

RESOLUTION NO. 0611 Series 2020

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF NORWOOD, COLORADO, AFFIRMING MUNICIPAL RECRUITMENT AND RETENTION OBJECTIVES; ESTABLISHING FINDINGS SUPPORTING ADDITIONAL COMPENSATION AND RETENTION INCENTIVES FOR CERTAIN EMPLOYEES; AND REAFFIRMING THE TOWN'S COMMITMENT TO FAIR, TRANSPARENT, AND FISCALLY RESPONSIBLE COMPENSATION PRACTICES

WHEREAS, the Town of Norwood depends upon experienced and qualified employees to provide effective municipal services, maintain continuity of operations, and carry out the responsibilities entrusted to local government; and

WHEREAS, municipalities throughout Colorado and the surrounding region increasingly compete for a limited pool of skilled and experienced personnel; and

WHEREAS, replacement of key employees may result in increased recruitment costs, training expenses, operational disruptions, loss of institutional knowledge, delays in projects and services, and diminished organizational effectiveness; and

WHEREAS, the Board of Trustees recognizes that certain positions require specialized expertise, leadership abilities, technical knowledge, certifications, professional judgment, and substantial institutional experience; and

WHEREAS, the Board further finds that retention and recruitment tools may be necessary to maintain organizational stability and continuity of municipal services; and

WHEREAS, the Board desires that compensation decisions be based upon objective municipal considerations and not upon favoritism, political considerations, or arbitrary decision-making; and

WHEREAS, the Town has adopted policies authorizing compensation mechanisms designed to recruit and retain highly qualified personnel while preserving fiscal responsibility and compliance with applicable law; and

WHEREAS, the incentives reflected in such policies are intended to preserve "continuity of essential municipal services and organizational independence from political transitions.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF NORWOOD, COLORADO:

Section 1. Legislative Findings.

The Board hereby finds and determines:

- A. Recruitment and retention of highly qualified employees constitutes a legitimate governmental purpose.
- B. Preservation of institutional knowledge and operational continuity serves the public health, safety, and welfare.
- C. Compensation competitiveness is necessary to maintain effective municipal operations.
- D. Market conditions, workload demands, extraordinary responsibilities, employee performance, succession planning, and workforce retention may justify compensation beyond base salary.
- E. Additional compensation may reduce turnover costs and improve organizational effectiveness.

Section 2. Public Policy Statement.

The Town hereby declares that compensation and retention incentives shall be designed to:

1. Promote continuity and stability in municipal operations;
2. Recruit and retain qualified employees;
3. Recognize exceptional service and leadership;
4. Maintain competitiveness with comparable employers;
5. Preserve institutional knowledge and expertise;
6. Promote long-term fiscal responsibility;
7. Ensure transparency and fairness.

Section 3. Objective Factors.

When considering additional compensation, the Town may consider:

- employee experience;
- specialized certifications;
- difficulty of recruitment;
- labor market conditions;
- retention risks;
- succession planning needs;
- extraordinary duties;
- project completion;
- leadership responsibilities;
- measurable performance outcomes;
- compensation studies;
- budgetary considerations.

No single factor shall control.

Section 4. No Entitlement Created.

Nothing in this Resolution creates:

- a contractual right;
- a vested benefit;
- an entitlement to compensation;
- a property interest in employment.

Compensation decisions remain discretionary and subject to appropriations.

Section 5. Annual Review.

The Town Manager shall periodically review recruitment and retention conditions and may report findings and recommendations during annual budget discussions.

Section 6. Transparency.


The Board reaffirms its commitment that compensation decisions shall be made in a manner intended to promote public confidence, accountability, and sound stewardship of public resources.

PASSED, APPROVED, AND ADOPTED this 10 day of June, 2026.

**BOARD OF TRUSTEES
TOWN OF NORWOOD, COLORADO**

By: 
Mayor

ATTEST:

By: 
Town Clerk

This annual resolution can serve two purposes: (1) establish a public record supporting compensation decisions and (2) protect against later criticism that incentives were arbitrary, political, or preferential. I drafted it to create legislative findings and tie compensation to operational needs rather than personalities.