

# Mary Egan – Partner, Human Resources Services

## Curriculum Vitae

CA Woman Owned Business

CA CMAS certified

### Professional Experience

As an expert in municipal government human resources, Mary Egan has served California local government and non-profit agencies for nearly a decade, addressing human resource issues and complex relationship and managerial problems. Her consulting clientele has grown to include the private sector, including Legal, Medical, Educational and Fortune 500 Industries.



Mary is owner and Managing Partner of Municipal Resource Group, LLC (MRG), a multidisciplinary consulting group that resolves the most challenging organizational problems for public and private employers.

Mary specializes in preventing unnecessary escalation of conflict in workplace settings. She regularly provides investigative services for Title VII-related complaints and grievances. She develops and implements strategies for human resources-related organizational improvement, redesign and workforce planning. Mary assists agencies with employee productivity and performance management, including training and assistance with disciplinary actions. She is a Private Investigator, licensed by the State of California. She is also a Certified Executive Leadership Coach. She is an external advisor to the California Democratic Party working group on sexual and racial harassment and misconduct.

Mary is a qualified expert, testifying at administrative and judicial proceedings regarding the adequacy of workplace investigations, human resource practices, and public-sector employment standards. She is a founding member of the Association of Workplace Investigators (AWI) and served on the Board of Directors as Chairperson of the Legislation Committee, as a faculty member at the AWI institute, and as a member/author the Guiding Principles Committee, on which she spent four years developing AWI's published standards for workplace investigations.

Prior to forming MRG as a Partner, Mary held key positions with both the City of Sacramento, where she served in various capacities (1980–1988), and the City of San Jose, where she was the Employee Relations Officer and Chief Negotiator (1988–1993). While with Shannon Associates (1996–2001), Mary managed recruitments for virtually all high-level council and manager appointed executives, as well as complex human resources assessments, for large and complex clients. She continued her consulting services with many high-profile clients after starting her own firm in 2001 and maintains long-term and consulting relationships with major cities and counties in California. Mary is a recognized expert in municipal government interest arbitration.

MRG was created to assist California public agencies with resolution of complex organizational, financial and operational challenges.

In 2018, Mary Egan was named a recipient of the Sacramento Business Journal's 2018 "Women Who Mean Business" award. This award is given to women for their professional accomplishments as well as their contributions to the community. "As a business executive and leader, I am driven by the desire to create transformational change for our clients. It is gratifying for me and for the MRG team to be recognized for our efforts."

Mary graduated from the University of California, Davis (Applied Behavioral Sciences) where she was named Most Distinguished Female Graduate. She received her MPA from San Francisco State University.



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Visit us at: [www.Solutions-MRG.com](http://www.Solutions-MRG.com)

Sacramento Area

Bay Area

Los Angeles Area

### **MRG Public Agency Clients**

Alameda County Fair	City of Elk Grove
Alameda County Mosquito District	City of Eureka
Amador Water District	City of Fairfield
Antioch Unified School District	City of Fillmore
Arroyo Seco Library Network	City of Folsom
Association of Bay Area Governments	City of Fort Bragg
Association of California Water Agencies	City of Galt
Austin Public Library Foundation	City of Gilroy
Bay Area Rapid Transit District	City of Goleta
Brentwood Chamber of Commerce	City of Half Moon Bay
Brentwood Union School District	City of Hayward
Butte County Superior Court	City of Hercules
Cabrillo College	City of Hollister
California Commission on Teacher Credentialing	City of La Quinta
California Construction Authority	City of Lafayette
California Fire Safe Council	City of Lathrop
California Municipal Utilities Association	City of Lincoln
California Park & Recreation Society	City of Livermore
California State Library	City of Los Altos
California State University – Fresno	City of Los Angeles Redevelopment Agency
California Teachers Association	City of Loyalton
Cameron Park Community Services District	City of Madera
Capitol Area Development Authority	City of Manhattan Beach
Carmel Area Wastewater District	City of Manteca
Central Contra Costa Sanitary District	City of Marina
Chartwell School	City of Marysville
Chester Fire Protection District	City of McFarland
City and County of San Francisco	City of Merced
City and County of San Francisco PUC	City of Millbrae
City College of San Francisco	City of Modesto
City of Antioch	City of Monterey
City of Alameda	City of Morgan Hill
City of Albany	City of Mountain View
City of Alhambra	City of Napa
City of American Canyon	City of Oakdale
City of Atwater	City of Oakland
City of Benicia	City of Oakley
City of Berkeley	City of Orinda
City of Big Bear	City of Oroville
City of Brentwood	City of Oxnard
City of Campbell	City of Palo Alto
City of Carmel-by-the-Sea	City of Pasadena
City of Citrus Heights	City of Patterson
City of Clayton	City of Petaluma
City of Clearlake	City of Pittsburg
City of Cloverdale	City of Placerville
City of Concord	City of Pleasant Hill
City of Cupertino	City of Pleasanton
City of Danville	City of Rancho Cordova
City of Davis	City of Redwood City
City of Dixon	City of Richland
City of Dublin	City of Richmond
	City of Rio Vista

## Mary Egan – Curriculum Vitae

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City of East Palo Alto  
City of El Paso de Robles  
City of Rohnert Park  
City of Roseville  
City of Sacramento  
City of Salinas

City of Rocklin  
County of Napa  
County of Placer  
County of Sacramento  
County of San Joaquin  
County of Santa Cruz  
County of Solano  
County of Sutter  
County of Yolo  
County of Washoe, Nevada  
County of Yuba  
County of Yuba Council of California County  
Law  
Librarians  
Crockett Community Services District  
Diablo Water District  
Diablo San Ramon Sanitary District  
Delta Conveyance Authority  
Delta Counties Coalition  
Delta 2000, Regional Resource Agency  
Dublin San Ramon Services District  
East Bay Municipal Utilities District  
East Bay Regional Park District  
East Bay Regional Communications System  
Authority  
East Contra Costa Irrigation District  
East Quincy Community Services District  
Eden Township Healthcare District  
El Dorado Irrigation District  
El Dorado Hills CSD  
Fresno Unified School District  
Greater Vallejo Recreation District  
Gwinnett County Public Library  
Housing Authority of the County of Contra  
Costa  
Imperial County Library  
International Association of Fire Chiefs  
Ironhouse Sanitary District  
Knightsen School District  
Lake County  
Lammersville School District  
Lathrop-Manteca Fire Protection District  
Liberty Union High School District  
Livermore Area Recreation and Parks District  
Madera District Fair  
Marin Municipal Water Agency  
Marin Sonoma Mosquito and Vector Control  
District  
Menlo Park Fire Protection District  
Mountain House Community Services District  
Mountain Valley Library System  
Municipal Water District of Orange County  
Northern Inyo Healthcare District  
Oakland Housing Authority  
Oakley Union School District

## Mary Egan – Curriculum Vitae

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City of San Anselmo  
City of San Bruno  
City of San Luis Obispo  
City of San Mateo  
City of San Rafael  
City of San Ramon  
City of Santa Barbara  
City of Santa Clara  
City of Santa Clarita  
City of Santa Cruz  
City of Santa Monica  
City of Santa Rosa  
City of Saratoga  
City of Seaside  
City of Sonoma  
City of South Pasadena  
City of South Lake Tahoe  
City of South San Francisco  
City of St. Helena  
City of Stockton  
City of Sunnyvale  
City of Thousand Oaks  
City of Ukiah  
City of Vacaville  
City of Vallejo  
City of Walnut Creek  
City of Watsonville  
City of West Hollywood  
City of West Sacramento  
City of Wheatland  
City of Woodland  
City of Yuba City  
Colusa Reclamation District RD-108  
Community Resource Project  
Contra Costa Community College District  
Contra Costa County Local Agency Formation  
Commission  
Cordova Recreation and Park District  
County of Alpine  
County of Amador  
County of Butte  
County of Calaveras  
County of Contra Costa  
County of Colusa  
County of El Dorado  
County of Humboldt  
County of Kings  
County of Los Angeles  
County of Marin  
County of Mariposa  
Peninsula Library System  
Reclamation District 799  
Reclamation District 1500  
Recycle Smart – CCCSWA  
Richmond Housing Authority  
Richmond Successor Agency  
Olivehurst Public Utility District  
Pacific Library Partnership  
Stanislaus County Council of Governments  
State of California, Department of Food and  
Agriculture, Fairs and Expositions  
Stockton East Water District  
SunLine Transit Authority  
Town of Colma  
Town of Discovery Bay  
Town of Fairfax  
Town of Loomis  
Town of Los Altos Hills  
Town of Moraga  
Town of Portola Valley  
Transmission Authority of Northern California  
Travis Unified School District  
Truckee Donner Public Utility Department  
University of California – Davis

## Mary Egan – Curriculum Vitae

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Rio Linda Elverta Recreation & Park District  
Risk Management Authority  
Rodeo Hercules Fire District  
Sacramento Public Library Authority  
San Joaquin Delta College  
San Leandro Transit Management  
Organization  
San Mateo County Library  
San Ramon Valley Fire District  
San Ramon Valley Unified School District  
Santa Clara Valley Water District

Santa Clarita Valley Water Agency  
Santa Cruz Regional 911  
Sacramento County Retirement Agency  
Sacramento Housing and Redevelopment  
Agency  
Service Employees International Union  
Sewer Authority Mid-Coastside  
Silicon Valley Clean Energy  
Solano County Transit Authority  
Solano Irrigation District  
Special District Risk Management Authority  
Stanislaus Consolidated Fire Protection  
District

### ***Private Sector Clients***

American Baptist Homes – West  
Angelo, Kilday and Kilduff, LLP  
Arcadia Development Company  
AT&T Cellular  
Bennett Engineering Services  
Best, Best & Krieger LLP  
Bickmore Risk Services  
Bohm Group  
Burke, Williams & Sorensen, LLP  
California Future Farmers of America  
California Grocers Association  
Callahan Property Company  
Children’s Receiving Home of Sacramento  
Community Medical Centers  
Conaway Preservation Group  
Davis Street Family Center  
Dignity Health  
Dividend Capital Diversified Property Fund  
Downey Brand LLP  
DPR Construction  
Economic and Planning Systems  
Fleming Dentistry  
Foundation for the Retarded of the Desert  
Fraser & Associates, Inc.

University of California – Santa Cruz  
Volunteers of America  
Yolo Habitat Conservancy  
Yolo Housing Authority  
Yorba Linda Public Library  
Yuba County Water Agency  
Water Emergency Transit Authority  
West Contra Costa County Wastewater  
District  
Western Placer Waste Management Authority  
Zone 7 Water Agency

Friends of the Truckee Library  
Golden State Farm Credit  
Goodwin Consulting Group  
Habitat for Humanity Diablo Valley Chapter  
Incorporate Olympic Valley  
John L. Sullivan Dodge Chrysler, Inc.  
Kaiser Foundation  
Kaiser Permanente Health Care  
Kikkoman Industries  
Koinonia Family Services  
Law Offices of John A. Britton, Inc.  
Leader’s Choice Insurance Services  
Lewis, Brisbois, Bisgaard & Smith LLP  
Liebert Cassidy Whitmore  
MAS/Nearon  
McCarthy Building Companies, Inc.  
McManis Family Vineyards  
MedifriendRX  
Meyers Nave  
Mitsubishi Chemical Corporation  
Northern Inyo Hospital District  
RecycleMore  
Sacramento Natural Foods Co-op  
Sierra Hematology and Oncology  
WC Magnetix

## ***Retained Expert and Testimony-Related Services***

- *Weller v. City of Beverly Hills*, LCW Law Firm (2019)(case settled before testimony)
- *Williams v. City of Milpitas*, AGHW Law Firm (2018)(case settled before testimony)
- *Hughes v. Monterey County*, Monterey County Counsel's Office (2017)
- *Graham v. Cortines*, LAUSD and *Breed v. LAUSD*, Peter Law Firm (2013)
- *Castillo v. Moraga Orinda Fire District* – Samantha Zutler, Meyers Nave (2012)
- *Connolly v. NTPUD* – Matthew Engebretson, Lewis Brisbois, Bisgaard & Smith LLP (2012)
- *Moffitt v. City of Oakdale and City of Modesto* – Katherine Boyd, the Curtis Law Group (2010)
- *Lopez v. Stanislaus County* – Morin I. Jacob, Liebert Cassidy Whitmore (2010)
- *Arenivaz v. Stanislaus County* – Morin I. Jacob, Liebert Cassidy Whitmore (2009)
- *Means Ferguson v. Sacramento Metro Fire Department* – Joseph A. Salazar, Jr., Lewis Brisbois Bisgaard & Smith LLP (2009)
- *El Dorado Irrigation District v. Shewbridge* - Lewis Brisbois Bisgaard & Smith LLP (2008)
- *Vandenberg v. Santa Clara County Fire Department* - Joseph A. Salazar, Jr., Lewis Brisbois Bisgaard & Smith LLP (2007)
- *City of Santa Rosa / POA Binding Interest Arbitration* (2006)
- *Villanueva v. Metropolitan Water District of Southern California* - Hill Farrer (2006) (Advisory role; case settled)
- Yolo County Grand Jury – (2006) (Testimony before Grand Jury)
- *City of Palo Alto / Grievance Arbitration* before Arbitrator Phil Tamoush – Richard S. Whitmore, Liebert Cassidy Whitmore (2003)
- *City of Palo Alto / Grievance Arbitration* before Arbitrator Norman Brand – Richard S. Whitmore, Liebert Cassidy Whitmore (2003)
- Retained by Liebert Cassidy Whitmore Los Angeles Office for two separate Southern California cases (2000) (Both cases settled prior to testimony)
- Numerous Interest Arbitration, Grievance Arbitration and Civil Service Commission Appearances

## ***Additional Work Experience***

Senior Consultant – Shannon Associates (1996-2001)

Assist local government agencies with complex human resources issues, including human resources audits and organizational improvement and redesign. Advise agencies of labor relations strategy with focus on agencies with binding interest arbitration. Conduct executive search activities for executive-level appointments for cities, counties and special districts in the Western United States.

Consultant – Kay and Stevens LLC (1994-1996)

Assist cities and counties with performance management, grievance response and investigation, Title VII-related investigations, policy and procedure review and development, and neutral interest-based bargaining training and facilitation. Assist with development of CALPELRA labor relations academy, including services as member of Training faculty.

Employee Relations Officer (Chief Negotiator), Senior Analyst – City of San Jose (1988-1994)

Provide guidance and direction to City Management and Administrative staff concerning discipline, grievances, and MOU administration. Serve as Chief Negotiator in collective bargaining activities, with focus on Binding Interest Arbitration support and testimony. Primarily responsible for IAFF, IBEW, Operating Engineers and AFSCME. Develop and implement performance management training for city workforce. Implement interest-based approach to problem solving with AFSCME. Provide ongoing support and assistance on contract basis post separation to support ongoing bargaining, including retirement negotiations.

Program Manager, Director, Coordinator – City of Sacramento (1980-1988)

Oversee Title II-B JTPA program for City of Sacramento (1987 and 1988); Serve as Director of Sacramento Senior Citizens Center (1984-1986); Provide support to numerous Parks and Community Services-related activities (1980-1994).

## ***Education***

Master's Degree – Public Administration, CSU San Francisco (1997)

Bachelor of Science Degree – Applied Behavioral Science, UC Davis (1995) – Recognized as “Outstanding Female Graduate” with Gilhooly Award 1985

Licensed Private Investigator – State of California License No. 24104

California Association of Workplace Investigators (CAOWI) Board Member, Formative Steering Committee Member, Legislation Committee Chairperson, Best Practices Committee Member

Certified Executive Leadership Coach, Fowler School of Business & Executive Coaching (2017)

Certified Reach Method Coach (2020)

## ***Major Presentations and Related Publications***

- Association of Workplace Investigators Public Sector Investigations Seminars 2015, 2016, 2017 & 2020 (Investigations and Public-Sector Issues)
- Association of Workplace Investigators 2012 Training Institute (Faculty presenter)
- Association of Workplace Investigators Annual Conference
  - “Guiding Principles for Workplace Investigations Review”
  - “Five Questions in the Workplace – The impact on Investigations”
- CAOWI Webinar – “Special Issues in Public Sector Investigations” (MCLE certified)
- NorCal IPMA – “Advanced Investigation Practices”
- CSAC Human Resource Directors Conference – “Managing the Bully in the Workplace”
- IPMA National Conference – “Effective Management Principals for Workplace Investigations”
- City of Napa
  - “Disciplinary Practices and Leave Management”
  - “Investigation Techniques”
  - “Leave and Disability Management Techniques”
- CSAC Annual Conference/Annual Meeting – “Succession and Workforce Planning”
- CSAC County Administrators Conference – “The Future of Local Government Workforce”
- CSAC Human Resources Director Annual Conference – “Workforce Planning”
- Placer County Health and Human Services – “Performance Management”
- Placer County Supervisor Academy – “Progressive Discipline”
- Placer County
  - “Advanced Management Practices for Local Government”
  - “Letters of Reprimand” (related publication)
  - “Advanced Management Practices for Local Government”
  - “Workforce Planning”
- IPMA of Northern California – “Workforce Planning and Preparing for Change” (related publication)
- El Dorado Irrigation District – “Discipline and Performance Management” with Richard Whitmore of Liebert Cassidy Whitmore (2 days)
- SB 402 Implementation Training – Liebert Cassidy Whitmore Consortium – with Richard Whitmore, John Liebert and Dan Cassidy – San Francisco, San Diego, Los Angeles, Riverside
- League of California Cities Conference, City Attorney’s Section – “Binding Interest Arbitration”
- CALPELRA – “Binding Interest Arbitration”
- Municipal Management Assistants of Northern California – “Working with an Executive Recruiter”
- Solano Irrigation District – “Performance Management in an Organized Labor Environment”
- Yuba County Board of Supervisors – “Workforce Planning” 2016
- California Association of County Treasurers and Tax Collectors – “Five Generations in the Workplace” 2016
- Association of County Human Resources Directors 2016 – “Five Generations in the Workplace”
- CALPELRA 2016 – “Death of the Performance Evaluation”
- CALPELRA 2018 – “Revisiting the End of the Check Box Performance Evaluation”

### ***Major Presentations and Related Publications (continued)***

- League of California Cities - City Clerks New Law & Elections Seminar - “Who Me? - The City Clerk as Project Manager”
- CLA Public Sector 2019 – “The Challenges and Opportunities following Workplace Investigations”
- Association of California Water Agencies 2020 Seminar “The Great Reset: Leading the Workplace Post COVID-19”
- Association of Workplace Investigators 2020 Training Institute “Investigation Techniques” & “Credibility Determination”
- VMLaw MCLE Seminar “Assessing Employee Morale in the ‘New Normal’ Workplace” – June 2021