

Executive Continuity Program

Purpose

The Executive Continuity Program is designed as a strategic workforce initiative to preserve institutional knowledge, maintain operational stability, and ensure uninterrupted service delivery during executive retirements and leadership vacancies. As the City experiences retirements among key leadership positions, the program establishes a structured process to retain executive leadership, department directors, and other critical senior management positions approved by the City Manager.

Executive and senior management positions possess significant operational, regulatory, strategic, and organizational responsibilities that are often difficult to immediately replace. Vacancies within these positions may create operational disruptions, delays in strategic initiatives, loss of institutional knowledge, and increased workload demands on remaining leadership staff. The Executive Continuity Program allows experienced retired leaders to provide operational continuity support, mentorship, strategic guidance, and leadership stability in critical executive and senior management positions.

Government agencies throughout the country utilize similar workforce continuity and retiree reemployment programs to support continuity of operations and address critical leadership gaps. Programs such as California's Retired Annuitant Program and federal reemployed annuitant practices are designed to preserve institutional knowledge, maintain continuity of operations, and provide experienced leadership support during executive retirements and workforce shortages.

Program Objectives

The Executive Continuity Program is intended to:

- Preserve institutional knowledge and operational expertise
- Maintain operational stability during executive retirements and leadership vacancies
- Support continuity of strategic initiatives, regulatory oversight, and departmental operations
- Provide leadership continuity in critical executive and senior management positions
- Reduce operational disruptions associated with executive vacancies
- Promote fiscal stewardship through cost-effective workforce strategies
- Minimize long-term employment liabilities through third-party agency arrangements
- Support mentorship, strategic guidance, and organizational continuity

Program Parameters

- Applicable only to executive leadership, department directors, and approved senior management positions
- Limited exclusively to retirees of the Arizona State Retirement System (ASRS)
- Engagements must be operationally justified and approved by the City Manager
- Retirees will be engaged through approved third-party agency arrangements
- Assignments will be aligned with operational continuity and organizational stability needs

- Compensation and contractual arrangements will be administered in accordance with applicable laws, policies, and agency agreements

Financial and Operational Benefits

The Executive Continuity Program provides measurable financial and operational benefits. By utilizing retirees through third-party agency arrangements, the City avoids many long-term employment costs typically associated with traditional employment models, including medical benefit expenditures, retirement system contributions, paid leave accruals, and other benefit-related liabilities. The program also minimizes operational disruptions associated with executive vacancies while supporting fiscal stewardship and organizational stability.

To support cost savings and responsible stewardship of public resources, compensation for retirees participating in the Executive Continuity Program shall generally be established at a rate approximately 25 percent (25%) lower than the individual's final base salary with the City, unless otherwise approved by the City Manager based on operational necessity or market conditions. Compensation for external executive continuity appointments shall be evaluated based on operational necessity, market conditions, experience, and overall fiscal impact to the City, and should generally remain below the total compensation cost of a traditional full-time executive position whenever operationally feasible.

The program further reduces costs associated with executive recruitment, onboarding, and productivity loss by retaining experienced leadership professionals who possess existing operational knowledge, regulatory familiarity, and established organizational relationships.

When external executive recruitment is necessary, compensation and contractual arrangements should be evaluated in consideration of market conditions, operational needs, and overall fiscal impact to the City. The Executive Continuity Program is intended to provide a cost-effective workforce continuity strategy that supports operational stability while minimizing long-term financial obligations.

Organizational Alignment

The Executive Continuity Program reflects the City of Tolleson's commitment to stewardship, accountability, collaboration, and service excellence by supporting operational stability, workforce continuity, and the continued advancement of the City's strategic goals.