

Current Responsibilities

Category		As of July 14, 2025	By July 31, 2025	Items Requiring Special Attention
ORGANIZATION	Role of Executive Director	- Public face of the agency - Strategic leader and decision maker - HR decision maker - Grant writer - Board liason	- Amanda Cooper will be interim Executive Director. - See below for responsibility shifts.	- EOY giving needs to start planning in August. - VOCA/VAWA will need to be amended depending on the award amount. - Five grant applications due before EOY. See grant tracker for more info.
	Board	- Advisory capacity. - Meets once per month on the 4th Tuesday at noon via Zoom. ED uses her personal zoom meeting link for this purpose. - No board secretary, so ED uses AI to record meeting minutes. - ED creates a file for the month which includes agenda (she creates with the help of the Board Chair), financials from the prior month (provided by CFO), minutes from prior meeting, and director's report. - Minutes emailed to board immediately after the meeting for their review.	No Change	- Board will need to vote to approve Interim ED and transition plan. - The agency is currently operating on a continuing budget resolution. When we find out what our VOCA/VAWA awards are for FY 25-26, CFO will need to create a new budget and the board will need to vote on it. - EOY giving is coming up. In the past this has included Giving Tuesday, an annual appeal, and The Event. I would suggest cancelling The Event this year in light of cash flow challenges. Board will need to agree. Board will also need to commit to raising funds during Giving Tuesday.
	Strategy	- Defined largely by budgetary constraints. - Leadership team works together to create strategy for the organization. - Board approves any strategy changes that might deviate from strategic plan or require large financial commitments not	No change.	VOCA/VAWA will determine the strategy for 25-26.

		preplanned (i.e. leasing the STC, terminating counseling services)		
	Mission, Vision, Values	Determined during strategic planning process in 2021.	No change.	Should begin considering a new strategic planner. I recommend Ginny Waller.
	Culture and Climate	Strong culture and healthy climate.	If Amanda Cooper is appointed Interim Director, I do not anticipate a change.	VOCA/VAWA has the potential to influence the climate if there are exceptionally large cuts to the program.
	Change Readiness & Adaptability	- The leadership team and ED have been through multiple large changes – programmatic, strategic, staff, and financial. They have adapted well in every situation. - The staff has shown a willingness and ability to adapt to new situations (COVID, loss of funding, etc). - Strong policies and procedures are in place so that whatever changes may come, the foundation is solid.	No change.	Executive Director should review policies and grant requirements with all members of their staff.
OPERATIONS	Financial Health	Financial health depends largely on the outcome of VOCA and VAWA awards	Depending on whether these funds have been awarded, there may or may not be a change.	VOCA and VAWA grants will need to be amended in the AGO portal to match the amount awarded.
	People	- Strong staff! - Three team members are pregnant with two due this year.	- No change. - Recommend hiring a temp to assist Amanda Cooper with Sarah Waldrop's duties while she is out on leave.	Sarah will likely be going on leave sometime in August. Making a plan for her absence is a priority.
	Property	- Amanda Cooper keeps track of property insurance and maintenance. - STC building has been leased to Acumen. Amanda Cooper spearheaded that project.	No change.	
	Communication	Communications between staff and leadership work through the supervisory 1-1 meetings. Each staff member has a bi-weekly 1-1 with her supervisor. Leadership has a bi-weekly meeting with the	No Change	Chelsey, Amanda Cooper, and April will work on ED departure messaging together.

		ED. Leadership and the ED have bi-weekly meetings together. • April Carty manages social media communications. • ED manages email communications with community partners and donors through Bloomerang.		
	Policies	• Strong policies and procedures in place for all departments.	• Interim ED will update the org chart.	
	Partnerships/Relationships	• Programmatic partnerships are upheld largely through department heads (CAC upholds LE, STC upholds AnMed, Operations upholds insurers, etc.)	• Kristie Nimmons will be the new Director of Programs. It will be her responsibility to maintain programmatic partnerships and relationships for both STC and CAC.	• Will need updated job description.
	Volunteers	• Hope Hiott recruits and retains volunteers.	• Possible change TBD by Hope Hiott and Amanda Cooper given Hope Hiott's new responsibilities.	• Will need updated job descriptions.
	Development	• ED is primary contact for grantors. • ED is primary contact for large donors. • April Carty is primary contact for smaller donors, in-kind donors, and community events.	• ED will reach out to all funders prior to departure. • Reintroduce April Carty as primary contact for all development. • Introduce Kristie to grantors as writer and Sarah as Grants Manager.	• EOY giving plan to be discussed prior to ED departure. • Board will need to be prepared for Giving Tuesday. • Will need updated job descriptions.
PROGRAMMING	Delivery	• Direct services are provided by all staff.	• No change.	
	Evaluation	• Kristie Nimmons is actively working with Collaborate partner at SCNCAC to add our internal evaluation to Collaborate. • STC evaluations are on website and go to Hope Hiott if filled out.	• No change unless our Collaborate partner is able to add OVW eval into Collaborate.	

Transition of Key Management Responsibilities

Key Responsibility	Description	Transition to:	Important information
Operations/ Facilities Management	- Operations Director Amanda Cooper is largely responsible for this task. - If issues arise, Amanda handles them with ED's approval.	- Amanda will remain responsible for this task. - Amanda will lean on Sarah Waldrop and Kristie Nimmons for Operational questions.	Amanda has been working with Acumen to ensure smooth transition for their lease of the STC building. The board has already voted to approve that and the lease is underway.
Fund Development	- April Carty and ED work together to create and execute annual fund development plan. - Board member Ashley Collins is largely responsible for The Event with support from ED and April.	- April Carty will create fund development plan with input from Interim ED. - Kristie Nimmons will be responsible for grant applications and reporting requirements.	- First Light does not have the financial resources to host The Event. - EOY giving will be crucial this year in light of funding cuts. ED, Interim ED, and April will work on that plan prior to her departure.
Human Resources	- Each department head supervises her staff and is responsible for enforcing agency policies. - ED steps in when leadership needs additional authority or when making a final decision to hire or terminate an employee.	- See new org. chart. - Interim ED will be responsible for making final HR decisions.	There are no pending HR issues.
Financial Administration	- ED creates agency budget in conjunction with CFO and Board. - ED creates grant budgets with input from leadership team. - Amanda Cooper is the primary contact for CFO during monthly reconciliation. - Amanda Cooper deposits checks. - Sarah Waldrop submits grant RFPs signed by ED. - ED does budget revisions with input from leadership team and Sarah Waldrop. - See financial policies and procedures for additional information.	No change.	- Bank signers will be changed to include Amanda Cooper, Sonya Royston, and Chris Liles. - Grant access will be added for Kristie Nimmons.
External Relationships/ Partnerships/ Communication	- Department heads are responsible for external communications with external partners related to their work (Kristie Nimmons for LE, Hope Hiott for AnMed, Amanda Cooper for vendors, etc.) - April Carty manages social media communications.	- Kristie Nimmons will be responsible for all programmatic external relationships. - April Carty will continue managing social media with input from Leadership Team	April and ED will create and implement a communications strategy surrounding ED departure.

	• ED manages email communications with community partners and donors through Bloomerang.	• April Carty will take over email communications with community partners and donors through Bloomerang.	
Liaison to Board	• ED is the current liaison to the board. • ED includes information in her board report provided by the leadership team.	• No change.	
Staff Supervision	• Department heads provide staff supervision for each of their individual staff members. • ED provides supervision for leadership team. • ED makes ultimate decisions in HR matters with input from leadership team.	• See new org. chart.	
Program Management	• Kristie Nimmons supervises the CAC program • Hope Hiott supervises the STC and education programs.	• See new org. chart.	