



Mary Egan – *Chief Executive Officer*

Affiliated Consultant

MUNICIPAL RESOURCE GROUP, LLC

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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 the 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 has been 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 of 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 the 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.



Main Office
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(866) 774-3222

Visit us at: Solutions-MRG.com

Sacramento Area

Bay Area

Los Angeles Area

MRG Public Agency Clients

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

City of Rocklin
City of Rohnert Park
City of Roseville
City of Sacramento
City of Salinas
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
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
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
Olivehurst Public Utility District
Pacific Library Partnership
Peninsula Library System
Reclamation District 799
Reclamation District 1500
Recycle Smart – CCCSWA
Richmond Housing Authority
Richmond Successor Agency
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
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

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.

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 Magnetics

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