

## Earnest J. Rouse

9600 High Court  
 Kansas City, Missouri 4139  
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### SUMMARY OF QUALIFICATIONS

- A highly qualified senior executive with over 25 years experience in all facets of managing a quality performing municipal government
- A versatile manager with a combination of business, technical, and operational acumen
- An accomplished leader that successfully delivers results and solutions for the City Manager, Mayor, and City Council on a vast range of issues, programs, and projects affecting all City Departments and the community
- A consensus builder in municipal government with excellent communication skills
- A strong administrator that energized and then spearheaded one of the City of Kansas City's most successful city-wide projects

### EDUCATION

#### **Iowa State University** (Graduated: May 1987)

- Master of Public Administration

#### **University of Arkansas-Pine Bluff** (Graduated: May 1985, cum laude)

- Bachelor of Arts in Political Science
- Minor in English

### PROFESSIONAL EXPERIENCE

#### **University of Missouri Kansas City, Missouri**

Assistant Professor

**Kansas City, Missouri**

August 2021 to Present

- Teach various courses in the Henry Bloch School of Public Affairs
- Serves as MPA Portfolio Coordinator
- Work to create community partnerships with the Bloch School
- Serves as a member of the DEIBA Committee

#### **City of Kansas City, Missouri**

Acting City Manager

**Kansas City, Missouri**

December 2019 to December

2020

- Served as the City's chief administrative officer overseeing an organization with 4,800 employees and operating and capital budgets exceeding \$1.5 billion
- Implemented policy directives approved by the Mayor and City Council
- Team-negotiated collective bargaining agreements for three (3) labor unions
- Directed workplace improvements and modification to address COVID-19 challenges
- Collaborated strategically and/or advised work activities for 14 city departments

- Made financial decisions and recommendations to maintain financial solvency for the city government organization
- Oversaw the ongoing implementation of the Citywide Business Plan
- Performed all duties in a transparent manner while demonstrating high integrity and ethical behavior

**City of Kansas City, Missouri**

Assistant City Manager

General Services Department Director

Kansas City, Missouri

May 2012 to December 2019

- Perform all duties listed below and responsible for daily direction of Administration, Architecture, Central Fleet, Corporate Safety & Risk Management, Facilities Services, Human Resources, Information Technology and Procurement programs for the Department
- Structurally reduce General Services budget by \$5.8 million in less than three years
- Permanently reduce department staffing by over 40 full time positions
- Establish internal business analyst group for department and City departments to perform business process reviews to lower cost and improve customer service
- Develop internal consultant model for performance management and business planning for General Services and city departments
- Rate in top three city departments by employees in terms of leadership from city-wide internal employee survey
- Established key performance indicators (KPIs) for each General Services division consistent with departmental strategic plan
- Established quarterly management meetings to increase “bottom-up” and “top-down” communication
- Publish two newsletters, *Service Matters* and *The Link*

**City of Kansas City, Missouri**

Assistant City Manager

2012 City Manager's Department

Kansas City, Missouri

January 2010 to May

- Provide general assistance to the City Manager
- Negotiate contracts and other legal matters
- Work with the Mayor and City Council, City Manager, and department heads in planning, organizing, coordinating, and implementing programs for various municipal functions
- Meet and correspond with various governmental, citizen, professional, business, and other groups to answer questions, discuss problems, and secure their involvement in carrying out various programs
- Advise and make recommendations to the City Manager covering areas of financial management of the City's programs and activities
- Supervise Internal Audit, Security and Environmental Quality programs
- Perform related duties as required

**City of Kansas City, Missouri**

Assistant to the City Manager

2010 City Manager's Department

Kansas City, Missouri

May 2003 to January

- Oversee customer service operations for the City
- Manage various City Manager Department programs including Internal Audit and City Communications
- Serve as the executive project sponsor for the 3-1-1 consolidated call center project

- Coordinated the consolidation of citizen contacts for 12 departments into one call center reducing both the costs of handling citizen requests and overlapping service delivery
- Served as the Director of the 3-1-1 Action Center managing a 40 person staff
- Designed and implemented the Customer Service Initiative (CSI) to improve citywide service delivery through integration of the call center, workload tracking, and performance management
- Coordinate with the Office of Management and Budget on city budget decisions.
- Addressed the top two citizen priorities in the first phase of CSI by designing new systems and processes for the City's weed abatement and illegal dumping clean-up programs to reduce the abatement time period by half
- Systematized a review of the 3-1-1 data to produce recommendations for improvements and increased accountability in business processes in all major departments
- Facilitated the design of an emergency response program with the 3-1-1 Action Center and the City's Emergency Operations Center to push and pull information during any crises in the metro area
- Developed and maintained strong relationships with neighborhood organizations and civic groups to assist in improving neighborhood livability
- Spoke to many community and educational organizations on both the 3-1-1 Action Center and municipal government
- Responsible for all human resource-related activities of the City Manager's Department.
- Met with City Council and City Manager to provide reports, information, and recommendations regarding city service delivery
- Chairman of the Trustees for the City's Deferred Compensation program.
- Chairman of the City's Committee on Administrative Service Ethics which reviews, updates and recommends ethics code programs and training for implementation
- Oversaw improved citizen satisfaction scores for customer service approximately 23% in two years

#### **City of Kansas City, Missouri**

Assistant to the Director-Administrative Services  
City Manager's Department

Kansas City, Missouri

October 1996 to May 2003

- Served as chief administrative officer for the City Manager's Department.
- Participated in Mid-America Regional Council programs on behalf of the City Manager
- Oversaw budget development and administration of \$5.4+ million budgets
- Responsible for all human resource-related activities of the department including recruitment and disciplinary matters
- Managed accounts payable and receivable
- Supervised support staff
- Responded and resolved citizen inquiries
- Developed and oversaw departmental contractual agreements
- Managed and participated in special departmental projects under the direction of the City Manager
- Oversaw departmental procurement and other support

**City of Kansas City, Missouri**

Financial Manager

Kansas City, Missouri

July 1994 to October 1996

Parks and Recreation-Kansas City Zoological Park

- Responsible for divisional budget development and management and departmental financial management support
- Oversaw storeroom operations, cash operations, and financial reporting
- Responsible for equipment and animal procurement
- Managed accounts payable and receivable
- Handled all equipment and supply procurement
- Implemented automated storeroom inventory system
- Addressed park patron concerns, issues, and complaints
- Supervised a full time staff of nine and a seasonal staff of approximately 20

**City of Kansas City, Missouri**

Budget Analyst

Kansas City, Missouri

May 1988 to July 1994

City Manager Department

- Prepared budget documents, reports, memos and analyses in conjunction with and for various city departments
- Managed salary-related reporting for budget and quarterly analyses
- Oversaw fiscal year-end close for personnel-related activities

**PROFESSIONAL AFFILIATIONS & COMMUNITY SERVICE**

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- Kansas City, Missouri, Municipal Officials & Officers Ethics Commission, Member, March 2024-present
  - Kansas City, Missouri, Employees Health Care Trust, Board Member, 2020
  - 18<sup>th</sup> & Vine Policy Development Committee, Board Member, 2020
  - Economic Development Corporation Kansas City, Board Member, 2020
  - Kansas City Credit Union, Board Member, 2010-2013; Vice-Chairman, 2013-present
  - Risk Management Committee, Chairman, 2012-present
  - Committee on Administrative Service Ethics, Chairman, 2009-present
  - Deferred Compensation Board of Trustees, Member, 2009-2011; Chairman, 2011-2014; Vice Chairman, 2014-present
  - American Society of Public Administration (ASPA)
  - Missouri Real Estate Salesperson License, 1993-1999
  - Greater Kansas City Chapter of ASPA, President, 2007-2008
  - International County/City Management Association (ICMA)
  - National Forum for Black Public Administrators (NFBPA)
  - Mid-America Assistance Coalition, Allocations Committee, April 1998-November 2001
  - Renaissance West, Inc., Board Member, June 1998-August 2000
  - University of Missouri-Kansas City Associates, Board Member, August 1998-August 2002

## **AWARDS & RECOGNITION**

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- Engaging Local Government Leaders Top 100 Local Government Influencers for 2024
- Greater Kansas City Chapter of ASPA 2009 Public Administrator of the Year
- Exceptional Service Pay Increase 1995

## **REFERENCES**

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- Furnished upon request.