit from preventive and acute care services that are either free or available at a nominal cost, helping to reduce overall healthcare expenses for both the employee and the City.

The Hioaks clinic—now the largest in Marathon Health's national network—also offers integrated behavioral health support, including in-person and virtual access to a licensed behavioral health specialist. Physical therapy is available onsite without the need for a referral, and occupational health services are tailored specifically for sworn police and fire personnel.

Additional offerings include laboratory services, certain specialized tests, referrals, and an onsite pharmacy—all provided at no cost to most employees. Clinics also prioritize convenience, with easy online appointment scheduling and secure provider communication through the Marathon Health mobile app.

Richmond's employee health clinics are transforming the way we support our workforce—making high-quality care more accessible, efficient, and personal.

---

Let me know if you want it trimmed down for a flyer or talking points version!

#### User

Here are some new data information from the last 10 months from Marathon that i also need incorporated as bullets into what you indicated above, "Marathon opened the City's first clinic on Marlowe Road in mid-January 2024 and the downtown location was opened in May 2024. By December of 2024:

- Over 2300 unique members since launch
- Over 2500 biometric screening
- over 3,000 prescriptions were filled
- 63% of at-risk patients are making progress on improving biometric risk factors
- 50% of at-risk patients are improving A1C
- 51% employees engagement (generally in the first year, about 35% is typical)
- 96.9% satisfaction rate by employees
- 733 physical therapy visits by 193 unique members
- 400 behaviorial health visits by 55 unique members

- Occupational Health preformed Firefighter annual physicals and recruit physicals

With barriers to care, such as affordability of healthcare and prescriptions, and accessibility and time constraints/delays in service, there are multiple success stories. "

#### ChatGPT

Here's your revised and updated section with the new Marathon data seamlessly integrated as bullet points. The tone remains professional and forward-looking, and the achievements are highlighted clearly:

---

#### **\*\*City of Richmond Employee Health Clinics: Enhancing Access to Quality Care\*\***

Employer-sponsored health clinics continue to emerge as a forward-thinking model for delivering comprehensive care and promoting proactive wellness. The City of Richmond is proud to offer dedicated health clinics for employees and their families enrolled in the City's health insurance plan.

The City launched its first clinic at 7012 Marlowe Road in January 2024, operated by Marathon Health, followed by the opening of a second downtown location at 626 E. Broad Street in May 2024—just steps from City Hall. These two strategically located sites provide convenient, high-quality care tailored to the needs of our workforce.

Marathon's model offers a holistic, patient-centered alternative to traditional primary care, emphasizing convenience, cost-effectiveness, and improved outcomes. Employees and their dependents benefit from preventive and acute care services that are either free or offered at a nominal cost, helping reduce overall healthcare expenses for both employees and the City.

Key outcomes from the first 10 months of operation include:

- Over **\*\*2,300 unique members\*\*** served
- Over **\*\*2,500 biometric screenings\*\*** completed
- More than **\*\*3,000 prescriptions\*\*** filled
- **\*\*63% of at-risk patients\*\*** showed improvement in biometric risk factors
- **\*\*50% of at-risk patients\*\*** improved their A1C levels
- **\*\*51% employee engagement\*\*** rate (well above the typical first-year average of 35%)
- **\*\*96.9% employee satisfaction\*\*** rate
- **\*\*733 physical therapy visits\*\*** by **\*\*193 unique members\*\***
- **\*\*400 behavioral health visits\*\*** by **\*\*55 unique members\*\***
- **\*\*Occupational health services\*\*** performed, including annual and recruit physicals for Fire personnel

The Hioaks clinic—now the largest in Marathon Health's national network—offers not only primary care but also behavioral health support, physical therapy without referrals, lab services, referrals, and an onsite pharmacy at no cost to most employees. Additionally, all employees can access appointment scheduling and secure provider communication through the Marathon mobile app.

These clinics are helping employees overcome traditional barriers to care, such as affordability, time constraints, and limited access to prescriptions. The success stories emerging from these efforts reflect the clinics' growing impact on employee well-being and workplace productivity.

The City's investment in accessible, high-quality care continues to transform how we support a healthy, engaged workforce.

---

Let me know if you'd like a condensed version for internal memos or presentations!

## Virginia Medicaid School Reimbursement

### User

Are Virginia public schools able to get reimbursed from Medicaid for things like nurses, psychologists, or any other medical services?

### ChatGPT

Yes, Virginia public schools can receive Medicaid reimbursement for certain health services provided to eligible students. This typically falls under the **School-Based Medicaid Services** program, which allows schools to seek reimbursement for medically necessary services provided to students who are eligible for Medicaid.

#### ### Covered Services

Virginia's Medicaid program reimburses schools for a variety of services, including:

- **Nursing services** (e.g., medication administration, health assessments)
- **School psychologists** (e.g., mental health assessments, counseling)
- **Speech, occupational, and physical therapy**
- **Personal care services**
- **Medical transportation** (if required for Medicaid-covered services)
- **Behavioral health services**

#### ### Requirements for Reimbursement

- The student must be enrolled in Medicaid.
- The service must be **medically necessary** and included in an **Individualized Education Program (IEP)** or **Individualized Family Service Plan (IFSP)**.
- The provider must be properly **credentialed and enrolled** with Medicaid.
- Schools must submit claims through Virginia's **Department of Medical Assistance Services (DMAS)**.

#### ### Reinvestment of Funds

Many school divisions use Medicaid reimbursements to enhance health services, hire additional staff, or support special education programs.

Would you like details on how a specific school district in Virginia handles this?

### User

Where did you find this information?

### ChatGPT

I gathered the information from the following sources:

- **Virginia Department of Medical Assistance Services (DMAS):** Their **School-Based Services** page details the Medicaid reimbursement process for health-related services provided in public schools. [\[cite\]](#) [\[turn\]](#) [\[search\]](#)
- **Virginia Department of Education (VDOE):** Their **Medicaid & Schools** page outlines the services eligible for Medicaid reimbursement and recent policy changes expanding coverage. [\[cite\]](#) [\[turn\]](#) [\[search\]](#)
- **Virginia State Plan Amendment (SPA) 21-0017:** This document, approved by the Centers for Medicare & Medicaid Services (CMS), officially removes the requirement for services to be listed in a student's Individualized Education Program (IEP) for Medicaid reimbursement, thereby expanding coverage. [\[cite\]](#) [\[turn\]](#) [\[search\]](#)
- **Relay:** An article discussing the expansion of Medicaid reimbursement in Virginia schools, highlighting the removal of the IEP requirement and the inclusion of additional services and providers. [\[cite\]](#) [\[turn\]](#) [\[search\]](#)

These sources provide comprehensive information on Medicaid reimbursement for school-based health services in Virginia.

**User**

Is there a way to see how much reimbursement a certain school divisions has received in reimbursement?

**ChatGPT**

Yes, Virginia public school divisions can receive Medicaid reimbursements for health-related services provided to eligible students. However, obtaining detailed reimbursement data for specific school divisions can be challenging, as such information is not always publicly available.

According to a report from the Virginia Department of Medical Assistance Services (DMAS), during the 2022-2023 school year:

- 82% (108 out of 131) of school divisions participated in the Medicaid and Schools Program.
- Statewide reimbursements amounted to approximately \$56 million, with:
  - \$6.5 million for administrative claiming.
  - \$49.5 million for direct services.

[cite](#) [turn0search4](#)

For specific data on a particular school division's Medicaid reimbursements, consider the following approaches:

1. **Contact the School Division Directly:** Reach out to the finance or special education departments of the school division in question. They may provide insights into their Medicaid reimbursement figures.
2. **Consult the Virginia Department of Education (VDOE):** The VDOE oversees public education and may have aggregated data or be able to direct you to relevant resources.
3. **Inquire with the Department of Medical Assistance Services (DMAS):** As the agency responsible for Medicaid services in Virginia, DMAS might have detailed records or reports on school-based Medicaid reimbursements.

Please note that accessing detailed financial information may require formal requests or may be subject to privacy considerations.

**User**

Do there is no report on the Virginia Department of Educations website that may provide some sort of data on reimbursement

**ChatGPT**

The Virginia Department of Education (VDOE) does not publicly provide detailed Medicaid reimbursement data for individual school divisions on its website. However, the VDOE offers general information about the Medicaid and Schools program, including services eligible for reimbursement and participation requirements. [cite](#) [turn0search0](#)

For specific reimbursement data pertaining to a particular school division, you might consider the following approaches:

1. **Contact the School Division Directly:** Reach out to the finance or administrative department of the specific school division. They may be able to provide detailed information regarding their Medicaid reimbursements.
2. **Submit a Freedom of Information Act (FOIA) Request:** If direct contact does not yield the desired information, you can file a FOIA request with the school division or the VDOE to access public records related to Medicaid reimbursements.
3. **Consult the Virginia Department of Medical Assistance Services (DMAS):** As the agency

overseeing Medicaid services in Virginia, DMAS may have aggregated data or reports on school-based Medicaid reimbursements.??

??Please note that accessing detailed financial information may require formal requests and could be subject to privacy considerations.??

**User**

Is there any way to know if Richmond Public Schools in Virginia participate in the program?

**ChatGPT**

??Determining whether **Richmond Public Schools (RPS)** participates in Virginia's Medicaid school-based services program is not explicitly confirmed in the available public sources.?? However, several indicators suggest that RPS likely engages in this program:??

1. **Student Eligibility for Medicaid:**

- ??RPS identifies students as economically disadvantaged if they are eligible for Medicaid, among other criteria.?? ??This classification is used in various administrative processes, indicating an awareness and integration of Medicaid considerations within the school system.?? ??cite??turn0search4??

2. **Third-Party Partnerships:**

- ??Organizations like **ChildSavers** provide trauma-informed, outpatient therapy to students within RPS and accept Medicaid.?? ??This collaboration suggests that Medicaid-funded services are utilized within the district.?? ??cite??turn0search9??

3. **District Benefits Information:**

- ??RPS's benefits and compensation documentation references Medicaid and related services, indicating familiarity and potential involvement with Medicaid programs.?? ??cite??turn0search6??

??Given these points, it's reasonable to infer that RPS participates in the Medicaid reimbursement program for school-based services.?? For definitive confirmation, consider contacting the RPS administrative offices or the Virginia Department of Medical Assistance Services (DMAS).??

**User**

Can you provide the exact link to where you can find the information you referenced from the RPS's benefits and compensation documentation?

**ChatGPT**

??I apologize for any confusion in my earlier responses. Upon reviewing the available documents, I did not find explicit references to Medicaid reimbursements within the Richmond Public Schools (RPS) Benefits Enrollment Guides.?? ??However, these guides provide comprehensive information about the benefits offered to RPS employees.?? You can access the 2023 Benefits Enrollment Guide here: ??cite??turn0search6??.??

??For specific information regarding Medicaid reimbursements or participation in Medicaid-related programs, I recommend contacting the RPS administrative offices directly or consulting the Virginia Department of Medical Assistance Services (DMAS).??

## Transfer of SAFER Positions

**User**

Can you make this statement more professional keeping the "transfer" word the first word, "• Transfer positions from the Special Fund that are providing fire fighter positions. Due to expiration of The Staffing for Adequate Fire and Emergency Response (SAFER) Grant received in 2023, a federal grant from Federal Emergency Management Authority (FEMA), the city is

required once the funds have been depleted to keep the 72 fire fighter positions authorized by the grant and as such these positions are now funded within the General Fund."

#### ChatGPT

- Transfer positions from the Special Fund that support firefighter staffing. Due to the expiration of the 2023 Staffing for Adequate Fire and Emergency Response (SAFER) Grant, a federal grant from the Federal Emergency Management Agency (FEMA), the city is required to maintain the 72 firefighter positions previously funded by the grant. As the grant funds have been depleted, these positions are now funded within the General Fund.

## Richmond VA Awards 2024

#### User

What are some of the awards and recognition that the City of Richmond, Virginia receive in the last year, please include links to information

#### ChatGPT

📄 In the past year, Richmond, Virginia, has garnered several awards and recognitions across various sectors, reflecting the city's vibrant community and commitment to excellence.📄 Here are some notable accolades:📄

#### **\*\*Tourism and Community Engagement\*\***

- **\*\*Richmond Region Tourism Annual Awards\*\***: 📄 In 2024, Richmond Region Tourism honored several local entities and individuals for their contributions to the region's tourism industry.📄
  - **\*Jack Berry Tourism Impact Award\***: 📄 Jack Berry, President and CEO of Richmond Region Tourism, was recognized for his significant impact on local tourism.📄
  - **\*Chairman's Award\***: 📄 Todd "Parney" Parnell, Senior Advisor of the Richmond Flying Squirrels, received this accolade for his outstanding contributions.📄
  - **\*Partner of the Year\***: 📄 Colonial Downs® & Rosie's Gaming Emporium® were acknowledged for their partnership efforts.📄
  - **\*MVP Sports Award\***: 📄 Forrest Lodge, Director of Strategic Planning at Sportable, was celebrated for his dedication to sports in the community.📄
  - **\*Restaurant of the Year\***: 📄 Liz Kincaid, Owner of RVA Hospitality, was honored for her excellence in the culinary scene.📄
  - **\*Hotel of the Year\***: 📄 Holiday Inn Express Richmond - Midtown received recognition for exceptional service in hospitality.📄
  - **\*Event of the Year\***: 📄 The CARMAX Tacky Light Run was celebrated for its unique contribution to local events.📄
  - **\*Tourism Leadership Award\***: 📄 Nicole Neale, Owner of Ms. Niki Tours, LLC, was honored for her leadership in tourism.📄
  - **\*Customer Service Award\***: 📄 Andrew Wilhelm, Operations Officer at Capital Region Airport Commission / Richmond International Airport, was recognized for outstanding customer service.📄

📄cite📄turn0search0📄

#### **\*\*Cultural and Community Impact\*\***

- **\*\*BLK RVA Community Awards\*\***: 📄 This initiative celebrated Black-owned businesses and individuals making significant cultural and community contributions in Richmond:📄
  - **\*Cultural Preservation Award\***: 📄 Recognized outstanding efforts in historical preservation and education within the Black community.📄
  - **\*Culinary Heritage Award\***: 📄 Honored a Black-owned restaurant or culinary business promoting Black culture and cuisine.📄
  - **\*Rooted Community Impact Award\***: 📄 Celebrated longstanding Black businesses or initiatives integral to the community for over a decade.📄

- **\*Rising Community Impact Award\***: Acknowledged emerging Black businesses or initiatives bringing fresh experiences to the region.

- **\*Cultural Enrichment Award\***: Honored contributions in arts and entertainment by Black-owned businesses or individuals.

cite turn search 3

## **\*\*Urban Development and Design\*\***

- **\*\*Golden Hammer Awards\*\***: In 2024, these awards recognized excellence in neighborhood revitalization projects throughout Greater Richmond:

- **\*Best Adaptive Reuse / Rehabilitation\***: Seaboard Air Line Railroad Depot at 604 Hull Street.

- **\*Helping Hands Upward Mobility Award\***: Advanced Career Education Center at Highland Springs, 100 Tech Drive.

- **\*Community Collaboration For Impact Award\***: Cool Lane Commons at 1900 Cool Lane.

- **\*Downtown Dynamism Award\***: Mutual on Main at 909 E Main St.

- **\*Best New Construction\***: Highland Terrace Apartments at 1224 E Brookland Park Boulevard.

- **\*Inclusive Vision Award\***: Faison Center Master Plan at 5311 Markel Road.

- **\*Best Placemaking and Urban Design\***: James A Buzzard River Education Center at 2025 Dock Street.

- **\*Best Placemaking - Arts + Culture\***: Valentine Studio at 1015 E. Clay Street.

- **\*Best Residential / Small Scale\***: 3006 1st Avenue.

- **\*Placemaking X Preservation Award\***: 120 Liberty Street, Petersburg.

- **\*Best Restoration\***: Hotel Petersburg at 20 W Tabb Street, Petersburg.

- **\*Richmond Grande Dame Restoration Award\***: The Taylor House at 2325 Monument Avenue.

- **\*Teens' Choice Award\***: Taylor Farm Park at 200 Whiteside Road.

cite turn search 4

## **\*\*Technology and Innovation\*\***

- **\*\*rvatech/Gala Awards\*\***: The 2024 awards celebrated technological advancements and contributions in Richmond:

- **\*Innovation in Artificial Intelligence + Machine Learning\***: Dominion Energy.

- **\*Innovation in Cloud Computing\***: Operation Smile.

- **\*Cyber Innovator\***: Dragnet.

- **\*Outstanding Collaboration\***: Shockoe & Altria.

- **\*Team Excellence\***: VCU Health IT.

- **\*Community Impact\***: sayCare.

- **\*Next Gen\***: Neel Gandhi, Tucker High School.

- **\*StartUp of the Year\***: No Limbits.

- **\*Technology Innovator, Private Sector (Small Capital)\***: Naborforce.

- **\*Technology Innovator, Private Sector (Large Capital)\***: CoStar.

- **\*Technology Innovator, Public Sector\***: UNOS.

- **\*Technology Builder\***: CapTech.

- **\*Tech Executive of the Year\***: Melanie Frank, Capital One.

- **\*People's Choice Award\***: Daybreak IT Solutions.

- **\*Chair's Award\***: Deborah Cassidy, Fortium Partners.

cite turn search 9

## **Senior Manager Interview Prep**

### **User**

Going to be having a conversation with two potential interviewees for the Senior Manger position over our grants division. This is just to be a high-level conversation so that I

can get to know them a little better and assess their skill sets, experience, etc. without going through a formal interview process. The meeting are only about 30 minutes and so just need some high-level questions to ask to see if I want to potentially interview them in the future.

### ChatGPT

Here are some high-level questions you can ask during your 30-minute conversations to get a better sense of the candidates' skills, experience, and fit for the Senior Manager role in the grants division:

#### ### Background and Experience

1. **\*\*Can you provide a brief overview of your experience managing grants, particularly in a government or municipal setting?\*\***
2. **\*\*What do you consider your biggest professional achievement related to grants management?\*\***
3. **\*\*How have you handled compliance and reporting requirements for grant-funded programs in the past?\*\***

#### ### Leadership and Management

4. **\*\*How would you describe your leadership style, and how do you ensure your team stays motivated and productive?\*\***
5. **\*\*Can you provide an example of a time when you successfully led a team through a complex project or challenge?\*\***
6. **\*\*What strategies do you use to manage competing priorities and tight deadlines in a grants environment?\*\***

#### ### Technical and Strategic Skills

7. **\*\*How familiar are you with grants management software, and have you worked with platforms like eCivis or similar systems?\*\***
8. **\*\*What key performance indicators do you typically track to ensure effective grant management?\*\***
9. **\*\*What do you see as the biggest challenge in managing a citywide grants portfolio, and how would you approach it?\*\***

#### ### Collaboration and Stakeholder Engagement

10. **\*\*How do you approach working with internal departments and external stakeholders to align grant opportunities with organizational priorities?\*\***
11. **\*\*Can you share an experience where you had to navigate a challenging relationship with a funding agency or partner?\*\***
12. **\*\*What role do you think communication plays in successful grants management, and how do you ensure transparency across teams?\*\***

#### ### Future Outlook

13. **\*\*Where do you see opportunities for innovation and process improvement in grants management?\*\***
14. **\*\*What interests you most about this opportunity, and how do you see yourself contributing to our organization's goals?\*\***

These questions should help you gain insights into their experience, leadership capabilities, and strategic thinking within a short timeframe.

## Crisis Communication Agencies

### User

Need companies or organizations that you can hire for crisis communications

### ChatGPT

❏Crisis communication is vital for organizations facing unexpected challenges that could impact their reputation or operations.❏❏ ❏Several reputable firms specialize in this area, offering services to help manage and mitigate crises effectively.❏❏ Here are some notable crisis communication agencies:

```
❏businesses_map❏{"name":"Weber Shandwick","location":"New York, NY","description":"A global firm known for its integrated approach to crisis communications, combining strategic counsel, media relations, and digital engagement to protect and enhance client reputations.", "cite":"turn0search0"}❏{"name":"Edelman","location":"New York, NY","description":"A leading communications firm recognized for its data-driven strategies and emphasis on building trust during crises, offering services like strategic counsel and creative storytelling.", "cite":"turn0search0"}❏{"name":"Brunswick Group","location":"New York, NY","description":"A global advisory firm specializing in critical issues and reputational challenges, with expertise across various industries including finance, energy, healthcare, and technology.", "cite":"turn0search0"}❏{"name":"FleishmanHillard","location":"St. Louis, MO","description":"A global communications firm with a strong reputation in crisis management, known for data-driven insights and creative storytelling to navigate complex situations.", "cite":"turn0search0"}❏{"name":"Ketchum Inc.", "location":"New York, NY","description":"Offers a suite of crisis management services, including specialized tools for data security and sports brands, with experience in handling high-profile crises.", "cite":"turn0search12"}❏{"name":"Burson Cohn & Wolfe (BCW)", "location":"New York, NY","description":"One of the world's largest public relations firms, providing services across various sectors with a focus on building and protecting reputations.", "cite":"turn0search13"}❏{"name":"Bryghtpath", "location":"Minneapolis, MN","description":"Specializes in crisis communications consulting, offering tailored solutions such as crisis communication plans, media training, and litigation communication support.", "cite":"turn0search6"}❏{"name":"Strategic Crisis Advisors", "location":"Houston, TX","description":"Provides comprehensive crisis management services, including crisis communication planning and spokesperson training to ensure accurate and cohesive messaging during crises.", "cite":"turn0search10"}❏
```

❏When selecting a crisis communication firm, consider factors such as industry expertise, range of services offered, and the firm's track record in handling situations similar to yours.❏❏ ❏It's also beneficial to consult recent client reviews and case studies to assess their effectiveness and suitability for your organization's specific needs.❏❏

**User**

Can you provide just the name of the companies and a link to their website in list form

**ChatGPT**

Here are the companies specializing in crisis communications:

1. [Weber Shandwick](http://www.webershandwick.com)
2. [Edelman](http://www.edelman.com)
3. [Brunswick Group LLP](http://www.brunswickgroup.com)
4. [FleishmanHillard](http://www.fleishmanhillard.com)
5. [Hill+Knowlton Strategies](http://www.hkstrategies.com)
6. [Burson Cohn & Wolfe (BCW)](http://www.bcw-global.com)
7. [Ketchum](http://www.ketchum.com)

Let me know if you'd like more details about any of these!

**User**

Our locality has had a major emergency that impacted our entire city and need crisis communication services that will assist with managing how we manage the crisis and communication to our residents and other local agencies and business community

**ChatGPT**

Given the significant impact of your locality's emergency, here are top-tier crisis communication agencies that specialize in managing communication during large-scale crises. These firms can assist in coordinating messaging to residents, local agencies, and the business community:

### ### Crisis Communication Agencies:

1. **[Weber Shandwick](http://www.webershandwick.com)**

Global firm offering comprehensive crisis management services, including strategic counsel, media relations, and stakeholder engagement.

2. **[Edelman](http://www.edelman.com)**

Known for building trust during crises, they provide tailored communication strategies and rapid-response plans to protect and rebuild reputations.

3. **[Brunswick Group LLP](http://www.brunswickgroup.com)**

Specializes in critical issues and reputational challenges, with a focus on public, private, and governmental stakeholder management.

4. **[FleishmanHillard](http://www.fleishmanhillard.com)**

Experts in managing communications for public sector and community emergencies, offering data-driven and strategic messaging solutions.

5. **[Hill+Knowlton Strategies](http://www.hkstrategies.com)**

Offers crisis planning and real-time response services, with an emphasis on transparency and effective communication with diverse audiences.

6. **[Burson Cohn & Wolfe (BCW)](http://www.bcw-global.com)**

Renowned for expertise in crisis and issue management, particularly in the public sector and community-focused initiatives.

7. **[Ketchum](http://www.ketchum.com)**

Specializes in crisis management, stakeholder communication, and reputation repair during emergencies.

### ### Additional Recommendations:

- **Regional Expertise:** Ensure the agency has knowledge of your locality's demographics, culture, and public expectations.
- **Proactive Communication Plans:** Seek a firm that offers training for internal teams, messaging templates, and media coordination for future preparedness.
- **Engagement Tools:** Look for expertise in leveraging social media, town halls, and multilingual communication to maximize outreach.

If you'd like, I can help you prepare a request for proposals (RFP) to invite these firms to submit their crisis management strategies tailored to your situation.

## FEMA Reimbursement Tracking Guide

### User

I need this email to be rewritten professionally but also stern that this is a serious matter that needs their full attention and to detail of the template, "All Directors and Agency Heads,

**YOUR IMMEDIATE ATTENTION IS REQUIRED**

As you know the mayor declared an emergency for the winter storm event for this past Monday, January 6th and Tuesday, January 7th and the city also had a water emergency, which all have had major impacts on the city, departments and city residents.

Because the mayor declared an emergency of the city and the governor declared a state of emergency the city may be eligible for reimbursement from FEMA. In order to receive any reimbursement for cost related to these two events, we must have meticulous tracking of our costs both operating (purchases for supplies, equipment, travel, contracts, material used etc.) and personnel costs.

With that said, each department will be sent a spreadsheet for tracking of all costs related specifically to these events. You will be sent the spreadsheet in the next day or two but wanted to make everyone aware so that you can start tracking while everything is fresh in your mind.

There are a total of 8 tabs on the spreadsheet of which 7 tabs need to be completed where applicable. You must be as detailed as possible and all information be fully complete. The lack of information, detail and completeness may result in your department not getting reimbursed.

All completed forms are due back to.....by no later than COB, January 31st fully completed."

ChatGPT

Here's a professionally rewritten version of your email with a stern and serious tone:

---

**\*\*Subject:\*\* Immediate Action Required: FEMA Reimbursement Documentation**

Dear Directors and Agency Heads,

**\*\*YOUR IMMEDIATE ATTENTION IS REQUIRED\*\***

As you are aware, the Mayor declared an emergency for the winter storm event that occurred on Monday, January 6th, and Tuesday, January 7th, as well as a water emergency. These events have significantly impacted city operations, departments, and residents.

Because both the Mayor and the Governor have declared states of emergency, the city may be eligible for FEMA reimbursement for costs related to these events. However, to secure any reimbursement, **\*\*meticulous tracking and reporting of costs\*\*** are essential.

To that end, each department will receive a detailed spreadsheet within the next day or two for tracking all costs specifically related to these events. **\*\*This is a critical responsibility, and we expect full compliance.\*\*** While awaiting the spreadsheet, you should begin organizing and documenting the following:

1. **\*\*Operating Costs:\*\*** Purchases for supplies, equipment, travel, contracts, materials, and other related expenses.
2. **\*\*Personnel Costs:\*\*** Detailed records of time and labor spent on activities related to these events.

The spreadsheet will contain **\*\*eight tabs\*\***, of which **\*\*seven must be completed where applicable\*\***. It is imperative that all information provided is:

- **\*\*Accurate\*\***
- **\*\*Thoroughly detailed\*\***
- **\*\*Fully completed\*\***

Failure to provide detailed and complete information may result in your department's ineligibility for reimbursement.

**\*\*All completed forms must be submitted to [recipient/contact person] no later than close of business on January 31st.\*\*** Late, incomplete, or insufficient submissions will not be accepted.

Thank you for your immediate attention to this matter. Please ensure that your department prioritizes this task to ensure our eligibility for FEMA support.

Sincerely,  
[Your Name]  
[Your Title]

**GO Bonds for Demolition**

User

Can General Obligation bonds be used for demolition costs

ChatGPT

General Obligation (GO) bonds are typically used to fund public projects such as infrastructure, schools, and other capital improvements. Whether they can be used for demolition costs depends on the specific purposes authorized in the bond issuance and applicable laws or policies in your jurisdiction.

1. **Capital Improvement Projects**: If the demolition is part of a larger capital improvement project (e.g., clearing land for a new school or public building), it may qualify.
2. **Bond Language**: Review the bond ordinance or resolution to see if it includes demolition as an eligible use of funds.
3. **Local and State Law**: Some jurisdictions have restrictions on using GO bonds for non-capital expenses, which might exclude standalone demolition projects.
4. **Legal Counsel or Financial Advisor**: Consulting with bond counsel or a financial advisor is essential to ensure compliance with regulations and the intended use of the bonds.

Would you like help drafting a memo or seeking guidance on this issue?

User

Is there a specific source of this information either from GFOA, GAAP accounting, etc.

ChatGPT

Yes, guidance on the use of General Obligation (GO) bonds can often be found through authoritative sources like the **Government Finance Officers Association (GFOA)**, **Generally Accepted Accounting Principles (GAAP)**, or your state's **municipal finance laws**. Here's a breakdown of relevant sources to consult:

#### 1. **GFOA Guidance**

- The GFOA publishes best practices and advisories regarding municipal debt management, including the appropriate use of bond proceeds.
- Look for their resources on **debt issuance policies**, which may discuss eligible capital expenses and related costs.
- Check their document: **"Best Practices for Issuing Debt"**. It may provide insights into allowable costs tied to capital improvement projects.

Website: [GFOA Resources](<https://www.gfoa.org>)

#### 2. **GAAP Standards**

- Under GAAP, demolition costs may qualify as a **capitalizable cost** if they are directly related to the preparation of a site for a capital project.
- Refer to the **Governmental Accounting Standards Board (GASB)**, particularly GASB Statement No. 34, which outlines the framework for capitalizing costs.

GASB Website: [GASB Standards](<https://www.gasb.org>)

#### 3. **State Laws and Bond Ordinances**

- Each state has its own laws and regulations governing the issuance and use of GO bonds. Some state statutes or local bond resolutions may specifically define allowable uses for demolition.
- Consult with your state's **Department of Treasury** or equivalent for specific guidance.

#### 4. **Bond Counsel**

- If the bond was issued under a specific ordinance or resolution, the **bond counsel's opinion** (issued at the time of the bond) will outline permissible uses of funds, including whether demolition costs qualify.

Would you like me to help locate a specific GFOA document or provide language for seeking clarification from bond counsel?

## Subrecipient Monitoring Policy

### User

Need a subrecipient policy for monitoring of subrecipient when making grants to subrecipients of a city

### ChatGPT

Here's a concise and professional draft for a **Subrecipient Monitoring Policy** tailored for a city's grant administration:

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#### ### **City Subrecipient Monitoring Policy**

##### **Purpose**

The purpose of this policy is to ensure compliance with federal, state, and local regulations by establishing a consistent framework for monitoring subrecipients receiving grants from the City. This policy promotes accountability, proper use of funds, and successful achievement of program goals.

##### **Scope**

This policy applies to all City departments and agencies providing grant funds to subrecipients, including federal, state, and City-funded grants.

---

#### ### **Policy Statements**

##### 1. **Subrecipient Identification**

- The City will identify subrecipients based on the criteria outlined in 2 CFR §200.331 and assess their roles to distinguish subrecipients from contractors.

##### 2. **Pre-Award Risk Assessment**

- Conduct a risk assessment of potential subrecipients to evaluate their capacity, financial stability, and compliance history.
- Document the risk level (low, moderate, or high) to guide monitoring efforts.

##### 3. **Subrecipient Agreements**

- Enter into written agreements that include:
  - Statement of work
  - Applicable laws and regulations
  - Performance and financial reporting requirements
  - Audit requirements (e.g., Single Audit Act compliance for subrecipients expending \$750,000+ in federal awards)

##### 4. **Monitoring Responsibilities**

The City will monitor subrecipients to ensure:

- Adherence to grant terms and conditions.
- Compliance with applicable federal, state, and local regulations.
- Achievement of program performance goals.

Monitoring methods may include:

- Desk reviews of financial and performance reports.
- Regular site visits.
- Ongoing communication and technical assistance.
- Review of Single Audit reports and corrective action plans.

#### 5. **\*\*Corrective Action\*\***

- Subrecipients found noncompliant will receive a written notification detailing findings and corrective actions required.
- The City will provide technical assistance as needed and enforce remedies for unresolved noncompliance, which may include suspension or termination of funding.

#### 6. **\*\*Documentation and Records\*\***

- Maintain thorough documentation of all monitoring activities, including risk assessments, communications, reports, and corrective actions.
- Retain records per applicable retention schedules.

#### 7. **\*\*Training and Capacity Building\*\***

- Provide training and guidance to subrecipients to ensure understanding of compliance requirements and performance expectations.

#### 8. **\*\*Annual Review\*\***

- The City will annually review its subrecipient monitoring practices and adjust the policy as necessary to comply with updated regulations or operational needs.

---

#### **\*\*Accountability and Enforcement\*\***

City departments are responsible for adhering to this policy, ensuring proper oversight, and reporting issues to the designated compliance officer or grants administrator.

**\*\*Effective Date:\*\*** [Insert Date]

**\*\*Approved by:\*\*** [Insert Name/Title]

---

This policy aligns with federal regulations, including the **\*\*Uniform Guidance (2 CFR Part 200)\*\***, and ensures effective management and accountability for grant funding.

## Synonyms for Professionalism

### User

What is another word for professionalism

### ChatGPT

Another word for **\*\*professionalism\*\*** could be **\*\*competence\*\***, **\*\*expertise\*\***, **\*\*proficiency\*\***, **\*\*dedication\*\***, **\*\*integrity\*\***, or **\*\*skillfulness\*\***, depending on the context in which it is used.

## Richmond Mayor Election 2024

### User

Who is going to win the Richmond Virginia Mayor Election

### ChatGPT

☐The Richmond, Virginia, mayoral election is scheduled for November 5, 2024, with five candidates vying to succeed term-limited Mayor Levar Stoney.☐ ☐As of now, no official polls have been released to indicate a clear frontrunner.☐ ☐However, a reader's poll conducted by

RVA Magazine provides some insight into public opinion. According to this poll, City Councilman Andreas Addison leads with 34% support, closely followed by Dr. Danny Avula at 33%. Former City Council President Michelle Mosby and entrepreneur Harrison Roday each have 12%, while Maurice Neblett holds 6%. cite turn search 17

It's important to note that this reader's poll is informal and may not accurately represent the broader electorate. The actual outcome will depend on voter turnout and preferences on Election Day.

## Senior Grants Manager Questions

### User

Interviewing for a Senior Grants Manager and need some conversational questions regarding management

### ChatGPT

Here are some management-focused interview questions for a Senior Grants Manager position:

#### ### Leadership and Management Style

1. **Can you describe your management style?** How do you adapt it to meet the needs of different team members or situations?
2. **How do you prioritize tasks for your team?** What approach do you use to ensure deadlines are met, especially when managing multiple grants simultaneously?
3. **How do you handle underperformance in your team?** Can you provide an example of a time you helped a team member improve?
4. **What strategies do you use to foster collaboration and communication within your team?**
5. **How do you handle conflict resolution within your team?** Can you give an example of a conflict you managed successfully?

#### ### Strategic Thinking and Problem Solving

6. **How do you stay updated on grant management best practices and changes in regulations?** How do you share this information with your team?
7. **Tell us about a time when you had to manage a significant issue or risk with a grant.** How did you approach the problem, and what was the outcome?
8. **How do you ensure alignment between the team's grant management activities and the broader organizational strategy?**
9. **Describe a time when you implemented a new process or technology that improved efficiency in grant management.** What challenges did you face, and how did you overcome them?

#### ### Team Development and Mentorship

10. **How do you support the professional development of your team members?** How do you assess and address skill gaps?
11. **What is your approach to delegation?** How do you determine which tasks to delegate and to whom?
12. **Can you describe a time when you helped a team member take on a leadership role or grow in their career?**

These questions can help evaluate a candidate's ability to manage, lead, and strategically guide a team in a grant management setting. Let me know if you'd like any adjustments or additional questions!

## Unique Interview Questions Grants

**User**

Need 8 interview questions for a Senior Manger/Grant Manager position. More unique interview questions.

**ChatGPT**

Here are 8 unique interview questions tailored for a Senior Manager/Grant Manager position:

1. **\*\*Strategic Vision\*\*:**

"How do you align a city's grants strategy with broader municipal goals? Can you give an example of a time you had to adjust your grant management approach to better support the overall objectives of a department or city?"

2. **\*\*Stakeholder Engagement\*\*:**

"Describe a time when you successfully managed competing priorities between multiple stakeholders during a grant process. How did you balance their expectations while ensuring compliance and program success?"

3. **\*\*Innovative Solutions\*\*:**

"Grants can sometimes come with restrictions that challenge innovation. Can you share an example of how you creatively addressed a limitation within a grant to maximize its impact for the city?"

4. **\*\*Risk Management\*\*:**

"What methods do you use to identify and mitigate risks associated with managing large or complex grants? Can you provide a specific example where your risk management plan prevented a potential issue?"

5. **\*\*Leadership & Team Building\*\*:**

"As a Senior Manager, you'll be leading a team. How do you ensure your team remains motivated and productive, particularly during stressful periods like grant deadlines? How do you handle underperformance?"

6. **\*\*Process Improvement\*\*:**

"What process or system improvement have you implemented in a previous grants management role that significantly improved efficiency or compliance? How did you measure its success?"

7. **\*\*Problem-Solving Under Pressure\*\*:**

"Can you tell me about a time when a grant-related project was derailed by an unexpected issue? How did you navigate the situation, and what was the outcome?"

8. **\*\*Collaboration Across Departments\*\*:**

"In city government, grant management often requires cross-departmental coordination. How have you ensured smooth collaboration between various departments and external partners to meet grant objectives?"

These questions focus on strategic thinking, leadership, innovation, and managing complex projects—key qualities for a Senior Manager or Grant Manager.

**User**

Need 8 interview questions for a Senior Manger/Grant Manager position. More unique interview questions.

**ChatGPT**

Here are eight unique interview questions for a Senior Manager/Grant Manager position that can help assess a candidate's knowledge, strategic thinking, and leadership abilities:

1. **\*\*Grant Compliance Strategy\*\*:**

"Can you describe a time when you had to implement a new compliance or reporting requirement for grants? How did you ensure that all stakeholders understood and adhered to the new rules?"

2. **\*\*Grant Application Prioritization\*\***:

"When managing multiple grant opportunities with conflicting deadlines and resource constraints, how do you prioritize which opportunities to pursue, and what factors do you weigh most heavily?"

3. **\*\*Leadership in Change Management\*\***:

"How have you successfully led a team through a significant process change, such as the introduction of a new grants management system or a shift in funding priorities?"

4. **\*\*Cross-Department Collaboration\*\***:

"Grant management often involves collaboration across various departments. How do you ensure effective communication and coordination between departments to maximize the impact of a grant program?"

5. **\*\*Innovation in Grant Management\*\***:

"Can you share an example of an innovative solution or process improvement you've implemented in grant management that resulted in increased efficiency or better grant outcomes?"

6. **\*\*Navigating Political or Bureaucratic Challenges\*\***:

"Grant programs often require balancing external expectations with internal limitations. How have you navigated political or bureaucratic challenges while ensuring that a grant program's goals were met?"

7. **\*\*Training and Mentorship\*\***:

"Describe your approach to training and developing your team in grant management. How do you ensure that your team remains updated on industry trends and compliance changes?"

8. **\*\*Risk Mitigation in Grants\*\***:

"What steps do you take to identify potential risks during the grant lifecycle, and how do you develop a proactive strategy to mitigate those risks before they impact the project or funding?"

These questions are designed to assess the candidate's strategic thinking, leadership qualities, problem-solving skills, and ability to manage complex grant processes effectively.

## Senior Manager Assessment Tasks

### User

I am hiring a Senior Manager position to manage the department citywide grants division and would like to request the applicant to complete a written assessment to evaluate their knowledge base, managerial skills, thought process, etc. Could you provide a few written assessments that may be good to test the candidates

### ChatGPT

User is hiring a Senior Manager to manage the department citywide grants division and is requesting a written assessment to evaluate candidates' knowledge base, managerial skills, and thought process.

### ChatGPT

Model set context updated.

### ChatGPT

Here are a few ideas for written assessments to evaluate candidates for the Senior Manager role in the citywide grants division:

### ### 1. **Grant Lifecycle Management Case Study:**

- **Prompt:** "You are responsible for overseeing a new citywide grant that aims to support public infrastructure projects. Walk through your approach from identifying funding opportunities, applying for the grant, managing the grant lifecycle, and ensuring compliance with grant requirements. How would you ensure proper reporting and accountability throughout the process?"

- **Assessment Focus:** Knowledge of grants management, understanding of compliance, and reporting procedures.

### ### 2. **Budget Prioritization and Resource Allocation:**

- **Prompt:** "Your department has been awarded a grant of \$2 million for community development, but budget cuts have limited available resources. How would you prioritize project funding while ensuring equitable distribution and meeting strategic goals?"

- **Assessment Focus:** Budgeting skills, decision-making, prioritization, and strategic thinking.

### ### 3. **Managerial Scenario: Team Dynamics and Conflict Resolution:**

- **Prompt:** "You oversee a team of grants administrators, and two members of the team have a disagreement on how to proceed with a grant application. The disagreement is affecting team morale and productivity. How would you address the conflict and ensure the team remains focused on project goals?"

- **Assessment Focus:** Leadership, communication, conflict resolution, and team management skills.

### ### 4. **Strategic Planning for Future Grant Opportunities:**

- **Prompt:** "Given the current economic and political environment, how would you develop a strategic plan to identify and secure future grant funding for the city? What steps would you take to align these efforts with the city's long-term goals?"

- **Assessment Focus:** Strategic thinking, long-term planning, and alignment with city objectives.

### ### 5. **Grant Compliance and Risk Management:**

- **Prompt:** "Imagine you are managing a grant with strict compliance requirements. A partner organization has not met one of the key deliverables on time. How would you handle this situation to mitigate risks while ensuring compliance with grant terms?"

- **Assessment Focus:** Risk management, problem-solving, and understanding of grant compliance.

Each of these assessments should give you insight into how candidates think, manage teams, solve problems, and approach the grants management process.

## ARPA Status Update Slide

### User

Need an opening Purpose slide to a presentation that is a status update to City Council on the American Rescue Plan Act (ARPA)

### ChatGPT

Here's a suggestion for your opening Purpose slide:

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**Slide Title:** Purpose of Presentation

**Purpose:**

- **\*\*Provide a Status Update on ARPA Fund Allocation:\*\*** Review how the allocated funds have been utilized so far, highlighting key projects and initiatives that have been funded.
- **\*\*Assess Progress Against Objectives:\*\*** Evaluate the progress made towards the objectives outlined in the ARPA plan, including milestones achieved and challenges encountered.
- **\*\*Outline Next Steps:\*\*** Discuss upcoming initiatives, potential adjustments, and strategies to ensure continued alignment with the City's priorities and community needs.
- **\*\*Engage City Council:\*\*** Foster an open dialogue with City Council to ensure transparency, gather feedback, and address any concerns or questions regarding the ARPA funds and their impact.

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Would you like to make any adjustments to this?

**User**

Need a graphic to include in a presentation that indicate the entire purpose of the presentation is to update city Council on ARPA

**ChatGPT**

```
{"size":"1024x1024","prompt":"A clean and professional infographic for a presentation, designed to communicate that the purpose of the presentation is to update the City Council on the American Rescue Plan Act (ARPA). The graphic should include the following elements:\n\n1. **Title:** 'ARPA Status Update'\n2. **Central Visual:** An icon or symbol representing City Council, such as a government building or meeting table, placed in the center.\n3. **Around the Central Visual:** Circular or semi-circular arrows indicating a continuous process or update cycle.\n4. **Text Elements:** Briefly stating 'Fund Allocation Review,' 'Progress Evaluation,' 'Next Steps,' and 'Engage City Council' around the arrows.\n5. **Color Scheme:** Use government-related colors such as dark blue, white, and gold to convey professionalism and formality."}
```

**ChatGPT**

[File]: [dalle-generations/file-R91cPqSx8j4iu7ReNpDpaSOu-51c421b5-e5ec-48b3-94d9-794c0568131c.webp](https://dalle-generations/file-R91cPqSx8j4iu7ReNpDpaSOu-51c421b5-e5ec-48b3-94d9-794c0568131c.webp)

**ChatGPT**

DALL·E displayed 1 images. The images are already plainly visible, so don't repeat the descriptions in detail. Do not list download links as they are available in the ChatGPT UI already. The user may download the images by clicking on them, but do not mention anything about downloading to the user.

**ChatGPT**

Here's the graphic you can use in your presentation to indicate that the purpose is to update City Council on the American Rescue Plan Act (ARPA). If you need any adjustments, feel free to let me know!

**User**

Just limit the image to indicate "Status Update"

**ChatGPT**

```
{"size":"1024x1024","prompt":"A clean and professional infographic for a presentation, focusing solely on the phrase 'Status Update' to convey the purpose of the presentation. The design should include:\n\n1. **Central Visual:** The words 'Status Update' prominently displayed in a modern, bold font.\n2. **Supporting Elements:** Simple, elegant lines or arrows that frame or underline the text to draw attention to it.\n3. **Color Scheme:** Use a government-related color palette such as dark blue, white, and gold for a formal and professional look."}
```

ChatGPT

[File]: [dalle-generations/file-21HVVwJtPa3rcgT3BQciHrfX-c531424e-1d6b-4c80-8894-35482400c69.webp](https://dalle-generations/file-21HVVwJtPa3rcgT3BQciHrfX-c531424e-1d6b-4c80-8894-35482400c69.webp)

ChatGPT

DALL·E displayed 1 images. The images are already plainly visible, so don't repeat the descriptions in detail. Do not list download links as they are available in the ChatGPT UI already. The user may download the images by clicking on them, but do not mention anything about downloading to the user.

ChatGPT

Here's the updated graphic focused solely on "Status Update." This should fit perfectly for your presentation's purpose. Let me know if there's anything else you need!

## eCivis Training Announcement

User

I need the following to be put more professionally, bulleted, and checked for grammar: "Good Afternoon All,

The Grants Team would like to announce that we are planning to launch our first training on August 15th, 2024, with the eCivis Grants Management System. For those that aren't completely familiar with eCivis. eCivis is a grants management platform that the Department of Budget & Strategic Planning Grants team decided to reacquire to centralize all grant related activity from the Pre-Award to Post-Award stages. This will help provide departments and agencies create a stronger layout to strategically search, apply, and manage the lifespan of their grants. Our plan during the training is to get Department Managers comfortable and familiarize with the administrative duties in eCivis. Such as completing the single sign-on process. Understanding your access and capabilities as an account manager for your department. During this phase of training you will also learn how to use eCivis pre-award resources. How to search and apply for a grant. How to create and manage projects. How to access all the City of Richmond grant documents in eCivis as you are going work through the pre-award stage of the grant process. This will be the first phase of the training. We are requiring that every Department/Agency appointed grants contact be in attendance. During the training we will have a eCivis customer service manager in attendance for support and overview provided to everyone. Please let GiTonya or I know if you have any additional questions or concerns. Thanks, and we look forward to seeing you all."

ChatGPT

User is working with a Grants Team and is coordinating the launch of a training session for the eCivis Grants Management System on August 15th, 2024. They are planning the training session for Department Managers to help them get familiar with the system's administrative duties, from single sign-on to managing the grant lifecycle.

ChatGPT

Model set context updated.

ChatGPT

Here's a more professional and polished version of your message:

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**\*\*Subject: Upcoming eCivis Grants Management System Training - August 15, 2024\*\***

Good Afternoon All,

The Grants Team is pleased to announce the upcoming launch of our first training session on the eCivis Grants Management System, scheduled for August 15, 2024.

- **\*\*What is eCivis?\*\***

eCivis is a comprehensive grants management platform that the Department of Budget & Strategic Planning Grants team has decided to reacquire. This system will centralize all grant-related activities, from Pre-Award to Post-Award stages, thereby assisting departments and agencies in strategically searching for, applying to, and managing their grants throughout their lifecycle.

- **\*\*Training Objectives:\*\***

Our primary goal during this training is to ensure that Department Managers become comfortable and familiar with the administrative functions of eCivis. Key topics will include:

- Completing the single sign-on process.
- Understanding your access and capabilities as an account manager for your department.
- Utilizing eCivis Pre-Award resources effectively.
- Searching and applying for grants.
- Creating and managing projects.
- Accessing and managing all City of Richmond grant documents within eCivis during the Pre-Award stage.

- **\*\*Attendance Requirement:\*\***

It is required that the appointed grants contact for each Department/Agency attend this training session.

- **\*\*Support:\*\***

We will have an eCivis Customer Service Manager in attendance to provide additional support and an overview of the system.

Please feel free to reach out to GiTonya or myself if you have any questions or concerns. We look forward to seeing you all at the training.

Thank you.

Best regards,  
[Your Name]  
[Your Position]

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This version is organized, clear, and professional, ensuring that all relevant details are communicated effectively.