

The

CORNERSTONE

• CHARACTER FIRST! TRAINING AND TEAM DEVELOPMENT •

Winter 2006

Citygate Welcomes Vice President of Administration

Citygate Associates, LLC is pleased to announce the appointment of Richard P. (Rick) Carr as its Vice President of Administration.



Rick Carr

Rick recently retired after 34 years with K-Mart Corporation, now known as Sears Holdings Corporation. He was Vice President of the western region stretching from the Mississippi River west to the island of Guam. In this capacity, Rick was responsible for 25,000 employees and four billion dollars in annual revenue.

Rick has been married for 35 years, and he has two grown

children. He recently became a grandfather for the first time.

Citygate Expansion

Over the 16 years of Citygate's existence, the firm has successfully utilized its 'virtual city hall' model in which public sector executives experienced in various functions within city and county government consult in areas within their own expertise. This approach has led to continued growth in both Citygate's reputation and the significant number of clients served in California and the western states. Today, over three-fourths of Citygate's revenue comes from repeat business and sole source procurements. For example, in late 2006, Citygate had 35 projects underway simultaneously.

To continue serving these clients and to recognize the need for additional support in administration of the business, Citygate took particular note of two events and one trend that were all occurring in the last half of 2006:

- The availability of senior administration talent in the person of Rick Carr;
- Citygate's recently completed move into a new, larger headquarters facility in Folsom, California; and

- A growing emphasis on the need to examine and subsequently implement the best and most appropriate management and operations techniques of for-profit, private sector companies in public sector agencies.

Thus, Rick, with his long, successful experience in the management of such a private sector company not only brings that expertise to bear in Citygate's day-to-day operations, but he also adds a synergistic element to the firm in its pursuit of excellence in government.

Rick Carr's Role at Citygate

At Sears Holdings Corporation, Rick was instrumental in the implementation of the *Character First!* program, a character-based approach to hiring and managing personnel.

Lasting solutions to workplace problems come when employees demonstrate character qualities such as diligence, dependability, and thoroughness. When employers emphasize, require, and recognize these and other positive character qualities in their employees, these individuals are encouraged to reach their full potential.

During Chapter 11 reorganization at Sears Holdings, Rick was given the Project Manager position on an internal special project entitled "Reinvent the Store." This project encompassed all operational functions within the Kmart stores, and the project team re-engineered how a Kmart store runs internally.

The project ran for 18 months and required that all functions (upfront service, freight processing, replenishment, human resources, internal marketing and internal structure) be modified for peak efficiency and profitability. Character development was woven into hiring and job performance evaluations during this project.

With the implementation of this program, Rick observed remarkable positive impacts both in the management team and in the profitability within the region once the *Character First!* program was established.

Rick stated that "*Character First!* played a great part in our region's cohesiveness and profitability, which raised the visibility of our team nationally."

At Citygate, Rick will share his time between administration duties and providing direct client service to those wishing to implement the *Character First!* initiative in their organizations. (You may read more about this innovative program on Citygate's website.)

In announcing Rick Carr's appointment, David DeRoos,

Citygate's President, said, "We have been using *Character First!* within the firm for a decade, and from time to time clients ask for it. With Rick coming on board, we now have the ability to implement the program for these clients. I anticipate this will be a most influential and potent addition to Citygate's practice areas."



Local agencies that have already become involved with *Character First!* include the cities of Citrus Heights, Reno, and the Mountain House CSD.

If you would like to discuss *Character First!* and how it can be integrated into your operation, please contact Rick by phone at (916) 458-5103. You may also contact him via email at rcarr@citygateassociates.com.



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Citygate Associates, LLC*

2250 East Bidwell Street, Suite 100
Folsom, CA 95630
Ph: (916) 458-5100
Fax: (916) 983-2090
www.citygateassociates.com

David C. DeRoos, MPA, President
Dwane N. Milnes, DPA, Principal
Stewart W. Gary, MPA, Principal
Jay W. Corey, MPA, Principal

Citygate Associates, LLC is a management consulting firm providing services to local and state governments across the Western United States. Headquartered in Folsom, CA, Citygate specializes in:

- Performance Audits
- Process Improvements
- Management Studies
- Strategic Planning
- Organizational Development
- Community Development
- Animal Care and Control
- Budget and Financial Analysis
- Character Training
- Employee Training

Citygate's clients benefit due to their ability to provide more effective and cost-efficient services through improved management approaches and systems, clarified focus, and upgraded skills.

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On the web at www.citygateassociates.com