



BOARD OF TRUSTEES MEETING- WORKSHOP

Thursday, March 12, 2026 at 4:00 PM

Palmer Lake Town Hall – 28 Valley Crescent, Palmer Lake, Colorado

LIVE STREAM available on Town website

AGENDA

This agenda is subject to revision 24 hours prior to commencement of the meeting.

The Board of Trustees values public comment on issues relevant to Town government. To permit the fair and orderly expression of such comments, the Board will adhere to the following rules for public comment, whether for an agenda item or during public comment for non-agenda items brought by the public.

A speaker must be recognized by the Mayor to step to the podium, sign in, use the microphone, state name and address for the record, and address comments solely to the Board, as a whole.

Each speaker is limited to 3 minutes, cannot pool time with another, and each speaker may only speak once per topic. Civility and respect is required. Comments should not be directed to Town staff, individual Board members or to public members. Comments or disruption from audience members not recognized by the Mayor are prohibited. Points already made should not be duplicated. Only written comments limited to one page will be permitted. Public members are also invited to submit comments by email to be distributed to the Board separately. Note that comments submitted to the Board are public record. Please understand that the Board will listen and consider public comments; however, members will not discuss or take action on your comment but may refer it to staff and/or a future meeting for discussion.

Thank you for your cooperation.

Call to Order

Introductions/Presentations

Roll Call

- 1.** Interview/Review Firms Responding to the Request for Proposals (RFP) for Legal Services
JVAM - A Mountain Law Firm 4:00PM
WHF - Wyatt, Hamilton, Findlay 4:30PM
Zuckerman Legal - Harmon Zuckerman 5:00PM

Public Comment - Public comments are encouraged to be emailed to the Town office at info@palmer-lake.org with subject line of Public Comment (24 hours prior to meeting) and shall be distributed and read at the meeting. Otherwise, please be recognized to speak, sign in, and address the Board on matters not on the agenda. Thank you!

Americans with Disabilities Act

Reasonable accommodations for persons with a disability will be made upon request. Please notify the Town of Palmer Lake (at 719-481-2953) at least 48 hours in advance. The Town of Palmer Lake will make every effort to accommodate the needs of the public.



Item 1.

**TOWN OF PALMER LAKE
BOARD OF TRUSTEES - AGENDA MEMO**

DATE: March 12, 2026	ITEM NO.	SUBJECT: Legal Services RFP Staff Review
Presented by: Glen Smith Interim Town Administrator		

Purpose

The purpose of this memo is to provide the Board of Trustees with staff feedback on the attorney proposals, per the RFP Selection Process.

Background:

Questions for the attorneys were compiled based on all department supervisors' feedback. These questions are provided in both the workshop and regular meeting packets for the board to consider including in the attorney interviews.

Per the RFP Selection Process, a rating sheet was provided to the department supervisors to rate each proposal in the areas Quality & Thoroughness of the Proposal, Municipal Government Experience, and Consultant's Past Performance. This rating sheet is provided in the workshop packet as an optional tool for the board to use in their attorney reviews.

Each department supervisor rated each proposal. The town administrator rated the proposals on Completeness in regard to the RFP's specifically Requested/Required Information. The cost ratings were calculated as a function of the anticipated fees. The categories were weighted and the results were ranked accordingly. These ratings will be provided at the board meeting, tabletop.

ATTORNEY RFP

	Weight	Max	STAFF RATINGS		
			JVAM	WHF	Zuckerman
Quality & Thoroughness of the Proposal	20	100			
Municipal Government Experience	30	100			
Consultant's Past Performance	30	100			
Completeness (Requested/Required Information)	10	100			
Cost Ratings (see attached)	10	100			
WEIGHTED SCORE	100	n/a			
RANK					

STAFF COMMENTS/QUESTIONS - Please be specific to Colorado

1. How did you hear about this opportunity, and what motivated you to apply?
2. What experience do you have with municipal fire departments?
3. What experience do you have dealing with railroads, CDOT, county road maintenance, land use, ROW and property line disputes?
4. Describe your experience, if any, working with water attorneys, right, or laws.
5. What is your experience with public safety, law enforcement.
6. Do you have experience with elections, liquor and marijuana licensing, municipal court?
7. Please describe any involvement in litigation in which you advised or defended related to CORA and open meeting law in the past 5 years.
8. How would you describe your workload capacity and response time in a typical day or week.
9. Can you commit to attending 3-4 regular meetings each month, and what is your availability for additional/special meetings?
10. What Colorado municipal-related organizations are you a member of (CML, CIRSA, etc.)?
11. In your opinion, what are the benefits of the firm being a sole practitioner or a group of lawyers versus the other?
12. Are any of your fees or rates open to negotiation? "Yes" or "no" response only.

	Year	Rate/hr	Hours	Charges	Travel	Total
Krob Law	2024	\$ 175.00	565.10	\$ 98,893	\$ -	\$ 98,892.50
Krob Law	2025	\$ 175.00	565.13	\$ 98,898	\$ -	\$ 98,897.50

RFPs

ESTIMATES

Name	Period	Rate/hr	Hours	Charges	Travel	Total	Increase
JVAM	12 mos	\$ 325.00	565.00	\$ 183,625	\$ 15,000	\$ 198,625	\$ 99,728

Notes: Average attorney rate is \$300.
Estimate 30 round trips.

Rates

For the Town of Palmer Lake, we will provide special reduced hourly billing rates for legal fees.

	Standard Rate	Special Rate for Town of Palmer Lake
Kent Whitmer	\$450	\$350
Partners	\$425 - \$605	\$300 - \$350
Associates	\$250 - \$325	\$250
Paralegals	\$195	\$135

Expense Categories	Proposed Rates
Travel from Winter Park to Palmer Lake	\$500/round trip
Black & White printing in excess of 500 pages	\$0.25/page
Color printing in excess of 500 pages	\$0.10/page
Postage in excess of 20 mailers	\$0.75/mailer

Zuckerman Legal LLC	12 mos	\$ 245.00	565.00	\$ 138,425	\$ 9,000	\$ 147,425	\$ 48,528
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Notes: Estimate 30 round trips, 2 hours each.
Add mileage in addition to travel expense?

FEES AND COSTS: The Town will pay fees for the legal services the Firm performs on the Town's behalf. The hourly rate which would be charged by Harmon Zuckerman, Esq. for this matter is \$245.00, and fees will be assessed as the amount of time Mr. Zuckerman spends working on Town matters (in tenths of an hour) multiplied by the hourly rate. Travel to and from regularly scheduled meetings of the Board of Trustees will be charged at \$150.00/hour. All other Town-related travel will be charged at the regular hourly rate. The Firm will require reimbursement for any cost incurred by the Firm in connection with its handling of Town matters, including but not limited to mileage (at the current IRS per-mile rate), other travel-related expenses, postage, and service of process.

C.R.S. § 6-1-737(3)(b)(II) disclosure:

The total price for legal services to be provided under this Proposal cannot be precisely determined at this time due to the nature of legal work. Time spent working on municipal matters and reimbursement of expenses incurred in the Firm's representation of the Town will be the basis for the total price.

WHF - Wyatt Hamilton Findlay	12 mos	\$ 240.00	565.00	\$ 135,600	\$ -	\$ 135,600	\$ 36,703
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Notes: Travel charges?
Quarter-hour increments not allowed by state law.

PREDICTABLE & TRANSPARENT PRICING

TRADITIONAL HOURLY SERVICE

Our uniform billable hour structure is simple, transparent, and predictable. All of our attorneys charge the same flat hourly rate of \$240/hr for general legal matters and \$275/hr for litigation matters. We also charge \$120/hr for the services of our paralegals. We bill in quarter-hour increments.¹

TOWN OF PALMER LAKE 2026 - REQUEST FOR PROPOSAL TOWN ATTORNEY



A Mountain Law Firm

February 5, 2026
Town of Palmer Lake
42 Valley Crescent
Palmer Lake, CO 80133

To Glen Smith and The Town of Palmer Lake Board of Trustees:

JVAM PLLC is pleased to submit this proposal in response to the Town of Palmer Lake’s Request for Proposals for Town Attorney. JVAM offers a deep bench of experienced municipal attorneys prepared to provide comprehensive legal services, including strategic counsel on complex matters and day-to-day advisory work arising from governance, personnel, land use, and related municipal issues.

JVAM proposes a dedicated team led by partner Kent Whitmer, with support from partners Katie Randall and Sean Lemieux, attorneys Cooper Gehle and Jessica Karikas, and legal assistant Catherine Trotter. This team is well positioned to deliver responsive, practical, and cost-effective legal support tailored to the needs of the Town of Palmer Lake. Each member would be used extensively, with Kent’s oversight. Each team member has unique talents that would be utilized to the benefit of the Town of Palmer Lake.

I bring over 37 years of Colorado legal experience and a broad practice encompassing municipal law, real estate, water, special districts, and civil litigation. My familiarity with Colorado’s statutory framework and my pragmatic approach to municipal problem-solving enable me to address the full range of issues typically confronting a town attorney.

I currently serve as Town Attorney for the Town of Fraser, Colorado, a statutory municipality, a role I have held since August 2021. In that capacity, I have provided comprehensive legal counsel to the Town, including representation in one of the most significant matters in Fraser’s recent history. The case involved litigation brought by the Town’s largest developer concerning approximately 110 acres of land. After five years of litigation, including a 13-day preliminary injunction hearing and a subsequent trial, I successfully defended the Town on all claims and secured an award of the town’s full costs and attorney fees, exceeding \$1.3 million. The matter received regional attention and was featured in [Sky-Hi News](#).

Beyond complex litigation, I routinely advise on the full spectrum of municipal legal matters, including public works and service contracting, personnel and employment issues, land use review, code enforcement, eminent domain, board and trustee representation, Colorado Open Records Act compliance, resolution drafting and review, and liquor licensing. This breadth of experience ensures continuity, sound judgment, and practical guidance in both routine operations and high-stakes matters.

In addition to my current service as town attorney, I represent multiple special districts, work that closely parallels the duties and responsibilities of municipal counsel. This experience further reinforces my familiarity with governance, statutory compliance, contracting, and public entity operations.

I also bring substantial business experience that informs my legal judgment. Early in my

career, I became a business owner in Grand County, where I developed a practical understanding of operations, finance, and risk management while expanding my legal practice in real estate law. During this period, I founded and operated a solo law practice focused exclusively on real estate matters.

In response to broader economic conditions during the Great Recession, I expanded my practice to include civil litigation and trial work, collections, business formation, and general business advisement. I have since owned and managed a successful business, built and led a successful law firm, which later absorbed three retiring firms to expand my experience to include HOA and private clients and water law, before merging with JVAM, where I now serve as an equity partner.

This combination of municipal, special district, litigation, and business experience provides me with a well-rounded and pragmatic perspective when advising public entity clients. My background allows me to quickly assess legal issues in their operational context and provide sound, efficient guidance grounded in real-world experience.

I am backed by a team of partner attorneys, associates, and paralegals with decades of experience that provide clients of JVAM with responsiveness and capabilities above and beyond the typical regional firm.

We understand the importance of fostering a collaborative environment to address shared complex issues that arise for the Town of Palmer Lake. Our approach emphasizes open communication and cooperation among all stakeholders, ensuring that solutions are both legally sound and practically effective.

We are confident in our ability to effectively represent the Town of Palmer Lake in all municipal matters. Our team's extensive experience and commitment to excellence make us well-suited to handling the complexities of your municipal, personnel, and land use matters.

Sincerely,



Kent Whitmer
Partner

About Kent's Team

Katie Randall is a partner at JVAM whose practice focuses on water rights and local government representation, serving special districts, water conservancy districts, and private property owners throughout Colorado's West Slope. She has substantial experience with Water Court adjudications, well permitting, and water rights due diligence in connection with real estate transactions. Her deep understanding of Colorado water law and regulatory processes allows her to provide effective, practical counsel in complex water rights matters.

Sean Lemieux is a partner at JVAM with more than 25 years of legal experience, serving clients across Grand County and Colorado's mountain communities. His practice encompasses complex family law, estate planning, and probate litigation, with extensive experience representing clients in both trial and appellate courts. Drawing on decades as a sole practitioner, Sean provides strategic, practical counsel grounded in sound judgment and effective advocacy.

Cooper Gehle is an associate attorney with experience supporting a range of legal matters following his admission to practice in Colorado. He earned his law degree, magna cum laude, from Michigan State University College of Law and brings a strong academic foundation and practical experience from prior legal roles in both private practice and legal services. His background and training enable him to provide thoughtful, detail-oriented support to clients across a variety of legal issues.

Jessica Karikas is an attorney at JVAM whose practice encompasses real estate and transactional matters, water rights, land use and development, business formation, and estate planning and probate. She brings a multidisciplinary background in environmental science and law, with experience in contract drafting, legal analysis, and litigation support. Her strong attention to detail and commitment to effective advocacy allow her to provide thoughtful, reliable counsel to clients across a range of complex legal matters.

Catherine Trotter is a Legal Assistant at JVAM with substantial experience supporting real estate, water, business, and local government matters. She brings over two decades of municipal planning leadership as former Town Planner for the Town of Fraser, with deep expertise in land use regulation, zoning, and governmental processes. Her combined background in legal operations and public sector planning provides JVAM clients with informed, reliable support in complex regulatory and transactional matters.

About JVAM

JVAM has office locations in Aspen, Basalt, Glenwood Springs, Buena Vista, Fraser Valley, Paonia, Salida, and Winter Park. We serve the Arkansas River Valley, the Roaring Fork Valley, and clients' needs and interests across Colorado.

Our lawyers are sophisticated, approachable, practical, and reasonable. Their experience across real estate, business, water rights, contracts, leases, litigation, and more areas of the law equips them to serve the broad and unique needs of people who live and do business in our mountain communities. Our attorneys are down-to-earth people who deliver work that is cost-effective and worth your investment.

Why JVAM?

JVAM hosts a capable team of attorneys, paralegals, and assistants well situated to meet the expectations and needs of the Town of Palmer Lake. We propose Kent Whitmer primarily support the Town of Palmer Lake with the support of our 19 other attorneys and 9 paralegals and legal assistants.

JVAM's attorneys are free to focus on the needs of their clients. By maintaining a well-trained team of assistants and administrators, our attorneys are unencumbered by the day-to-day demands of business management and solely focused on clients' priorities.

JVAM utilizes an experienced team of paralegals that bill at favorable rates to ensure that legal administrative steps such as filings, docketing, and general preparations, communications, and facilitations, are managed in the most cost-effective manner possible for clients. This allows our attorneys to focus on substantive work, communications, and collaboration with the greatest benefit to the clients we represent.

JVAM also maintains a team of dedicated financial professionals who ensure billing, payments, and any other financial logistics are handled in the most efficient, clear, and cost-effective manner possible.

Conflicts of Interest

Currently, we have determined no known conflicts of interest with existing or previous clients of JVAM PLLC.

Meeting Attendance

Attorneys representing the town would be willing to attend in-person or remote as decided by the town manager, the town trustees, and the attorney attending the meeting.

Terms & Fees for Service

JVAM invoices clients for services on an hourly basis, billed in 1/10th of an hour increments. Additionally, JVAM invoices clients for all expenses incurred on the client's behalf. Invoicing occurs monthly. For our municipal clients, we provide Net 60 terms. More details regarding terms of service, invoices, and other information may be found in the engagement agreement attached.

Rates

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Kent Whitmer	\$450	\$350
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Postage in excess of 20 mailers	\$0.75/mailer

Project Experience

Per the request of the proposal, please see a list of similar work experience with a comparable service scope for Kent.

- 1. Grand County Title and Escrow Company, Inc.** – Grand County, CO
Owner & Manager
Provided legal and managerial oversight for complex title, real estate, and land use matters, developing extensive experience in property transactions and regulatory compliance.
- 2. The Whitmer Law Firm, LLC** – Grand County, CO
Owner & Manager
Led a diverse legal practice with a focus on real estate, land use and development, water law, business formation, and civil litigation.
- 3. The Whitmer Law Firm, LLC** – Grand County, CO
Principal Attorney
Expanded the firm’s practice to include representation of multiple governmental entities, serving as general counsel and providing comprehensive municipal legal services
- 4. Additional Comparable Experience**
Town Attorney – The Town of Fraser
General Counsel – Middle Park Water Conservancy District, Granby Sanitation District, Grand County Water and Sanitation District, Winter Park Water and Sanitation District

Insurance Information & Limits

Per the request of the proposal, JVAM’s professional liability insurance provider is QBE, with limits of \$2,000,000 per claim and \$2,000,000 annual aggregate.

References for Kent Whitmer

Town of Fraser

Michael Brack – Town Manager
mbrack@town.fraser.co.us

Winter Park Water & Sanitation District

Kent Bossard – President
kentb@wpwsd.com

Grand County Water and Sanitation District

William Buff Borrás – Manager
wborras@gcws1.com

Granby Sanitation District

Tom Swift – Manager
tomswift@granbysanitation.com

Middle Park Water Conservancy District

Jack Buchheister – Board President
jack@westportalprop.com

Additional professional references are available upon request.

KENT WHITMER

Fraser, CO | kent@jvamlaw.com | 970-531-1126

BAR ADMISSIONS

Admitted to practice in: Wyoming (1989); Montana (1990); Colorado (1992)

EDUCATION

FORT LEWIS COLLEGE, Durango, CO
BA in Business Administration, 1984

UNIVERSITY OF COLORADO, Boulder, CO
MBA and JD, 1989

EXPERIENCE

JVAM LAW, Fraser, CO

Equity partner, 2025 — Present

- Merged The Whitmer Law Firm with JVAM to acquire access to significant legal depth and support

THE WHITMER LAW FIRM LLC, Grand County, CO

Owner & Manager, 2016 — 2025

- Expanded practice to include government entity general counsel representations, including Town Attorney for The Town of Fraser, and General Counsel for Middle Park Water Conservancy District, Granby Sanitation District, Grand County Water and Sanitation District, Winter Park Water and Sanitation District
- Purchased retiring attorney Rich Newton’s law practice in 2016, creating exposure to representing HOA and private clients.
- Purchased retiring attorney Stan Cazier’s law practice in 2018, expanding practice areas to include water clients, water conservancy districts, water and sanitation districts, and district client representation
- Purchased retiring attorney Rod McGowan’s law practice, becoming Town Attorney for Fraser and general counsel for a sanitation district in Granby.

GRAND COUNTY TITLE AND ESCROW COMPANY INC, Grand County, CO

Owner & Manager, 1991 — 2015

- Extensive experience in title, real estate, and land use matters.

THE WHITMER LAW FIRM LLW, Grand County, CO

Owner & Manager, 1991 — 2015

- Practice areas in real estate, land use, development, water, business formation, and civil litigation.
- Expanded practice to civil litigation, trial work, collections, business formation, and advisement.

THRONE LAW FIRM, Sheridan, WY

Associate Attorney, 1989 — 1991

- General practice with an emphasis on oil and gas law, developing skills in real estate law and title examination, civil litigation, family law, and collections
- Diversified practice areas to assist the County Attorney with litigation matters on an ad hoc basis

SKILLS

- 37 years of diverse business and legal experience
- Ability to quickly assess a situation and determine the real issues at hand
- Common-sense approach to problem-solving



PROPOSAL

Legal Services for the Town of Palmer Lake

Wyatt Hamilton Findlay, PLLC
200 Quebec St., Ste 300-111
Denver, CO 80230

www.whflegal.com

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WYATT HAMILTON FINDLAY, PLLC

MUNICIPAL LAW | ECONOMIC DEVELOPMENT | LAND USE

February 3, 2026

RE: Proposal for Town Attorney
Town of Palmer Lake

Honorable Mayor and Board,

We are honored to present this proposal to you, underscoring our deep commitment to the continued and future prosperity of Palmer Lake.

Having proudly served as counsel for more than thirty cities and towns, we appreciate the tremendous effort required to safeguard the authentic essence of rural communities while orchestrating the managed growth that residents and local businesses aspire to achieve. Our firm's extensive experience spanning decades equips us with a profound understanding of internal Town operations and Board dynamics.

Within this proposal, you will find detailed information about our firm's philosophy, our team's qualifications, and our modern, tailored approach to meeting your specific needs.

Your consideration means the world to us. Together, we believe we can build a collaborative relationship that will support your visionary goals and elevate the future of Palmer Lake.

Best regards,



Whitt Wyatt
Managing Member - Legal Services
Wyatt Hamilton Findlay, PLLC

📞 972.762.6418

@ whitt@whflegal.com

Contents: Statement of Qualifications
Appendix A – Firm Resumes



FIRM INTRODUCTION

WHF is a full-service municipal law firm with decades of experience representing all types of local governments. Our team has served as city attorney; economic development counsel; litigation counsel; municipal insurance defense counsel; municipal judge, prosecutor, and police legal advisor for more than 30 cities, towns, and local governments across Colorado and Texas.

Our attorneys are experienced in handling the demands of growing communities, presently serving as legal counsel for clients with as few as 150 residents to urban communities with hundreds of employees and budgets exceeding \$150 million. We also have a deep understanding of the challenges facing traditionally rural and suburban communities where new and redevelopment activity are at the forefront, having handled multiple economic development projects with construction values in the hundreds of millions of dollars. Our full-service municipal practice further includes:

- Municipal General Counsel
- Public Safety & Law Enforcement
- Real Estate Transactions
- Zoning & Land Use
- Condemnations & Eminent Domain
- Employment / HR Law
- Development Agreements & Annexation
- Colorado Open Records Act (CORA)
- Colorado Open Meetings Law
- Economic Development
- Parks & Recreation Services
- Litigation & Defense
- Municipal Prosecution
- Code Enforcement & Substandard Buildings

SERVICE PHILOSOPHY

FLEXIBILITY

We approach our role with an unwavering commitment to neutrality and adaptability, ensuring that the interests of the Board and staff are our sole focus. We affirm that our commitment to Palmer Lake goes beyond a mere professional obligation – it's a dedicated partnership rooted in understanding and supporting your unique objectives. Our philosophy is simple yet profound: Your agenda is our agenda. This principle hinges on aligning ourselves entirely with the Town's strategic vision – understanding, collaborating, and championing the goals and objectives set forth by the Board and staff from day one. With WHF, the focus remains steadfast on molding our approach to align perfectly with the distinctive essence of Palmer Lake, ensuring your Town's needs are always our top priority.

“ On behalf of the Town of Log Lane Village, I would like to say that it has been a pleasure working with **Dan** and **Whitt**. They are a very professional, efficient and reliable team. Anytime my staff or I had a question or concern, they were available to answer in a timely manner. I would highly recommend their services. ”

~ Naomi Zuniga, Mayor of Log Lane Village

“ I can't recommend **Wyatt Hamilton Findlay** highly enough for Municipal legal counsel. There are a lot of legal firms with the technical skills to fulfill their contractual obligations, but what sets them apart is their customer service and the relationships they build with their clients. Their responsiveness is top notch, no matter the issue. If you have the chance to enter into a contract with **Wyatt Hamilton Findlay**, don't hesitate to do so – you won't regret your decision. ”

~ Amy Nasta, Florence City Manager (Former)

“ **Whitt** brings an exceptional blend of experience and common sense and stands out as a true professional. His unique approach to issues sets him apart from any other city attorney I've worked with previously. ”

~ Director of Public Works and Engineering





RESPONSIVENESS

Responsiveness forms the bedrock of trust and efficacy between the Town and its legal counsel. In a world where instant access is the norm for everyday services, we firmly believe that the Town's legal counsel should exemplify the same immediacy. Our commitment to you extends beyond business hours – we are available around the clock, 24/7, through in-person and virtual meetings, phone calls, emails, or text messages. Our aim is to seamlessly integrate into your team, just a 'click' or 'tap' away at any given moment. Familiar with the varied and intricate daily workings of councils and staff, we swiftly adapt to your workflows, adjusting our internal processes to align with the anticipated needs of the Town. We recognize that unexpected questions are a part of the landscape and we are always poised to address these matters promptly, ensuring your concerns are met without delay.

“ I would highly recommend the law firm, **Wyatt Hamilton Findlay**. Their responsiveness to our needs and knowledge of municipal law are impeccable. They helped our Town through a transitional period and guided us through complex issues. We trust them completely to protect our interests and help us serve our residents effectively. ”

~ Erin Christie, Westcliffe Town Clerk



COLLABORATION

Distinguishing ourselves in the municipal legal landscape, our firm operates uniquely with a roster of highly experienced partners, each deeply immersed in the intricacies essential for effectively working with boards, councils and staff. Embracing an exclusive partner-only model, we emulate the flat organizational structure often characteristic of in-house positions. This model ensures unrestricted access to our seasoned attorneys, who are all well-equipped to swiftly address any issue that may surface. Our local government practice stands apart from the conventional law firm model still prevalent in municipal law firms today.

We pride ourselves on our ability to become an extension of your Board and staff, leveraging our comprehensive understanding of your daily operations to anticipate issues before they arise. At WHF, we utilize the latest cloud-based project management software to ensure you have real-time access to the status of all legal projects on which the firm's attorneys are working. This approach guarantees staff and Board alike are always informed on the most up-to-date status of the projects we're handling for the Town.



PALMER LAKE'S DEDICATED ATTORNEY TEAM



Alex Phipps
Attorney
Co-Lead Attorney



Dan Findlay
Partner
Co-Lead Attorney



Sarah C. Ross
Partner



Whitt Wyatt
Managing Member,
Legal Services

PALMER LAKE'S DEDICATED SUPPORT TEAM



Tiffany Camelin
Paralegal



Cassie Gunther
Paralegal

CURRENT CLIENT LIST

The following represent the current local government clients that the firm serves as city attorney or general counsel:

- City of Colleyville
- City of Florence
- City of Mansfield
- City of Maypearl
- City of Palmer
- City of Quitman
- City of Yantis
- Town of Addison
- Town of Brock
- Town of Dennis
- Town of Log Lane Village
- Town of Mobile City
- Town of Moffat
- Town of Westcliffe
- Town of Williamsburg
- Colleyville Tax Increment Financing District
- Colleyville Economic Development Corporation
- Maypearl Economic Development Corporation
- Palmer Economic Development Corporation
- Quitman Economic Development Corporation

STATEMENT OF NO CONFLICTS

Our client-first service model means we never seek to represent other clients that pose a potential conflict with your representation. In the unlikely event a conflict should ever arise in the course of our representation, we would promptly and openly address the conflict with all parties involved and immediately resolve the conflict in conformance with the applicable rules of ethics and professional responsibility.

PREDICTABLE & TRANSPARENT PRICING

TRADITIONAL HOURLY SERVICE

Our uniform billable hour structure is simple, transparent, and predictable. All of our attorneys charge the same flat hourly rate of \$240/hr for general legal matters and \$275/hr for litigation matters. We also charge \$120/hr for the services of our paralegals. We bill in quarter-hour increments.¹

CUSTOM SERVICE STRUCTURES

Our team's core mission is to serve the Board and staff with the same convenience of an in-house attorney, but with the breadth of experience only a team of experienced lawyers can provide. We are therefore open to discussing any specific fee arrangements that would help remove any barriers to us providing you the best service possible.

DETAILED INVOICING AND EXPENSES

The Town will receive detailed invoices for all legal services provided over the course of each month that include the total time spent on each matter, the identity of the person(s) working on the matter, and a summary of the services provided. We strongly believe that fully transparent billing practices are one of the most important factors in providing quality legal services to our clients. We do not charge markup or overhead expenses. Pre-approved expenses will always be charged at cost; these include photocopies, postage, courier service, and reimbursement for mileage at current IRS rates. We may adjust our general schedule of rates periodically.

¹ Firm's rate schedule is subject to a market-based adjustment annually on October 1st

INSURANCE COVERAGE

We are insured by Hanover Insurance Company for a \$1,000,000 policy with a \$5,000 deductible. Neither the firm nor the attorneys we are proposing represent the Town have ever been sued for malpractice.

TECHNOLOGY

We invest heavily in the latest technologies to facilitate a collaborative working relationship with our clients, particularly our rural communities. We utilize both Microsoft Office 365 and Google's cloud-based platforms. For client administration and billing we use Clio, an established cloud-based law firm management platform. For both internal and external communication, we regularly use all established remote meeting platforms, including Zoom, Microsoft Teams, Google Meets, and Webex so that we can be "in the room" at a moment's notice. We also utilize GovDox document automation in connection with our comprehensive collection of forms, contracts, resolutions, and ordinances commonly used by municipalities.



SELECT REFERENCES

WHF has served as city attorney for the following references:

Steve Wolfe

Mayor, City of Florence

steve.wolfe@florencecolorado.org

☎ 719.371.5908

Amy Nasta

City Manager (Former), City of Florence

☎ 719.280.7802

James Attaway

City Manager (Former), City of Quitman

☎ 903.315.7789

Naomi Zuniga

Mayor, Town of Log Lane Village

zuniga.naomi@yahoo.com

☎ 970.867.8027

Jerry Ducay

City Manager, City of Colleyville

jducay@colleyville.com

☎ 817.503.1116

We would be happy to provide additional references upon request.

“ What truly sets **Dan**—and more recently **Alex**—and the entire team at **Wyatt Hamilton Findlay** apart is their accessibility and communication. They are available when you need them, responsive, and proactive. On many days, I speak with **Dan** more than anyone else, which speaks volumes about both his commitment to the City and the strength of our working relationship. ”

~ Lori Cobler, Florence City Manager



APPENDIX A

FIRM RESUMES





alex@whflegal.com

📞 919-423-7418

ALEX PHIPPS

Alex joins the firm after spending the majority of his career working on state and local government legal issues. After several years at a large law firm working in real estate and land use, Alex spent nearly a decade working for state agencies in a general counsel capacity, advising public bodies on open government, legislation, and contested case proceedings. He also spent several years working as the senior legal research associate for the UNC School of Government, assisting professors with legal issues related to local government. Alex has deep respect for public service and the expectations and challenges that public servants face when responding to the needs of constituents.

PROFESSIONAL QUALIFICATIONS

Wyatt Hamilton Findlay, PLLC Attorney	2025 - Present
University of North Carolina, School of Government Senior Legal Research Associate	2022 - 2025
Texas Department of Licensing and Regulation Assistant General Counsel	2019 - 2022
Texas Board of Dental Examiners General Counsel (2018-2019) Litigation Manager (2014-2018)	2014 - 2019

BAR ACCEPTANCE + CERTS

Texas Bar, 2009
North Carolina Bar, 2022
Colorado Bar, 2025

EDUCATION

University of Texas School of Law (J.D.)
University of North Carolina (B.A.)

SKILLS + EXPERTISE

Municipal Law and Elections
Public Real Estate Transactions
Public Safety and Law Enforcement
Land Use and Annexation
Open Meetings and Transparency
Open Records and Public Information Act



DAN FINDLAY

Dan is a Western Colorado native with a passion for the state’s singular natural environment. He has served as City Attorney for multiple Colorado municipalities and with the Colorado Division of Parks and Wildlife, where he developed a wealth of knowledge and a deep understanding of the relationship between state and local governments. Born and raised on the Western Slope, Dan has a place in his heart for local Colorado communities and, with his extensive experience in the public sector, brings incredible value and perspective to our Colorado clients.

dan@whflegal.com

📞 970-270-2405

PROFESSIONAL QUALIFICATIONS

Wyatt Hamilton Findlay, PLLC
Partner

2022 - Present

Colorado Parks & Wildlife
Procurement Director

2012 - 2022

BAR ACCEPTANCE + CERTS

Colorado Bar, 2010

EDUCATION

University of North Carolina School of Law (J.D.)
University of North Carolina (B.A.)

SKILLS + EXPERTISE

Municipal Law and Elections
Public Real Estate Transactions
Public Safety and Law Enforcement
Land Use and Annexation
Open Meetings and Transparency
Open Records and Public Information Act
Economic Development
Parks and Recreation Services
Strategic Community Development



SARAH C. ROSS

Sarah, with her 12+ years of experience in agency representation and government relations, offers a unique understanding of governmental operations. Formerly Deputy Chief Counsel for the Arkansas Department of Human Services, managing a team of 100+ and developing statewide litigation strategies, she now represents Colorado and Texas municipalities, specializing in zoning, land use, code enforcement, and litigation. Additionally, Sarah currently serves as the Local Licensing Authority for the Town of Moffat.

sarah@whflegal.com

📞 903-701-2908

PROFESSIONAL QUALIFICATIONS

Wyatt Hamilton Findlay, PLLC

Partner

2023 - Present

Arkansas Department of Human Services

Office of Chief Counsel – Little Rock
Deputy Chief Counsel – County Legal Operations

2022 - 2023

Arkansas Department of Human Services

Office of Chief Counsel – County Legal Operations
Supervising Attorney – Regional Legal Litigation (2014-2022)
Attorney Specialist (2011-2014)

2011 - 2022

BAR ACCEPTANCE + CERTS

Arkansas Bar, 2006
Texas Bar, 2023
Colorado Bar, 2024

SKILLS + EXPERTISE

Municipal Law and Elections
Law and Code Enforcement
Legal Operations Management
Government Relations
Permitting and Licensing
Litigation
Legislative Processes
Zoning and Land Use
Municipal Prosecution

EDUCATION

University of Arkansas Bowen School of Law (J.D.)
Texas A&M – Texarkana (B.S.)



WHITT WYATT

Whitt's 17+ year career has been dedicated to advocating for local governments, with a primary focus on serving municipalities as City Attorney. Bringing a wealth of experience in the realm of local governance, Whitt has been a trusted legal advisor for more than 30 cities and municipalities, providing all manner of legal services while specializing in community development and land use law as well as general counsel services. A Denver resident since 2019, Whitt is committed to serving Colorado municipalities and expanding the firm's presence in the state.

whitt@whflegal.com

📞 972-762-6418

PROFESSIONAL QUALIFICATIONS

Wyatt Hamilton Findlay, PLLC

Managing Member – Legal Services

2022 - Present

Wood Banowsky, PLLC

Managing Partner – Local Government and Land Use

2019 - 2022

GovDox

Owner

2018 - Present

Nichols Jackson

Partner – Municipal Law and Land Use

2007 - 2019

BAR ACCEPTANCE + CERTS

Texas Bar, 2007

Colorado Bar, 2019

Certified Law Enforcement Instructor, 2007

SKILLS + EXPERTISE

Strategic Community Development
Public Safety and Law Enforcement
Public Real Estate Transactions
Condemnation and Eminent Domain
Municipal Law and Elections
Zoning and Land Use Annexations
Open Meetings and Transparency
Economic Development
Parks and Recreation Services

EDUCATION

Oklahoma City University School of Law (J.D.)

Oklahoma State University (B.S.)

SUPPORT TEAM



Tiffany Camelin
Paralegal

Tiffany serves as a paralegal and as the firm's records manager, helping to review, redact, and submit documents in response to CORA requests. She has exemplary organization and time management skills to perform administrative and clerical duties. Prior to joining WHF, Tiffany worked as a Police Records Manager for seven years.

SKILLS + EXPERTISE

Public Information Act
Microsoft Office Suite
Time Management
Attorney Support
Strong attention to detail
Lexis Nexis
NIBRS



Cassie Gunther
Paralegal

Cassie brings 10+ years of paralegal experience to the firm, specializing in municipal and civil litigation. Her background includes a decade with a city attorney's office, where she handled cases from various legal disciplines and levels, and a stint with a school district delving into education law. Cassie is known for her proactive approach, strong analytical skills, and meticulous attention to detail, all of which make her such an exemplary member of the WHF team.

EDUCATION

State University of New York at Canton
University of Texas at Arlington

Zuckerman Legal

1500 N Grant St # 5538

Denver, CO 80203

www.zuckerman-legal.com

720.357.4294

Town of Palmer Lake

Glen Smith, Interim Town Administrator

42 Valley Crescent | PO Box 208 | Palmer Lake, CO 80133

Delivery via electronic mail at gsmith@palmer-lake.org

Response to Request for Proposal – Legal Services

I. Introduction/Executive Summary

Zuckerman Legal LLC (the “Firm”) was founded by Harmon Zuckerman in 2025 as a boutique law practice dedicated to providing outstanding legal advice to a variety of clients in the areas of land use, water law, real estate, and civil litigation. Previously, Harmon was a partner in the Boulder law firm of Frasca, Joiner, Goodman, and Greenstein, P.C., where he practiced for just over a decade. Harmon became an attorney after two previous careers, one in real estate finance, construction, and construction management, and the other in city, regional, and environmental planning.

As a way of giving back to the community, Harmon has served on the City of Boulder’s Planning Board (2016-2021) and Open Space Board of Trustees (2023-2030). He has recently worked as outside counsel for the Town of Granby, often engages in both collaborative and adversarial roles with counties, cities, and towns across the state of Colorado, and stays abreast of the ever-changing statutory and common law landscape as it relates to municipal and land use affairs.

II. Scope of Work

Harmon Zuckerman enjoys working with boards and staff and understands board and staff dynamics. He is dedicated to doing the people’s business and has experience and expertise in most of the areas in the Town Attorney scope of work, including:

- Drafting agreements, contracts, resolutions, and ordinances
- Advising boards and staff
- Attending board and commission meetings
- Colorado Open Meeting and Open Records law
- Drafting purchase agreements, easements, variances, rights of way and other property and land use documents
- Drafting legal opinions on municipal or other legal matters
- Reviewing actions for compliance with ordinances, laws, and legislative changes
- Coordinating with litigation counsel

If the Town of Palmer Lake selects Zuckerman Legal, it would be a first for the Firm, and it would be quite an honor for me, Harmon Zuckerman, to be appointed as Town Attorney. Being the attorney for a town will always be interesting and will never be easy, due to the broad range of legal topic areas which can and do arise in the governance of a municipality. While a town attorney should have certain bases of knowledge readily at hand, such as meeting procedure, no town attorney can know the answer to every legal question that arises. As Town Attorney, I cannot guarantee that I will know everything, but I can guarantee that I would know my role, which is always to do what it takes, in timely fashion, to provide non-ideological, non-political, and accurate, clear legal advice to my client. This is what I would strive to do if given the opportunity.

III. Response to Requests for Specific Information

A. Experience With Local Government Specific to Statutory Towns and Municipal Laws

In my practice, I have worked on matters in statutory towns all over the state of Colorado, including the Towns of Blue River and Buena Vista (as it relates to their short term rental ordinances), Castle Rock (special review for mental healthcare facility), Estes Park (special review for lodging; comprehensive plan), Foxfield (code of ordinances), Frederick (annexation; code enforcement), Frisco (Planned Unit Development for theater/club), Granby (contracting for affordable housing warranty), Gypsum (code enforcement; municipal court matter), Jamestown (boundary issue), Lochbuie (annexation), Lyons (water rights; intergovernmental agreement; code enforcement), Morrison (right-of-way matter with CDOT), Nederland (zoning code; code enforcement; annexation), Red Cliff (special use permit for snowmobiling operation), San Luis (acequia policy and recognition), Superior (zoning), Telluride (affordable housing), and Vail (zoning). My work also puts me into frequent contact with local governments state-wide, including counties, home-rule towns, and statutory and home-rule cities, as well as state agencies such as the Bureau of Mine Reclamation and Safety, the Division of Water Resources, and others.

B. Name and Qualifications of the Person Proposed to Provide the Town Attorney Services to the Town

Harmon Zuckerman (see attached resume as well as this Response to RFP for qualifications).

C. Knowledge or Experience That Makes My Firm Particularly Qualified to Fulfill the Town Attorney Duties

I, Harmon Zuckerman, have been participating in the governance of communities for most of my entire professional life dating back to the late 1990s. As a planner, I worked with boards and commissions, serving them by providing clear, concise, and legally sound reports and presentations. I was also involved in the drafting and adoption of multiple plan documents as well as ordinances, which activities regularly involved close collaboration with legal counsel. Because of this background, I have an unusually good understanding – for an attorney – not just of municipal code but also how to interface with elected officials, appointed commission members, other municipal attorneys, staff, and the public. I have used that understanding, as well as my professional expertise as a Colorado lawyer, to become a sought-after private land use attorney and to develop a track record of success in dealing with municipal matters. My approach is generally aimed at finding win-win scenarios where both my private clients and the municipalities can benefit. And as a former law partner, county official, and construction manager, I know that working well together as a team and respecting different viewpoints is important for success.

D. Professional Liability Insurance Carrier and Insurance Limits

Continental Casualty Company (CNA)
 \$500,000 per occurrence
 \$1,000,000 limit

E. Potential Conflicts of Interest

None known.

F. Hourly Rate; Applicable Billable Expenses

The hourly rate proposed to be charged by Harmon Zuckerman, Esq. for representing the Town is \$245.00, with fees assessed as the amount of time spent on Town matters (in tenths of an hour) multiplied by the hourly rate. Travel to and from regularly scheduled meetings of the Board of Trustees will be charged at \$150.00/hour. The Firm will require reimbursement for any cost incurred by the Firm in connection with its handling of Town matters, including but not limited to mileage (at the current IRS per-mile rate), other travel-related expenses, postage, and fees for court filings and service of process.

G. Towns and/or Cities My Firm Has Represented

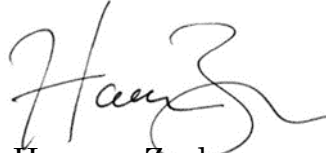
Town of Granby as outside counsel.

H. Selected Municipal Client References

- Town of Granby (Ted Cherry, Town Manager)
- City of Black Hawk (David Spellman, Mayor)
- City of Boulder (Aaron Brockett, Mayor)
- County of Boulder (Dale Case, Director, Community Planning and Permitting)
- Town of Lyons (Brandon Dittman of Williams Wilson Fellman Dittman, Town Attorney)

It is an honor to submit this response to your RFP and to be considered for the position of Town Attorney for the Town of Palmer Lake. Thank you, and I look forward to future communications.

Yours Truly,
Zuckerman Legal

A handwritten signature in black ink, appearing to read "Harmon Zuckerman". The signature is fluid and cursive, with the first name "Harmon" written in a larger, more prominent script than the last name "Zuckerman".

By: Harmon Zuckerman, Esq.
harmon@zuckerman-legal.com

HARMON W. ZUCKERMAN

1500 N Grant St # 5538, Denver, CO 80203

720/357-4294

harmon@zuckerman-legal.com

Work**ATTORNEY**, Zuckerman Legal LLC*Boulder, CO – April 2025 to the present***ATTORNEY**, Frasca, Joiner, Goodman & Greenstein, P.C.*Boulder, CO – January 2014 to the March 2025 (Shareholder from January 2022, Associate Attorney from September 2015 to December 2021, and Law Clerk from January 2014 to August 2015)***ADJUNCT PROFESSOR**, University of Colorado, Boulder*Boulder, CO – January 2020 to May 2023*

- Developed and taught a course entitled “Governing for Sustainable Communities” in the Masters of the Environment Program, Department of Environmental Studies

JUDICIAL INTERN, Judge Christine Arguello, Federal District Court, District of Colorado*Denver, CO – May to August 2013***REGIONAL PLAN UPDATE DIRECTOR**, Tahoe Regional Planning Agency*Stateline, Nevada – July 2009 to September 2011*

- Managed a \$1.5 million EIS; a \$1.25 million annual budget; six staff planners; multiple consultants; and the overhaul of the plan, code, rules of procedure, and zoning system for an area covering parts of six jurisdictions and two states as well as 150,000 acres under federal agency management

PRINCIPAL PLANNER, Douglas County Planning Division*Minden, Nevada – May 2006 to February 2009*

- Promulgated ordinances that capped the residential growth rate, promoted traditional development patterns and density in towns, and incentivized ranchland preservation; completed the Douglas County *Master Plan* and *Open Space Plan*

Other Relevant Professional Experience**PRINCIPAL/OWNER**, ZM Design/Builders, Philadelphia, Pennsylvania – May 2003 to April 2006**PROJECT MANAGER**, Philadelphia Management Company, Philadelphia, Pennsylvania – March 2002 to April 2003**DIRECTOR OF REAL ESTATE AND FACILITY MANAGER**, The Enterprise Center, Philadelphia, Pennsylvania – July 2000 to September 2001**PARTNER AND CO-FOUNDER**, Old City Financial, Philadelphia, Pennsylvania – August 1999 to March 2002**TRANSPORTATION PLANNER**, Dromos Consulting, Athens, Greece – November 1998 to June 1999**URBAN POLICY CONSULTANT**, The Brookings Institution, Washington, DC – April to November 1998**DIRECTOR OF COMMUNITY PLANNING**, University of Pennsylvania, Philadelphia, Pennsylvania – February 1995 to July 1998

Education**JURIS DOCTOR**, University of Colorado Law School*Boulder, Colorado – August 2012 to May 2015*

- Environmental Law Review (Associate Editor), Acequia Assistance Project, Moot Court, Orientation Leader, Recipient of Sustainable Development Law Scholarship and Harold Taft King & Thelma Owen King Memorial Scholarship

MASTER OF CITY AND REGIONAL PLANNING, University of Pennsylvania
Philadelphia, Pennsylvania – August 1995 to December 1997

BACHELOR OF ARTS IN HISTORY, Oberlin College
Oberlin, Ohio – August 1990 to May 1994

- Minor in Politics; Varsity Baseball Team (lettered four years at 2B)

Volunteering

OPEN SPACE BOARD OF TRUSTEES, City of Boulder, Colorado
Boulder, Colorado – September 2023 to present

- Currently serving as Chair

CONFERENCE ON WORLD AFFAIRS, University of Colorado
Boulder, Colorado – April 10, 2023

- Moderated “Making Cities and Towns Better for People” panel

PLANNING BOARD, City of Boulder, Colorado
Boulder, Colorado – March 2016 to March 2021

- Served as Vice Chair for 2019-20 term and Chair for 2020-21 term

ACEQUIA ASSISTANCE PROJECT, University of Colorado Law School
San Luis Valley, Colorado – October 2012 to the present

- Drafted by-laws and articles of incorporation for the San Acacio (San Acacio, CO) and Montez (San Luis, CO) Acequia Associations

ADVISORY PLANNING COMMISSION, Tahoe Regional Planning Agency
Stateline, NV – October 2006 to February 2009

- Served as the Douglas County representative to the APC

Publications

COLORADO REAL ESTATE FORMS DESKBOOK, SECOND EDITION (contributing co-author with Jon Goodman – “Chapter 1: Broker Listing Documents”), edited by James G. Benjamin, Esq.
Denver CO – CBA-CLE Books, 2016 (Updated May 2017; January 2019)

2012 LAKE TAHOE REGIONAL PLAN
Stateline, NV – December 2012

2007 OPEN SPACE AND AGRICULTURAL LAND PRESERVATION PLAN
Douglas County, NV – October 11, 2007

DOUGLAS COUNTY 2006 MASTER PLAN UPDATE (with Design Workshop, County Staff)
Douglas County, Nevada – January 2007

EDS AND MEDS: CITIES' HIDDEN ASSETS (with Dr. Ira Harkavy)
Brookings Institution, Washington, DC – September 1999

THE SPRUCE HILL COMMUNITY RENEWAL PLAN (with Nathaniel Popkin)
University of Pennsylvania, Philadelphia, PA – 1996