

Richard A. Hough II

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Mr. Doug Thomas
SGR Executive Vice President

As a passionate public servant and engaged community member, I am deeply interested in the Palm Coast City Manager position. My skills and background make me uniquely qualified to excel in the position.

As a retired Army Colonel, I developed the appropriate skills necessary to be a successful administrator, having served as an engineer, operations manager, strategic planner, and commander over thousands of Soldiers. Additionally, having served six years as the Walworth County Director of Public Works, I have a comprehensive knowledge base from which to guide and assist Palm Coast officials and staff through the collaborative efforts necessary for steady progress toward achieving strategic goals and plans, as envisioned by the board and other community leaders. In addition, my resilient personality aligns well with the executive position, which I would highlight during an interview.

Career achievements that align well with your position requirements include:

Vision Became Reality: In 2023, Walworth County Public Works became the first county in Wisconsin to achieve American Public Works Association accreditation. The process required influencing changes to Information Technology, Finance, Corporation Counsel, Administration, and Human Resources policies.

Leadership: Led two Army brigades and one battalion and held two company commands for eight years of executive leadership, overseeing all fiscal, human resources, logistics, and operational activities.

Innovator: Leveraging decades of fleet management experience in the U.S. Army, I revamped county fleet management procedures, reducing fleet procurement costs by 25% while improving operating rates, reducing insurance costs, and strengthening interdepartmental relationships with fleet staff. In 2023, the fleet staff received recognition for their efforts with the Sheriff's Office Annual Award.

Fiscal Management: Boldly directed organizational, operational, and cultural changes while sustaining the department's operating budget at \$16M for six years; improved the department's grant award rates five-fold; and improved infrastructure, fleet, and operational reserve balances by four-fold.

Strategic Planning: Led organization efforts to expand county capital planning from a 5-year to a 10-year timeframe, improving the alignment of project requests with strategic plans.

Fiscal Acumen: Developed and implemented new capital budget planning and management controls for Walworth County, improving interdepartmental coordination, project justifications, and prioritization.

Community Leadership: Initiated and sustained a highly collaborative and successful triannual intergovernmental cooperation meeting of all Public Works-related departments in the County.

Visionary: Hand-selected to support strategic research initiatives for the U.S. Army's top general (Army Chief of Staff) that resulted in overhauling the army acquisition enterprise, a \$32B annual appropriation.

With decades of relevant, progressive leadership over military and local government entities, I will bring a unique and innovative perspective to Palm Coast. I look forward to an interview in which I can elaborate on how I might assist your community with future challenges and translate strategic plans into realities.

Sincerely,
Richard A. Hough

Professional References

Your Name:	Richard A. Hough II
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1.

Reference Name	Rick Stacey		
Title	County Chair & Supervisor		
Organization	Walworth County		
Relationship	Committee Chair and Board Member		
Preferred Phone	262-745-3873	Email	rickstacey@yahoo.com
Mr. Stacey has been a Walworth County elected official for twenty years. He is the current Walworth County Committee Chairman.			

2.

Reference Name	David Bretl		
Title	County Administrator		
Organization	Walworth County		
Relationship	Former Walworth County Administrator		
Preferred Phone	414-350-3328 (C) 262-903-9509 (W)	Email	Bretld.paa@gmail.com
After retiring from the U.S. Army, Mr. Bretl hired me as the Walworth County Public Works Director.			

3.

Reference Name	Mark Luberda		
Title	County Administrator		
Organization	Walworth County		
Relationship	Walworth County Administrator		
Preferred Phone	262-741-4350	Email	mluberda@co.walworth.wi.us
Walworth County Administrator since 2020. Current supervisor.			

4.

Reference Name	John Hussey		
Title	Major General		
Organization	U.S. Army & The Citadel		
Relationship	Former Commanding General, U.S. Army		
Preferred Phone	845-534-5272	Email	jfhuss@aol.com
We have known one another since 2015, when I was assigned as one of his subordinate brigade commanders.			

5.

Reference Name	Alex Kozlov		
Title	Executive Vice President		
Organization	MacDonald-Bedford		
Relationship	Former Commanding General, U.S. Army		
Preferred Phone	808-765-8696	Email	alexkozlov@me.com
We have known one another since 2004, when we worked together to develop infrastructure in Kuwait.			

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DIRECTOR OF PUBLIC WORKS

WORK EXPERIENCE

Director of Public Works & County Highway Commissioner Walworth County | September 2018 - Present

Oversight of \$16M operating budget and \$10-\$30M in annual capital projects. Responsible for personnel (71), administrative, and operational activities for facilities, parks, fleet, solid waste, and public roadways.

- Developed county procedures for capital improvement planning, improving project justification, controls, and strategic/fiscal alignment.
- Boldly established fleet life-cycle management policies with a 25% reduction in future equipment procurement and maintenance costs.
- Decisiveness decision-making resulted in a 50% reduction in winter maintenance material costs, reducing environmental impacts.
- Managed all infrastructure projects, expenditures, and procurements.
- Budget-conscious decisions generated a five-fold increase in grant awards, significantly improving department reserve account balances.
- Developed standardized reports for administrative and supervisory committees, boards, and commissions to improve communication.
- Supported a portfolio of standing and Ad hoc committees and special projects as directed by the County Administrator.
- Identified and implemented a joint project with the Village of East Troy that improved the vitality of their downtown.
- Achieved initial American Public Works Association accreditation.

Army Element Commander

U.S. Army Africa, Army Command Element | Feb. – Aug. 2018

Responsible for the administrative management of 2,500 Soldiers and \$27M in Operating budget. Oversee command logistics and administrative functions.

- Enhanced operational support between the U.S. Army, Joint components, and 11 countries in East Africa.
- Improved administrative and logistics management processes for the command before retirement.

Senior Research Fellow

Army Future Studies Group | U.S. Army | July 2017 – February 2018

Provide the Chief of Staff of the U.S. Army with strategic research and analytical support during the overhaul of the U.S. Army Acquisition Enterprise with influence over \$32B in annual procurements.

- Established critical strategic relationships with the Congressional representatives and defense-related commissions to enable research.
- The team's research, analysis, and vision led to the strategic realignment of all U.S. Army labs, centers, and capability development centers under the new Army Future Command in Austin, Texas.

CONTACT INFORMATION

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- 👉 [Linkedin.com/in/richard-hough-44b1367b](https://www.linkedin.com/in/richard-hough-44b1367b)

EDUCATION

Master's | Strategic Studies
U.S. Army War College | 2013
Carlisle Barracks, PA

Master's | Public Administration
Golden Gate University | 2001
San Francisco, CA

AREAS OF EXPERTISE

- Leadership & Personnel Management
- Finance Management & Budgeting
- Public Speaking & Communication
- Strategic Planning & Internal Controls
- Infrastructure Planning & Development
- Data Analytics & Process Improvement
- Organizational Change Management
- Collaborative Engagement Strategies

BEST QUALIFIED

With decades of recognized expertise in developing and, more importantly, sustaining momentum during the implementation of strategic plans, I offer the decisive and resilient leadership your community is seeking in its next City Manager.

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Brigade Commander

Mission Command Training Brigade (MCTB) | Jun. 2015 – Jun. 2017

Command provided senior military advisory services to U.S. and foreign military organizations seeking to improve internal decision-making processes.

- Provided executive oversight and evaluation of mission logistics and operations, strategic planning, and personnel development.
- Managed brigade operating and training budget of \$5M for 120 Soldiers.
- Recruitment efforts improved staffing from 50% to 100% filled.
- Performance resulted in selection as the Division Chief of Staff before subsequently selection for the prestigious fellowship (above).

Chief of Operations and Strategic Plans

Combined Joint Task Force-Horn of Africa | Jan. 2013 – Jan. 2014

Directed East African engagement activities as lead strategic planner and operations manager, overseeing 30 Service Members.

- Led counterterrorism, counter-piracy, and strategic cooperation and engagement activities in 11 African nations and the Middle East.
- Directed planning and analytical efforts to restructure the organization; reduced strength by forty percent without mission degradation.
- Recognized for exceptional contributions to the command's mission with a Defense Meritorious Service Medal.

Operations Officer and Battalion Commander

411th Engineer Battalion | U.S. Army | Sep. 2006 – Sep. 2011

Provide horizontal and vertical construction capabilities to the U.S. Army.

- Successfully directed dozens of international engineering projects and training events in Asia, the Pacific, Africa, and Europe.
- Executive oversight of commands 954 personnel, logistics, operational, and personnel activities.
- Managed battalion operating and training budget of \$3M.

Engineer Plans & Services Officer

Area Support Group - Kuwait | U.S. Army | Jan. 2004 – Jan. 2005

Provide infrastructure services in Kuwait to support Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF).

- Managed the rapid expansion of military infrastructure (ports, real property, housing) capabilities in Kuwait and southern Iraq.
- Expanded Kuwait infrastructure to enable support of 30,000+ service members and regional operations.
- Managed dozens of real property negotiations.
- Led the efforts of thousands of laborers and the completion of over \$250M in infrastructure projects before redeployment.

NON-DEGREE / NON-MILITARY COURSEWORK

- Wisconsin/Illinois Joint Certified Public Manager Program (Ongoing)
- FEMA Emergency Management Courses (Online)

HONORS & AWARDS

LOCAL GOVERNMENT

- Recognized by the American Public Works Association for having developed 5 model practices during accreditation
- APWA Wisconsin Chapter recognized the department for its first-ever Award in Snow and Ice Control
- Recognized as a High Achiever for all six years with Walworth County
- Accreditation evaluator for the American Public Works Association

U.S. Army Career

- Hand Selected as a Senior Research Fellow of the U.S. Army Chief of Staff
- Joint Qualified Officer, Retired Colonel
- Recognized #1 of 15 Brigade Commanders
- Recognized #1 of 9 Battalion Commanders
- Top 10% of graduates at the Command and General Staff College (CGSC)

MEMBERSHIPS

- International City/County Management Association
- American Public Works Association
- Wisconsin County Highway Association
- Fire & Emergency Medical Services Study Committee, Walworth County

PERSONAL MOTTO'S

"Put it all on the table," be honest, and openly share thoughts and plans.

"Empower Others" by delegating to subordinates, thus enabling your ability to manage the big picture.