



January 24, 2024

Bill Brand, Mayor
City of Redono Beach
415 Diamond St.
Redono Beach, CA 90277

RE: City Manager Performance Evaluation

Dear Honorable Mayor Brand:

Thank you for reaching out to Municipal Resource Group, LLC (“MRG”) to assist the City of Redondo Beach (“City”). MRG is pleased to submit a proposal to facilitate the City Manager’s Performance Evaluation for the City. One of the important tasks of elected officials is the annual review of the appointed officials, with a focus on developing a formal, mutually agreeable, and value-driven process. The results of these evaluations are crucial to organizational success and achieving the City’s vision and goals.

MRG has extensive experience with Council-appointed position evaluation processes. When conducting an evaluation of a City Manager, we seek to communicate in one voice the desires and expectations of the entire elected body. This requires that we spend sufficient time to understand each member’s perspective of the appointed official’s performance to prepare an evaluation summary that accurately and concisely documents areas of consensus as well as areas of divergent opinions. The result is an evaluation that permits the Council and the appointee to know what is going well, areas for further development, and a road map to achieve the desired performance objectives.

Our MRG team regularly conducts chief-appointed official evaluations for cities, counties, special districts, and school districts including Fremont, Elk Grove, Roseville, Davis, Carmel-by-the-Sea, Concord, Gilroy, Salinas, Palo Alto, Sunnyvale, Los Altos, Benicia, Grover Beach, Pittsburg, Portola Valley, Santa Rosa, Manhattan Beach, San Leandro, San Luis Obispo, and dozens of public agencies.

We look forward to working with you.

Respectfully submitted,

Mary Egan, CEO
MRG, LLC
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916-261-7547

FIRM INFORMATION

Firm Name: Municipal Resource Group, LLC (“MRG”)
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Project Manager: Julie Mares
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EXECUTIVE SUMMARY

MRG was founded in 2009 by broadly experienced public-sector professionals. Our principal consultants have over three hundred years of combined experience working as public and private sector executives, managers, and consultants. MRG prides itself in providing professional consulting services based on our hands-on experience in managing local, regional, and state governments as well as our experience in delivering products that meet and exceed our client’s expectations. In addition to our well-established public sector expertise, we also provide services to dozens of private employers. A listing of our full services and our experienced consultants can be found on our website at www.Solutions-MRG.com.

MRG’s Consulting Philosophy

As a consulting firm, MRG brings talented consultants to assignments to meet clients’ needs. MRG differentiates its work based on the following principles.

Trusted Advisors

MRG prides itself on building long-term relationships with clients who turn to MRG for guidance and expertise. We work as “trusted advisors,” working directly with the leadership of organizations to help them manage their complex organizations and to adjust to change that is constantly knocking on the door.

Commitment to Public Service

We choose to focus our work on local, regional & state agencies that are delivering public service to communities. We understand that our client’s work is important and impactful – and our goal is to help organizations do that work with more grace, better effectiveness, and efficiency.

Partnership for Impact

As seasoned executive leaders ourselves, we have no interest in writing reports that sit on shelves or are not reality-based for action. MRG needs to work in a consultative partnership directly with management for organizational impact to occur. We see our role as true partners



with the leadership team to work productively to help you find solutions for actionable impact in your organization.

Team of Management Practitioners + Executive Leadership Coach

Today's organizations require a robust understanding of people and teams, plus talented management, and leadership. The key to an organization's success is the integration of control, which creates value (efficiency, effectiveness, empowerment), and leadership which inspires change and a collective vision. By bringing a consultant team with management plus leadership coaching expertise, MRG can deliver tools, perspectives, and paradigms for the continued growth and support of an organization's leadership team.

Strategic Organizational Development

Organizations are complex, multi-faceted organisms that take time and strategy to develop and shape. While employees are focused on delivering services, there is "care and feeding" of the organization, structure, and systems that need to be done to support the workforce, mold culture, and deliver services/mission. MRG brings the deep organizational development and human resources experience to transform and help organizations continue to invest in their operations' strategic, and hands-on development.

THE MRG APPROACH TO THE REDONDO BEACH CITY MANAGER EVALUATION PROCESS

MRG has an established approach we will recommend to City including:

- **Kick-off zoom meeting with the Mayor (on behalf of the Council) and City Manager** to understand what they each would like to achieve from this process, coordination and timeline issues and options available.
- Working with the City Manager to **develop a self-evaluation summary** to reflect on the year in review to be shared with the Council in advance of interviews. The Council will also receive a copy of questions to inform the one-on-one interviews.
- **Individual meetings with each Council member** to elicit thoughts and observations concerning the performance of the City Manager and achievement of goals.
- **Prepare a summary memorandum** including common themes and observations collected from the interviews distributed as a confidential document in advance for early consideration in advance of the closed session.

EVALUATION METHODOLOGY

- Introduction to our evaluation process including a call with the Mayor or subcommittee chair to review the process, highlight key dates and communicate expectations of the Council, City Manager, and MRG facilitator. During the introductory meeting, we address logistics related to the process.

- Customize the evaluation process to reflect the needs of the Council. We collaborate with the Mayor or subcommittee, to gain insight concerning high-level performance expectations, and to customize the process including finalizing the online survey, performance areas and attributes.
- Secure a comprehensive self-evaluation document from the City Manager starting the process. MRG has an outline that provides the City Manager with a framework to prepare their self-assessment.
- If requested Prepare and launch a 360-feedback survey. MRG suggests using the online survey and follow-up with interviews as requested. A summary document will be drafted with common themes and summarized feedback, not attributed to any one participant to ensure confidentiality, and provide a platform for candid constructive perspectives.
- Gather insight and input, including goals, from each of the Council members. We have developed for the Council to review the questions, provide categorical ratings and narrative response. The online input allows the Council members time for contemplative responses before interviews with the facilitator.
- Interview each Council member individually, in a manner that offers flexibility in scheduling. Video conferencing provides a platform in which scheduling becomes efficient and reduces travel costs.
- MRG will develop the comprehensive draft summary including the perspectives of all members, integrated into common “themes” and goals that give consistent feedback and speak with one voice where possible.
- Review and gain consensus of the draft evaluation report and goals in closed session with the City Council. In some cases, the City prefers to include the City Manager in these conversations to hear the deliberations of Council. Other agencies prefer to have this deliberation with the facilitator and include the City Manager after the draft document has been finalized. This is one of the topics we will discuss at the pre-meeting.
- Finalize and deliver evaluation summary and address process issues as necessary. Meet with appointed officials to assist them in developing an action plan to meet the Council-identified expectations.
- Debrief with Mayor and City Manager as appropriate to identify strengths and concerns with the process. Identify methods for ongoing communication and develop a process for mid-year performance discussions with the City Manager, as necessary. Identify what worked and what can be improved in future processes.

The City Manager timeline starts with the kickoff call with MRG and will conclude with the closed session. This timeline is subject to the availability of the City Council for closed session, individual interviews, and the availability of the relevant documents by the City.

MRG TEAM

Mary Egan (CEO) – Mary is the MRG Chief Executive Officer, who collaborates with public and private organizations and their executive leadership to achieve their full potential. She has conducted hundreds of appointed official evaluations for public agencies. She is a certified professional executive coach and uses these skills to help clients increase their level of performance and identify potential limiting blind spots. She also advises clients regarding employment-related risk mitigation, strategic planning, and interest-based problem resolution.

Julie Mares (Lead Consultant and Project Manager) –Julie is a seasoned career public sector manager with more than two decades of broad executive experience. Julie has extensive experience working within a general-purpose local government, with special emphasis on leadership development, City Council relations, strategic planning, organizational development, and community engagement. Julie collaborates with organizations and their executive leadership to help them achieve their full potential. She works closely with appointed and elected officials to facilitate performance evaluations. With strong leadership development and organizational effectiveness skills, she partners with executives and their teams to make a meaningful impact in reaching their full potential.

Rick Haydon (Consultant) – Rick Haydon brings more than 30 years of municipal government experience to his projects, having worked in not only small and medium-sized agencies but also in large organizations, with over 20 years in executive management-level positions. His career includes executive management-level experience in administration, human resources, budgeting, fiscal sustainability, strategic planning, policy, and organizational development. Prior to being affiliated with MRG, Rick was a Special Advisor for a consulting firm where he worked with dozens of local government clients in the areas of goal setting, strategic planning, organizational assessments, fiscal sustainability, executive coaching, and policy development. He is a former City Manager, having been the chief executive officer for two central coast cities, Solvang, and Santa Maria.

Rick is a former Tulare County resident and has worked for the cities of Dinuba, Fresno, the County of Fresno, and the Monterey-Salinas Transit Joint Powers Authority. He received his bachelor's degree from California State University, Fresno, and then went on to earn a master's degree in public administration with an emphasis on administrative organization and management from Golden Gate University.

The entire team of MRG-affiliated consultants can be found at www.Solutions-MRG.com. We have a wide range of professional subject matter experts should the need arise for subject matter expertise.

OUR FEE FOR THESE SERVICES

We will complete the work we identify for a fixed fee of \$9,000 for the City Manager evaluation and related goal setting, plus minor expenses for virtual attendance at a closed session.

Costs per evaluation element:

City Manager Evaluation	\$9,000
City Manager 360 Feedback	\$2,150 (if requested)
Executive Salary Analysis	\$1,500 (if requested)

MRG anticipates that these processes will be conducted virtually. If in-person assistance is requested, MRG will invoice for travel time and expenses at which time we will provide an estimate for those costs.

Additional work not contemplated in this proposal will be billed at \$300 per hour and will begin only after agreed upon between the City and MRG.

REFERENCES

On occasion, clients have requested references for our work. Please see below:

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San Leandro CA 94577

Mary Egan – Chief Executive Officer

MUNICIPAL RESOURCE GROUP, LLC

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Mary is highly skilled at Executive Coaching, Workplace Investigation, and Conflict Resolution and often uses those skills, along with her considerable experience, when advising her clients regarding employment-related risk mitigation, strategic planning, and interest-based problem resolution. Mary's specialties are assisting governing boards and government leaders with executive-level performance evaluations, organizational problem analysis, and skillful resolution, as well as coaching key employers to address deficiencies and maximize organizational impact.



As a Private Investigator licensed by the State of California, Mary has handled hundreds of workplace investigations for both private sector and public employers on all types of employment matters over the last several years, including claims of discrimination, harassment, retaliation, whistleblowing, substance abuse, threats of violence, assault, theft, fraud, violations of company policies, wage and hour violations, and other forms of alleged misconduct. Mary is experienced in testifying during administrative and judicial proceedings regarding completed investigations and provides expert testimony on the adequacy of workplace investigations, human resource practices, and public sector employment standards and expectations. She is also qualified as an expert in State Court on the adequacy of investigations.

Mary's commitment to and passion for improving the quality of workplace investigations nationwide is demonstrated by her role with the Association of Workplace Investigators (AWI, formerly, California Association of Workplace Investigators). She is a founding member of AWI, formed in October 2009, and spent four years developing the AWI's published standards for workplace investigations and serving as a faculty member at the Workplace Investigation Institute.

In addition to investigations and expert testimony, Mary facilitates staff retreats, team-based problem-solving, and labor management committees, works with elected boards to define the performance expectations of their key managers, and serves as a neutral factfinder in the resolution of employer/employee issues.

Prior to joining MRG, Mary held key positions with both the City of Sacramento and the City of San Jose, where she was the Employee Relations Officer and Chief Negotiator. While with Shannon Associates, Mary managed recruitments for high-level appointed executives, as well as complex HR assessments for large and complex clients. She continued her consulting services with high-profile clients after starting her own firm in 2001 and maintains long-term relationships with cities and counties in California. Mary is a recognized expert in municipal government interest arbitration.

In addition to her significant field experience with major clients, Mary earned a Bachelor of Science degree in Applied Behavioral Sciences from the University of California, Davis, where she was named "Outstanding Female Graduate," and a Master of Public Administration (MPA) degree from San Francisco State University. Mary is a founding member of the California Association of Workplace Investigators (CAOWI), participating as Chairperson of the Legislation Committee and member of the Best Practices Committee.

Mary is a frequent presenter at conferences, seminars, and meetings of several professional organizations, including the League of California Cities, the International Public Management Association (IPMA), the California Public Employers Labor Relations Association (CALPELRA), the Municipal Management Assistants of Northern California (MMANC), and the California State Association of Counties (CSAC). She serves as an external advisor to the California Democratic Party working group on sexual and racial harassment and misconduct. In 2018, Mary was recognized by the Sacramento Business Journal as a recipient of the Women Who Mean Business award.



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Los Angeles Area

Julie Mares – Strategic Planning, Governance and Management Consulting MUNICIPAL RESOURCE GROUP, LLC

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Julie Mares is a seasoned career public sector manager with more than two decades of broad executive experience in the areas of general management, organizational development, financial sustainability, parks and recreation services, community services, affordable housing, performance measurement, and human resources. Julie has extensive experience working within a general-purpose local government, with special emphasis on strategic planning, city council relations, leadership development, and community engagement. Julie is a strategic thinker, capable of helping organizations adapt to fiscal and service challenges while focusing on interdepartmental coordination and community partnerships to enhance efficiency and effectiveness.



Prior to affiliating with MRG, Julie was the Chief Operating Officer for Management Partners where, in collaboration with the executive team, she directed all aspects of operational policies, objectives, and initiatives that enabled the consulting agency to be well positioned to provide value added services to all local government clients. Previously, she served as City Manager for the City of Milpitas, where she led a staff of 400 employees to serve a diverse population. Key initiatives completed during her tenure included a successful ballot measure to increase Transient Occupancy Tax, a collaborative update of community development fees supported by the development community, an interagency partnership to site City first 100% affordable housing project, and numerous administrative process improvements.

Before serving as City Manager in Milpitas, Mares worked for nearly eleven years with the City of San José, the nation's tenth largest city. As San José Deputy City Manager, she focused both on strategic partnerships with schools and businesses and on civic engagement and collaboration with community stakeholders to create and maintain safe and healthy neighborhoods. One example included spearheading a partnership with the local high school district to deploy a free WiFi network for underserved students. She also served as Director of Parks and Recreation for San José. In that role, she led the development of a new program creating a financially sustainable approach to operational delivery of parks and recreation that resulted in adoption of a City Council policy, a new regional training program, and a twenty percent improvement in the departmental cost recovery rate.

Julie began her public sector career working for the City of Tucson for nearly 12 years as Deputy Director of Budget and Research, Assistant to the City Manager, and Human Resources Administrator. As the Deputy Director leading the Research and Organizational Effectiveness Division, she collaborated with internal clients, providing a variety of management consulting services to strengthen and enhance organizational performance and effectiveness. She also served as a manager with United Airlines for eleven years in several leadership roles for airport operations and customer service management.

Mares holds a BS in business management and a master's degree in education. In addition, she is a graduate of the Southwest Leadership Program in Public Policy Management from the University of Arizona Eller College.



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Rick Haydon – Governance, Organizational Development, Fiscal Sustainability, Goal Setting & Strategic Planning

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Rick Haydon brings more than 30 years of municipal government experience to his projects, having worked in not only small and medium-sized agencies but also in large organizations, with over 20 years in executive management-level positions. Rick is an expert facilitator and organization development consultant. He provides consulting assistance to government leaders by facilitating strategic planning/goal-setting workshops, performing organizational assessments, conducting performance evaluations on executive managers, and working through budget and fiscal issues. His clients appreciate Rick's professional demeanor and political acumen, his ability to see the big picture while not losing sight of the details, and his delivery of projects on time and on budget.



His career includes executive management-level experience in administration, human resources, budgeting, fiscal sustainability, strategic planning, labor relations, and policy and organizational development. Before affiliating with MRG, Rick was a Special Advisor for a consulting firm where he worked with dozens of local government clients in the areas of goal setting, strategic planning, organizational assessments, fiscal sustainability, executive coaching, and policy development.

Prior to being City Manager for two California cities, Santa Maria and Solvang, Rick worked as Budget & Employee Relations Manager and Business Manager for the cities of Dinuba and Monterey, respectively. He also worked in various analytical roles for the City and County of Fresno as well as the Monterey-Salinas Transit District.

Rick has held various leadership positions in professional and civic associations, having received awards from both, including being named Citizen of the Year in Santa Maria, California. In addition to his professional achievements, Rick earned a Bachelor of Arts degree from California State University, Fresno, and a master's degree in public administration with an emphasis on administrative organization and management from Golden Gate University. He is a past recipient of the Robert F. Grogan Award for public service, and a previous recipient of the National Management Association (NMA) Manager of the Year Award.



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MRG partners with 300+ clients, a broad range of public and private sector entities, to provide innovative and transformational solutions to leadership, governance, human resources, financial management and other complex organizational challenges.

focus

- Workplace Investigations
- Human Resources Services
- CEO Evaluations
- Training & Coaching
- Board Governance
- Financial Management
- Project Management
- Economic Development
- Parks & Recreation
- Public Safety
- Health & Human Services
- Organizational Audits
- Strategic Solutions
- Community Development and Planning

services

“... [MRG provides] a comprehensive approach and innovative solutions to resolve workplace disputes. Employers—both public and private—can benefit from MRG’s practical and skilled conflict resolution services.”

– **Deborah Maddux**
Van Demyden Maddux Law Corp.

“Your steady, results-oriented approach brought us to a resolution in a year of unprecedented change for our organization.”

– **Curt Aikens**
General Manager,
Yuba County Water Agency

“Good meeting yesterday. It could have been crazy, but with YOUR leadership, it was nothing. I would like to thank you again for the calm and productive meeting.”

– **Trustee Davis**
Fresno Unified School District

results

300+ clients

Public Agencies + Private Sector clients depend on MRG for innovative, practical solutions.

PUBLIC AGENCIES:

Municipalities of all sizes
Counties
Governmental Associations
Water Districts
Reclamation Districts
School Districts
Fire Protection Districts
Transit Agencies
Human Resource Departments
Public Safety Departments
Library Networks
Chambers of Commerce
County & Municipal Courts
Community Resource Projects
College Districts
LAFCOs

Infrastructure Agencies
Utility Districts
Construction Authorities
Parks Departments
Professional Teacher Organizations
Universities & Colleges
Community Services Districts
Development Agencies
Wastewater/Sewer Departments
County Coalitions
Resource Agencies
Communications Authorities
Irrigation Districts
Healthcare Agencies
Housing Authorities

PRIVATE SECTOR CLIENTS:

Law Firms
Non-Profit Organizations
Development Companies
Communications Corporations
Engineering Firms
Risk Service Groups
Property Management Corporations
Medical Centers
Preservation Groups
Family Resource Organizations
Health Care Networks
Farm Credit Bureaus
Car Dealerships
Insurance Providers
Fortune 500 Corporations
Finance Firms
Labor Unions

Ask how **MRG** can become *your* Workplace Solution Partner.

