Impact Summary: Acterra  
Interim Executive Director, October 2018 – June 2019

Acterra provides local solutions for a Healthy Planet. Acterra has been a leading environmental nonprofit in Silicon Valley since before the valley got that name – since 1970. It is now focused exclusively on climate change and supporting local communities in both reducing their carbon footprints and adapting to the inevitable impacts of climate change. I was brought on in October 2018 when the organization was in the early stages of an executive transition. During my tenure, I was able to expand Acterra’s leadership and management capabilities, which set the stage for early and sustained successes with their new Executive Director. These new capabilities include:

- Completed a comprehensive organizational assessment of the organization’s governance and management.
- Upgraded financial statements that provide greater clarity to the Board and staff.
- New budget development process that for the first time provides staff with detailed budgets for each individual program.
- Developed a balanced budget for the new fiscal year that also provides an operating plan for the new Executive Director.
- Engaged major donors in increasing their financial support for Acterra while it went through its executive transition.
- Clarified governance policies, with a focus on the complex interrelationship between the Executive Director and the Board.
- Conducted a compensation study based on the *Fair Pay Survey of Northern California Nonprofits*, providing Acterra an objective basis on which to establish fair and competitive compensation levels for every employee. Survey results were integrated into the new budget.
- Established essential HR practices that protect employees and ensure legal compliance.
- Applied an array of management techniques to nurture and support the staff throughout the transition. Result was only one departure over the entire 9-month transition period.
- Guided the Board in creating a strategic planning committee, and in developing a Theory of Change. When combined with the existing Mission and Values statements, the new Executive Director now has a solid base upon which to build a new and comprehensive strategic plan.
- Produced an exhaustive onboarding plan for the new Executive Director, which enabled her to begin exerting leadership for Acterra immediately upon her arrival.