

Richard A. Hough II

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EXECUTIVE EXPERIENCE

A top-performing leader with three decades of leadership experience with proven executive skills. Outstanding record of overcoming institutional challenges through strong analytical talents and modernization strategies. Skilled in transitioning long-range plans (and vision) into operational priorities. Innovative thinker who motivates staff to challenge the status quo to create new organizational capabilities.

AREAS OF EXPERTISE

Strategic / Long-Range Planning	Operational Leadership	Building Teams/Working Groups
Infrastructure Management	Modernization Initiatives	Negotiation
Program Management	Policy Development & Analytics	Personnel Management
Budget/CIP Management	Public Communication	Emergency Operations
Staff/Leader Integration	Operating Cycle Management	Executive Leadership

PROFESSIONAL EXPERIENCE

Walworth County – Elkhorn, WI

Sept. 2018 – Present

Director, Public Works

Management oversight of County Public Works responsible for \$16M in operating funds; \$20-\$32M in annual capital project funds; county fleet maintenance; material management; and oversight of 70 full-time employees in highway, fleet, facilities, solid waste, parks, and engineer divisions. In this capacity, my staff and I have:

- Established fleet management and procurement policies that decreased equipment downtime, increased operator accountability, and offset \$9M (25%) in future equipment costs.
- Improved annual Capital Improvement Project processes by establishing project prioritization criteria, countywide procedures/standards for facilities maintenance, and publishing a facilities master plan.
- Developed, wrote, or re-wrote all existing department policies and County ordinances relating to Public Works to improve department accountability and effectiveness.
- Instituted procedures of highway maintenance that reduced winter salt utilization by 50% and mowing by 10%-plus during spring/summer months. Created several pro-environmental policies.
- Formed a quarterly meeting with all 28 municipalities in the County. Meetings discuss mutually beneficial policies, best practices, emergency management, and other Public Works concerns.
- County Administrator expanded my role by placement on special boards and committees, e.g., EMS/Fire Committee.
- Unified a department that was at odds with itself and other departments by finding common purpose, integrating equipment sets and training, and establishing new customer-oriented policies.
- Achieve initial American Public Works Association accreditation of the department in 2023.

UNITED STATES ARMY – CAREER HIGHLIGHTS

Senior Army Leadership Roles (Operations, Change Management, and Engineering)

1994-2018

Led day-to-day operations and administration of numerous military organizations. Supported combat and engineering operations in Operation Iraqi Freedom, Operations Enduring Freedom – Trans Sahara, Initial Force (Bosnia), and Operation Guardian Assistance (Rwanda). Managed operating budgets of \$27M annually and construction projects as large as \$35M. Consistently selected for the most competitive command (leadership) and staff opportunities, including:

- **Senior Strategic Studies Fellowship, Chief of Staff of the Army, Washington D.C. (2017-2018)** –Senior Fellow with Army Futures Studies Group. Responsible for research and analysis focused on generating innovative concepts to overhaul the Army Acquisition Enterprise – a \$32B venture. Engage with national defense officials, research institutions, and industry experts while formalizing concepts that led to the most significant transformation of the U.S. Army in forty years.

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- ❖ Spearheaded research to synchronize active and Army Reserve component transformation efforts.
 - ❖ Served as the principal staff officer developing creative command designs, Army strategic communication, and nationwide outreach to industry and military stakeholders.
 - ❖ Published professional articles on acquisition and defense modernization strategy.
 - ❖ Negotiated property lease for Army Futures Command in Washington D.C., and researched national candidates for permanent placement in Austin.
- **Brigade Commander & Chief of Staff, Mission Command Division, Chicago, IL (2015-2017)** – Commanded 120 senior Army personnel with the mission of advising Army mission command teams on means and methods for improving internal and external leader/staff dynamics, including: process improvements; integration of information technology systems into decision-making processes; and, how to improve leader/staff integration and dialogue.
 - ❖ Awarded Legion of Merit and rated #1 of 15 Brigade Commanders.
 - ❖ Assigned as Division Chief of Staff.
 - **Chief of Operations & Plans, Camp Lemonnier, Djibouti, Africa (2013-2014)** – Lead planner and operations manager for Combined Joint Task Force-Horn of Africa (CJTC-HOA) responsible for managing all operations in East Africa, including counter-piracy, counter-terrorism, and theater security cooperation operations.
 - ❖ Selected over peers to lead three cells with oversight of theater operations and strategic and operational planning.
 - ❖ Overhauled the command structure, reducing personnel by 40% with no mission reduction.
 - ❖ Award rare Defense Meritorious Service Medal for contributions to the command's mission.
 - **Commander, Engineer Battalion, Honolulu, HI (2008-2011)** – Led five construction companies and two specialized detachments with 970+ Soldiers assigned. Managed \$3M operating budget – military excludes labor. Supervised maintenance and sustainment of \$50M in equipment.
 - ❖ Directed dozens of training events and projects throughout the Pacific Theater and Asia.
 - ❖ Recognized as #1 of 9 Battalion Commanders for all three years of command.
 - **Engineer Plans Officer, Installation Management, Honolulu, HI (2006-2007)** – Supervised installation management contracts for U.S. Army Reserve facilities throughout the Pacific.
 - ❖ Supported Real Property Master Planning (RPMP) in support of PPBE (Army budget) process.
 - ❖ Managed various engineering contracts to renovate, demolish, sustain or rebuild facilities.
 - **Senior Engineer (Facilities & Construction), Area Support Group – Kuwait, Camp Arifjan (2004-2005)** – Led \$250M in facilities maintenance and capital improvement projects. Managed installation master plan(s) and contract construction efforts. Liaison with Army Corps of Engineers, intergovernmental representatives, and external military agencies for Department of Public Works – Kuwait.
 - ❖ Managed over 100 projects from concept to completion; managed up to 3,000 laborers.
 - ❖ Negotiated a \$100M reduction in O&M expenditures for \$1B LOGCAP (contracted) services.
 - ❖ Negotiated and facilitated numerous camp closures in Kuwait and Southern Iraq.
 - ❖ Performance directly led to early promotion(s) and selection as a battalion commander (above).
 - **Commander, 70th Engineer Company (Topographic), Fort Shafter, Hawaii (1999-2000)** – Led one of two Army topographic engineer commands with the responsibility to provide survey, map production, and topographic services for military units stationed in the Pacific Region and Asia.
 - ❖ Overcame command complacency by successfully surplus and replacing outdated systems.

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AWARDS & HONORS

- Senior Fellowship, Chief of Staff of the Army Strategic Studies Group
- Colonel, U.S. Army (Retired)
- Joint Qualified Officer (JQS Level III)
- Top 10% of graduates from the Command and General Staff College (CGSC)
- Numerous U.S. and Foreign Military Awards and Honors
- Phi Theta Kappa (Honor Fraternity)
- Varsity Letterman, college athlete (baseball and soccer)
- Congressional Candidate, U.S. House of Representatives, Hawaii 1st District

EDUCATION

- Master of Arts, Strategic Studies, Army War College – Carlisle Barracks, PA
- Master of Arts, Public Administration (MPA), Golden Gate University – San Francisco, CA
- Bachelor of Science, Criminal Justice (Criminology), Weber State University – Ogden, UT
- Associate of Arts, General Studies, Wentworth Military Academy – Lexington, MO
- Numerous non-degree-granting Department of Defense leadership development courses, including:
 - Joint Advanced Warfighting School (JAWS), Norfolk, VA
 - Command and General Staff College (CGSC), Fort Leavenworth, KS
 - Combined Arms Services and Staff School, Fort Leavenworth, KS
 - Army Topographic Officers Course, Fort Belvoir, VA
 - Facilities Engineering Coursework, Fort Leonard Wood, MO
 - Armor Officers Advanced Course, Fort Knox, KY
 - Engineer Officers Basic Course, Fort Leonard Wood, MO
 - Nuclear, Biological, and Chemical Course, Fort Leonard Wood, MO
 - Hazardous Material Management Course, Fort Leonard Wood, MO
 - Battalion Motor Officers Course “Fleet Management,” Fort Knox, KY

MEMBERSHIPS & SPECIAL DUTIES

- International City/County Management Association (ICMA)
- Wisconsin County Highway Association
- Member, Fire & Emergency Medical Services Committee, Walworth County