



# MUNICIPAL RESOURCE GROUP

YOUR PARTNER IN HUMAN RESOURCE SERVICES  
AND ORGANIZATIONAL SOLUTIONS



# MRG

**Municipal Resource Group** brings innovative and practical solutions to our client organizations.

Our team of seasoned professionals brings transformational human resource and organizational development solutions to public and private sector clients.

From Chief Executive evaluations and Governing Board goal setting to employee relations and organizational assessment, Municipal Resource Group has a proven track record of talent and organizational development. MRG can be your partner and coach when you deal with your toughest personnel issues or want to transform your organization to reach new heights.

## REPRESENTATIVE CLIENTS

- + CONAWAY PRESERVATION GROUP
- + ALAMEDA COUNTY FAIR
- + CITY OF SAN LUIS OBISPO
- + YUBA COUNTY WATER AGENCY
- + CITY OF MANHATTAN BEACH
- + CITY OF NAPA
- + CITY OF PALO ALTO
- + CITY OF ROSEVILLE
- + EL DORADO COUNTY
- + KIKKOMAN INTERNATIONAL
- + PLACER COUNTY
- + FRESNO UNIFIED SCHOOL DISTRICT
- + YOLO COUNTY
- + CITY OF WALNUT CREEK
- + MOUNTING SYSTEMS SOLAR
- + CITY OF SACRAMENTO
- + UNIVERSITY OF CALIFORNIA



**YOUR  
CHALLENGES  
ARE OUR  
BUSINESS.**

{While we have consultant resources to assist with the administration of the full-range of organizational functions}

# Our service-area specialized focus includes:

## WORKFORCE AND ORGANIZATIONAL DEVELOPMENT

- **Organizational Audit and Assessment** – Department, division or organization-wide assessment, including workflow and work process review, identification and analysis of workplace climate, staffing, talent management and succession planning issues.
- **Organizational Redesign** – Analysis and recommendations made at the department, division, and organizational level, including analysis of staffing levels, classification issues, labor relations implications and cost impacts. Development of metrics and measurement tools to ensure effectiveness.
- **Development and Implementation of Performance Management Systems** – Performance management procedures, guidelines, and structures; development of pay-for-performance systems; assistance with development of performance improvement plans and progressive disciplinary processes.
- **Leadership Development Programs** – Development and presentation of formal and informal training programs targeted to address specific organizational needs, including leadership preparedness, supervisory skills, communications, writing skills, and customer service.
- **Recruitment and Selection Support** – Full range of recruitment and selection services, including hard-to-fill positions and support for Civil Service based organizations.
- **Performance Evaluation** – Development of evaluation processes as well as facilitation of elected body and direct report evaluation processes.

## WORKPLACE INVESTIGATIONS

- **Workplace Investigations** – Workplace investigations to assess factual disputes, performed by experienced licensed investigators who have conducted hundreds of investigations.
- **Reference and Background Checks** – Comprehensive reference and background check support for executive, safety sensitive and other key positions.
- **Organizational Support and Advice** – Advice and counsel for decision-makers; coaching and conflict resolution services for employees and management; post investigation mediation and workplace conflict resolution services.
- **Adjudication and Related Support** – Serve as hearing officer for internal grievances; review Grand Jury related allegations and findings.

## GOVERNING BOARD SERVICES

- **Executive-level Performance Evaluation** – Annual performance evaluation and follow-up status evaluations for Chief Executives such as City Manager, Superintendent of Schools, and City Attorney.
- **Facilitation of Board Retreats, Annual Goal Setting and Strategic Planning** – Development of enterprise level strategic plans and identification of goals and objectives for Chief Executives that are aligned with Board expectations and include performance measures that evaluate progress.
- **Board Support and Evaluation** – Self evaluation and related workshops; development of Board performance expectations.
- **Guidance for elected officials concerning expectations, standards and Chief Executive transition planning.**

## LABOR AND EMPLOYEE RELATIONS

- **Labor Relations Strategy** – Develop strategies that prepare agencies for both short and long term labor and employee relations issues. This includes review of Memoranda of Understanding, organizational goals, and development of labor relations strategies; closed session support; training for policy makers.
- **Conflict and Dispute Resolution** – Facilitate conflict resolution processes between employees, divisions and departments and develop working agreements and guidelines to avoid future issues.
- **Compensation Policy Development** – Identify sound compensation practices and work with chief administrator and elected bodies in developing overarching compensation philosophy.
- **Communication Plans** – Develop internal and external communication plans as it relates to labor and employee relations issues.
- **Grand Jury, Personnel Boards, Civil Service Commissions and Adjudication Panels** – Expert witness testimony concerning investigation outcomes and employee relations matters, as well as the adequacy of public agency budget and financial condition to support personnel and staffing.
- **Expert Witness Services**

## CHIEF EXECUTIVE OFFICER SERVICES

- **Coaching** – One-on-one coaching and support for Chief Executives and key organizational leaders, 360 degree feedback gathering for development.
- **Goal Setting** – Development of annual goals and objectives for both the Chief Executive and key organizational leaders.
- **Strategic Planning** – Development of strategic plans at the organization wide level to the department and division level of the organization.



LOCATIONS

**SF BAY AREA OFFICE**  
675 Hartz Avenue, Suite 300  
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# THE TEAM OF PROFESSIONALS AT MUNICIPAL RESOURCE GROUP



**Mary Egan**  
Partner  
Human Resource Services,  
Licensed Investigator



**Brian Kelly**  
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**Martha Wilson, JD**  
Human Resource  
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**Bob Bell**  
Local Government  
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Management Services



**Heather Shupe**  
Human Resource  
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**Claire Laughlin**  
Training and Program  
Development



**Andrea Stanley**  
Administrative  
Services Manager

*For a full list of MRG consultants, visit [www.municipalresourcegroup.com](http://www.municipalresourcegroup.com)*