



EVERGREEN COOPERATIVE CORPORATION

CHIEF EXECUTIVE OFFICER

<http://www.evergreencooperatives.com>

<http://www.clevelandfoundation.org/VitalIssues/NeighborhoodsAndHousing/GreaterUniversityCircle/>

The Evergreen Cooperatives' History

The idea of expanding cooperatives and employee ownership in Cleveland was first raised in a community wealth-building roundtable in December 2006, organized by The Democracy Collaborative (University of Maryland) and the Ohio Employee Ownership Center (Kent State University).

The roundtable was sponsored by three Cleveland-area foundations: the Cleveland Foundation, the Gund Foundation and the Sisters of Charity. It offered the civic leaders of Cleveland the opportunity to explore a broad range of "community wealth building" strategies designed to stabilize the local economy, anchor businesses in the community, and create financial assets for poor and working people.

The Roundtable brought together representatives from the mayor's office, the Chamber of Commerce, the foundations, six community development corporations, anchor institutions, CEO's from employee-owned firms in or near Cleveland and, wealth building practitioners who were engaged in innovative approaches to local community economic development.

Following the roundtable, the Cleveland Foundation commissioned The Democracy Collaborative to help develop a comprehensive "economic inclusion" strategy targeted at six low-income neighborhoods in the Greater University Circle section of Cleveland.

In early 2008, the Board of Directors of the Cleveland Foundation reviewed the economic inclusion strategy, and that year committed \$3 million in grant funding to help catalyze what has become known as the "Evergreen Cooperative Initiative".

The Evergreen model draws heavily on the lessons learned from the Spanish **Mondragon Cooperative** movement (<http://www.mondragon-corporation.com/ENG.aspx>), the world's most successful large-scale cooperative effort which has been in existence for over 50 years and continues to experience multi-billion dollar revenues, significant growth and dynamic evolution within its network of 120 worker-owned cooperatives employing more than 100,000 workers.

The Evergreen Cooperatives Today

The Evergreen Cooperatives are pioneering innovative models of job creation, wealth building, and sustainability. The Cooperatives are an integrated network of for-profit, employee-owned, green businesses working to create living wage jobs in six low-income neighborhoods (43,000 residents with a median household income below \$18,500) in an area known as Greater University Circle (GUC). The Evergreen businesses are based locally and hire locally, therefore keeping precious financial resources within the community. Evergreen workers earn a living wage and build equity in their companies as owners of the business.



The Evergreen Cooperatives Initiative is the first of its kind in the United States and has been designed to drive economic breakthrough in Cleveland. The strategy focuses on economic inclusion and building a local economy from the ground up supported by local anchor institutions; rather than offering public subsidy to induce corporations to bring what are often temporary, low-wage jobs into the city.

The objective is to transform lives and neighborhoods by building profitable and sustainable worker-owned businesses linked to the supply chains of the city's anchor institutions and other locally-based customers. All Evergreen businesses are designed to be the greenest in their sector providing customers with the highest quality and cost-competitive services.

Currently there are three businesses in operation – Evergreen Cooperative Laundry, Evergreen Energy Solutions and Green City Growers Cooperative. The first two Evergreen businesses opened their doors in October 2009. To-date approximately 50 living wage jobs have been created and, when these two businesses are operating at full capacity in 2013, 50 more jobs will be added. Green City Growers planed its first crop in December 2012 and began hiring the first of what is anticipated to be a total of 45 employees that month. Other new businesses are moving through the pipeline for development.

The Evergreen Cooperative Corporation

The Evergreen Cooperative Corporation (ECC) is a nonprofit “holding company” that provides overall strategic guidance, coherence and continuity to an expanding Evergreen network, which includes individual Evergreen cooperative businesses, a revolving loan fund, a real estate unit, a shared-services company, and other future units.

The ECC is governed by a Board of Directors composed of representatives of Cleveland's anchor institutions including the Cleveland Clinic, University Hospitals, Case Western University, as well as local philanthropy including the Cleveland Foundation and the Kelvin and Eleanor Smith Foundation, the local business community, the City of Cleveland, and Evergreen businesses.

The holding company provides the vehicle for the investment and management of long-term capital that will be critical to Evergreen achieving scale of impact. The ECC also provides a fiduciary capacity that is responsive to the requirements of relevant statutes and regulations and of financial institutions that provide capital to Evergreen.

The Evergreen Cooperative Corporation is the keeper of the Evergreen vision to promote and expand economic opportunity in disinvested neighborhoods of Cleveland, with the ultimate goal of stabilizing and revitalizing these areas of the City. Its mission is:

- To promote, coordinate, and expand economic opportunity for low-income individuals through a growing network of green, community-based enterprises;
- To promote community stabilization and revitalization of the disinvested neighborhoods of Greater University Circle and similar areas of Cleveland, Ohio;
- To promote public understanding of cooperative principles and how cooperatives and other community wealth building models function; and
- To encourage and enable cities and other areas throughout Ohio and the United States to implement their own local programs inspired by Evergreen's mission, vision, strategy and principles.



The Future of Evergreen Cooperatives

The ECC projects that an initial complex of ten companies will generate roughly 500 jobs over the next 3 to 5 years. Using Mondragon as a model, the longer-term objective is to produce 5,000 new direct jobs for Clevelanders over the next 10 years. The ultimate goal is to stabilize and revitalize Greater University Circle's neighborhoods.

Although still in its early stages, Evergreen is already drawing substantial support, including multi-million dollar financial investments from the Federal government (particularly HUD) and from major institutional actors in Cleveland. It is also capturing the attention and interest of officials and philanthropy in a number of other US cities seeking to replicate the "Cleveland model".

The ECC has now put in place an overarching infrastructure including the funding model that will sustain and direct the Evergreen Cooperatives, and work on behalf of Cleveland's citizens for decades to come.

The Position

Overview:

Reporting to the ECC Board of Directors, the Chief Executive Officer (CEO) will have overall strategic, operational and financial responsibility for the ECC and the broader Evergreen business network.

The Chief Executive Officer's major responsibilities include:

- Working with the Board to provide leadership around the ECC's strategic vision and direction, including recruitment and training for the ECC and all Evergreen Cooperatives, business development efforts to build out the pipeline and, building and executing a multi-tiered funding strategy.
- In conjunction with the Chief Financial Officer, the CEO will be responsible for managing and overseeing all financial and business-planning activities of the entire Evergreen system including the ECC and the individual cooperative business.
- Provide effective leadership by being actively involved in all businesses, programs and services, developing a broad and deep knowledge of all such activities and ensuring clear strategic and operational alignment.
- Build high performance teams that have strong and resilient corporate cultures of cooperative ownership across the entire Evergreen system.
- Publicly represent Evergreen as appropriate to external constituency groups including stakeholders of all types – community, governmental, and private organizations such as foundations and investment entities.
- Develop and implement a diversified funding plan including the private sector, impact investors, philanthropic, anchor institutions, and government sources, with specific milestones necessary for accomplishment;

This is a compelling opportunity for a strategic and entrepreneurial executive who is passionate about providing economic opportunity, jobs and wealth building for residents of low income neighborhoods and who will move Evergreen beyond the start-up and "initiative" phase to an "institutional" status.



Key Responsibilities:

Strategic Vision and Leadership

- Lead the Board in the strategic planning process to ensure the long-term sustainability of the Evergreen Cooperatives;
- Develop and execute a dynamic strategic and operational multi-year plan that effectively supports the key components of the board-approved strategic vision;
- Develop and implement a diversified funding plan including the private sector, impact investors, philanthropic, and government sources, with specific milestones necessary for accomplishment;
- Provide strategic guidance, coherence and continuity to the Evergreen network, which includes individual Evergreen cooperative businesses, the Evergreen Cooperative Development Fund, the Evergreen Real Estate Corporation, Evergreen Business Services, and other units still to come;
- Productively engage the ECC Board of Directors in its governance role by openly communicating about opportunities, strategic choices and progress toward goals; structures board meetings and oversees planning and preparation for meetings;
- Foster an ownership culture throughout the organization that supports cooperative values and principles, as well as, environmental sustainability and green practices.

Financial Management and Oversight

- In collaboration with the Chief Financial Officer, manage and oversee all financial and business-planning activities, business policies and procedures, and accounting practices of the entire Evergreen system;
- Cultivate existing relationships with public and private funders, raise the annual budget for the operations of ECC;
- Support and advise the ECC Board of Directors in decision-making on all financial matters;
- Through the Evergreen Development Fund, provide financial assistance to Evergreen businesses in the form of low-cost loans that serve as start-up financing;
- Establish and monitor rigorous organizational performance metrics for the entire Evergreen system;
- Ensure the continued financial viability of the ECC and Evergreen system operations through sound fiscal management.

Business and Programmatic Operations

- Lead the ECC Board and staff in an effective business planning process that will result in a 5-year strategic plan;
- Provide effective leadership by being actively involved in all businesses, programs and services, developing a broad and deep knowledge of all such activities;
- Support the senior management of the individual Evergreen cooperative businesses in achieving business plan goals/profitability by providing business development, management expertise, strategic planning and other services;
- Identify opportunities for the Evergreen system to leverage cross-program strengths to take advantage of new opportunities and address organizational challenges;
- Lead the organization in developing capacity and strategic focus, building the infrastructure to support program decision-making, program planning and budgeting;
- Oversee all risk management and legal activities including contracts and leases, business insurance (procurement, monitoring and management) and information technology (maintenance and systems updates and infrastructure).



- Promote programs of public education and engagement in Cleveland involving neighborhood-based community development organizations, faith-based institutions and local schools.
- Act as key spokesperson for the Evergreen Cooperatives, representing the enterprise to all external constituencies, providing inspirational leadership to the community, continued relationship building with anchor institutions, and providing advice to other cities.

Human Resources

- Manage and oversee all HR-related activities for the ECC and the Evergreen system including training, succession planning, benefits administration, regulatory oversight and legal compliance;
- Identify, recruit, coach and motivate exceptional senior management talent throughout the Evergreen system;
- Coach and mentor employees as they implement the strategic plan and continue to grow as an organization;
- Identify professional development opportunities for staff at all levels in an environment of growth and change;
- Provide formal training programs for worker-owners of the Evergreen Cooperatives in order to develop on-the-job-skills and leadership potential.

Candidate Profile

Professional Experience:

- Minimum of 15 years senior-level management and strong operational experience in the private sector; nonprofit senior-level management a plus;
- Experience in risk-based ventures, community economic development, small-business incubators or employee-owned firms (ESOPs, coops, etc.) is highly desirable;
- Demonstrated achievement in transformative environments and an ability to lead complex, multi-site / multi-service organizations with a diverse workforce through change and strategic growth while staying true to the mission;
- Skilled at significant and sophisticated fund development from various sources including public, private (including HNWI's), philanthropic and government sectors; must be able to "close the deal";
- Experience working closely and effectively with a strong, high profile and civically-minded Board;
- Track record of creating and executing strategic plans, building visible and innovative partnerships as well as guiding investments in people and systems;
- Demonstrated track record in developing and monitoring systems to manage both operational and programmatic work that involves high levels of collaboration;
- Experience in organizational development, human resources, financial management, marketing, and strategic planning;
- Experience in coaching and developing professional staff and a successful track record of recruiting and retaining high performing teams.

Personal Attributes:

- Passionate about economic inclusion and community wealth building, as well as aligning capital with purpose and mission;
- Demonstrated experience in providing strong and effective leadership and management in a high-growth entrepreneurial business setting;



- Experience effectively managing the needs and growth strategies of a portfolio of companies or multiple business lines;
- Analytic and decisive decision maker with the ability to prioritize and communicate with staff and managers about key objectives and tactics necessary to achieve Evergreen's mission and goals;
- Strategic thinker and visionary leader with significant presence and gravitas to command respect with the Board, Evergreen employees and the community;
- Excellent people skills with strength in building partnerships and mentoring employees throughout the Evergreen system;
- Flexible and able to multitask; can work within an ambiguous, fast-moving environment, while driving toward clarity and solutions; resourceful in setting priorities;
- Resilient with a sense of humor to handle debate and conflict and remain open to new ideas and differing points of view;
- Exceptional communicator, listens, engages and influences.

Education:

- Minimum of a BS/BA degree, ideally with an MBA or other relevant graduate school degree

How to Apply:

If you, or anyone you know, are interested in this opportunity, please email your resume and cover letter in Word to:

janet.albert@bridgepartnersllc.com

or

tory.clarke@bridgepartnersllc.com

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Personnel are chosen on the basis of ability without regard to race, color, religion, sex, national origin, disability,
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