

# Application for Appointment

Submitted on: 08/08/2019 01:25:48 PM

Completion time: 1 hr. 38 min. 29 sec.

Please Provide Information for your Home/Legal Residence

Q. First Name

R. Kevin

Q. Last Name

R. Howley

Q. City

R. Huntington Woods

Q. Oakland County Resident:

R. Yes

Q. Length of Residency

R. 34 years in total

Education

Q. High School Name or GED

R. North Farmington High School

Q. City/State

R. Farmington Hills Michigan

Q. College/Technical

R. Kalamazoo College, Harvard University

Q. City/State

R. Kalamazoo, Cambridge

Q. Degree(s) received

R. BA, MBA, Master of Public Policy

Employment

Q. Employer

R. Menallen Management LLD

Q. Address

R. Huntington Woods, MI

Q. Position Title

R. President

Q. Dates of Employment

R. 2004-current

Q. Duties

R. The team provides interim executive services to organizations in transition, with a focus on operational and financial sustainability. Clients may be in a turnaround situation or just want to leverage executive management talent during an interim period to reposition the company to set the stage for future growth. Focus is on driving value for stakeholders, with an emphasis on service/product delivery, operating and production processes, strategic positioning and labor utilization. Team serves clients in both the for-profit and non-profit arenas. Clients served range from manufacturers in industries like medical implants and lighting & controls products to producers in the beverage and agriculture bi-products markets to private schools and performing arts venues.

References

Q. Contact #1

R. Rip Rapson, President, Kresge Foundation

Q. Contact #2

R. Kate Levin Markel, President, McGregor Fund

Q. Contact #3

R. Jim Townsend, attorney, Butzel Long

Please answer the following five questions in 500 words or less:

Q. What is your vision for the future of Oakland County?

R. If appointed to this position I would agree not to run for election in 2020. Given the limited term, I would rely heavily on the strategic planning and policy initiatives as put forward by the Board of Commissioners. Given the strength of the County's budgeting and planning processes, I would hope to use the opportunity to see how the County could leverage current resources to achieve those initiatives. From a broader strategic perspective, I do believe that Oakland County is and should always be a driving force in the State of Michigan. We should be focused on finding ways to celebrate and capture the excitement of what is happening in Detroit and clearly discern how Oakland County can benefit from and contribute to that excitement. Our focus on the Big Three has been evolving and changing, but how do we not lose that connection and yet find the next "Big Three" that can drive our economy 20-30 years from now. How do we adjust our economy and our thinking to capture the changing lifestyle requirements of young people today - as well as our aging seniors? Oakland County has survived the big downturn and continues to thrive as a county, but how do we bring that success to communities that are still struggling. Our county seat should be a shining jewel. Our first ring suburbs need to interact seamlessly with Wayne County. Cities all along Eight Mile across the county are experiencing population decline, so how do we reverse that trend? Oakland County needs to be an integrated player in the solutions that will lead the metro area and the entire state toward success. These are some of the questions and issues I'd like to pose to the operating team and the board of commissioners in an effort to lay some ground work for the next County Executive. Given the temporary nature of the position I don't envision any bold initiatives, but I do expect to drive a significant level of collective strategic thinking - without regard to party and without regard to just how "outside the box" the idea might be. While I do believe in thinking big, I'm also an ardent proponent of the concept that Money Has to Meet Mission.

Q. What are your professional qualifications?

R. Interim management is what I have been doing for a living over the last 15 years, inserting myself into organizations at a high level for a temporary period. I guide organizations through transitions. Some organizations are struggling and need to reevaluate their business model. Other organizations are well run but need to have that solid leadership to get them through that transition. In both cases, having an interim leader can offer great benefits. I don't approach any client or organization with any particular perspective or point of view. Everything is open to question or review - not necessarily because there is anything wrong, but often after things are done a certain way for years or decades it just never hurts to have somebody around saying - why? I don't initiate change for the sake of change, but don't shy away from change for fear of change. While I bring a great deal of professional experience to the table for my

clients, my success has really been driven by one core element - my ability to engage people toward success. I'm easy to work with, find a way to connect with everyone and find ways to bring out the best in everyone. Throughout my career I've been a teacher and a mentor. I'm not afraid to engage people in the process that are way smarter than I am and I'm comfortable in my own skin. I'm not afraid to tell it like it is, but always find ways to do that tactfully and respectfully.

Before my current practice, I had the opportunity to play executive roles in several different industries and in companies of various sizes, both private and public. I've had thousands of people report to me in various capacities, but even with companies of size I actively engage people from all areas of any organization. I've run printing presses while wearing my tie! I've played the role of CEO, COO and CFO - so understand all components of organizational leadership requirements.

Educationally speaking, I have a BA from Kalamazoo College in Economics & Political Science, an MBA from Harvard Business School and a Master in Public Policy from the Harvard Kennedy School of Government.

Q. Do you have background working with complex budgeting? If so, briefly explain.

R. During the last 15 years my practice has included working with both nonprofit and for-profit clients. Many of the nonprofit clients I have worked with are almost entirely reliant on restricted funding - and those clients were often in trouble when I got there. Cost allocation, planning and tough decision-making are all urgent in that situation. When I arrived at Prevention Point Philadelphia, for example, they were on the verge of bankruptcy and were dealing with restricted funding from city, state and federal sources - and not just one city, state or federal organization... but many of them. I focused the team on maximizing allocation opportunities and generate a balance budget, allowing the organization to continue its good work today.

My role as Mail-Well CFO involved an organization with more than 10,000 employees and 60 different plant locations across North America. Imagine rolling up a budget in that scenario, especially within a public company where quarterly reporting requirements to the public and the SEC were critical. Detail, detail, detail.

Clearly my most complicated adventure was working as the CFO for the St. Croix Chippewa in Wisconsin. While the casino operations and reporting requirements are heavily regulated and involve very specific audit requirements, the tribal operations themselves are a web of federal and state funding sources with restrictions coming from every direction. Patience, detail and persistence - and motivating the team to stay on task - made it all happen.

Q. Describe your involvement with national, state, and local civic organizations, especially working with other leaders.

R. During the 2012 election cycle I was honored to serve as the Democratic nominee for Oakland County Executive. During that period I outlined a detailed set of issues and interests for Oakland County that I hope the committee will feel free to dig up and review. Many of the issues I was talking about then are still applicable today. I ran an issues-focused campaign, respectful of where Oakland County had been and where it could go. After the campaign was over, I had the chance to sit with Brooks a couple of times and was honored by his words of respect for my background and my campaign.

Over the years I've tended to be involved more in action oriented endeavors rather than direct politics per se. During my ten years in Saint Paul, Minnesota I served on the Planning Commission and the Zoning Committee. I also served on the board of the local community council and on the local community development corporation

Since graduating from Kalamazoo College, I've been actively involved, including terms as president of the alumni association and as a trustee on the board of directors.

I served a long tenure on the board of the national organization Servicemembers Legal Defense Network, protecting the rights and opportunities of LGBTQ servicemembers.

I'm actively involved in my Quaker Meeting, Detroit Friends Meeting, and serve on the board of Friends School in Detroit, which is currently in transition.

Over the years I've served on the board of a number of nonprofits and always find ways to stay active in my community. This list is long.

Q. What do you think is the largest problem facing Oakland County today?

R. I moved as a child with my parents to Oakland County in 1964, they moving out of Detroit to the suburbs to chase that American dream that Oakland County was offering in those days. They certainly thrived in the suburbs and their children received a fantastic public school education that led those children to many wonderful opportunities and paths. My son is a college sophomore and my daughter is now entering 8th grade - and what are their thoughts going to be about coming back to Oakland County when they finish their education? Young people today want a connected community. They want walking districts where they live but also want easy access to downtown - sports, the arts, the amazing riverfront, restaurants. They want to feel like they are part of something bigger. I believe the biggest problem Oakland County is and will be facing is trying to answer the question of how we keep our young people in the county and yet make sure they feel engaged with the broader community. Young people don't see Eight Mile as a dividing line. Public transportation, regional cooperation, community engagement without borders, etc. The millennial trend right now is toward urban areas - but the big cities are not what they are looking for. New York, San Francisco, Denver, etc. are all getting too expensive. Detroit, as a region, is so much greater than the pieces that we present nationally right now. Oakland County has to be an active participant in the regional "draw", and that includes being a part of regional solutions. Oakland County also has to continue to embrace and more actively embrace the diversity which already exists in the County. Connectivity provides greater opportunities for all of our citizens - jobs, access to capital, access to opportunity. Oakland County should take a leadership role in breaking down barriers. It's also time to start thinking longer-term. As County Executive, there's no doubt that my highest responsibility is to do what is in the best interest of Oakland County. My concern, however, is that our public policy benefit analysis has, at times, perhaps taken too short a view and not fully evaluated community impact by community.

In summary, while my tenure as County Executive would be limited, I do believe that somebody with my professional experience can bring a great deal to the table during that limited period. Apart from being an effective and active cheerleader for the County, there is much that can be accomplished both with initiatives that are currently teed up and exploring new paths for the decades that come. It never hurts to have a fresh set of eyes on old challenges and untapped opportunities.

Q. Applicant's Signature

R. Kevin R. Howley

Q. Date:

R. 08/08/2019

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