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December 30, 2024

Town of Jerome
Brett Klein, Town Manager
Post Office Box 335
Jerome, Arizona 86331
b.klein@jerome.az.gov

Re: Outside Legal Services, RFP/Q Dated November 18, 2024

Dear Brett:

Pierce Coleman PLLC is pleased to submit this response to Request for Qualifications, RFP/Q 2024-002. We understand the Town of Jerome seeks to contract with a qualified law firm to provide legal services as its contracted Town Attorney. As a firm that currently serves 22 other Arizona municipalities in this capacity, Pierce Coleman PLLC is well positioned to provide the Town of Jerome a positive commitment to perform the services within the contract's specifications.

Pierce Coleman PLLC is a law firm with one of the largest, if not the largest, municipal law practices in the state. The firm is structured as a professional limited liability company with 13 lawyers and four administrative staff including paralegals, legal assistants, and office administrators. The firm has two office locations for its clients, one in Scottsdale and one in Mesa.

The firm has significant experience representing public entities across the entire State of Arizona. We serve as contracted city/town attorneys across the State and also represent other cities and towns on special projects (including the largest cities in Arizona).

The firm understands the unique needs associated with the Town of Jerome. Jerome has an interested and smart council and involved residents. Tourism is the Town's primary economic driver, but parking is inadequate and Hwy 89 on weekends often comes to standstill. The Town faces economic growth opportunities because of its historic and artistic environment but faces challenges as well because development land is limited and difficult to build upon. This means that the Town faces TPT increase limitations, challenging expansion of Town budgets. Jerome also faces a housing shortage and population growth is fairly stagnant. Additionally, many Town residents who work do so out of Town in Sedona and the Verde Valley, and many people who work in Town commute from the Verde Valley where housing costs are more affordable. Given these challenges, our firm is well positioned to assist the Town in achieving its growth potential, as many of our attorneys have extensive experience in economic development deals, real estate, and land use issues. Our firm has worked with cities and towns to plan for major updates to water and wastewater systems, assisting in everything from exploration of WIFA or other funding, contracts, development of policies, rate-



making plans, and other day-to-day operational issues where staff may need legal advice and support to keep projects moving forward. We know the importance of working with the Council, Manager, staff, consultants, and community stakeholders on complex issues – and we have years of experience solving problems with our local partners. As discussed in more detail in the attached response, Pierce Coleman is uniquely qualified to contract with the Town of Jerome as its Town Attorney. We hope to learn more about, and contribute to, the growth of Jerome.

Again, Pierce Coleman PLLC appreciates the opportunity to submit this response to the Town's Request for Qualifications Outside Legal Services. Thank you.

Very truly yours,

Jon M. Paladini
Trish Stuhan
For the Firm

JMP/TS/maw



3. Firm Qualifications: Provide a list of all current and past municipal clients the firm has represented and designated individuals to provide the services specific to this RFQ. Provide the name of the attorney who will attend public meetings and their qualifications and work experience in municipal law.

The firm has represented most of the municipalities in Arizona either for special projects or for litigation associated with employment, land use, election, and general municipal law. Additionally, the firm has represented (and continues to represent) over 22 Arizona municipalities as their contracted city/town attorneys. A list of current municipalities is as follows: Bisbee, Camp Verde, Clifton, El Mirage, Fountain Hills, Gila Bend, Gilbert, Holbrook, Litchfield Park, Miami, Nogales, Parker, Payson, Pima, Sahuarita, Somerton, South Tucson, Tolleson, Tusayan, Wickenburg, Winslow, and Youngtown.

The Following attorneys are expected to be designated as primary, secondary, and substitute attorneys to work with the Town of Jerome (resumes/bios attached pursuant to #5 outline detailed qualifications and work experience in municipal law): Jon Paladini (Primary); Trish Stuhan (Secondary); Steve Coleman (Substitute); Justin Pierce (Substitute); Aaron Arnson (Substitute); Christina Estes-Werther (Substitute); Joe Estes (Substitute); and Allen Quist (Substitute).

4. Outline experience with Arizona municipal law relating to general law communities including but not limited to land use, real estate transactions, code enforcement, intergovernmental agreements, open meeting law, election law, contracts, procurement, conflict of interest, and other relevant areas of the law.

Pierce Coleman PLLC is a law firm that was established in March 2015 with the goal of providing “big law” experience without the big law firm price tag generally associated with it. Currently, the firm has 13 lawyers, most of whom have backgrounds in big law. To that end we have been trained at some of the best law schools and law firms in the country, and a couple of the firm’s lawyers started their careers in prestigious clerkships at the Arizona Supreme Court. Many of our lawyers have been, or are, honored in Super Lawyers® as well as Best Lawyers in America®, and the firm continues to be recognized as a Tier 1 Law Firm in the relatively small list of law firms with the “Best Law Firm” designation from U.S. News and World Report. Included with this letter are the biographies of our municipal law team, which outline in more detail our specific experience and qualifications.

In addition to its lawyers, the firm is supported by an Office Administrator/Paralegal and three other Paralegals/Legal Assistants. Combined, they have many decades of experience in the legal profession (a vast majority of which have involved supporting attorneys engaged in representing municipalities).

The firm maintains two offices; one located in Scottsdale, and one located in Mesa. As noted above, should the Town decide to contract with Pierce Coleman PLLC for Town Attorney Services, the attorneys with primary responsibility for the Town are anticipated to be Jon Paladini and Trish Stuhan. Stephen Coleman, Christina Estes-Werther, Aaron Arnson, and Justin Pierce are also available to support the Town at times, with other attorneys available as needed. The firm employs a team-based approach to meet client needs, leveraging the expertise of our diverse attorneys to meet client needs. For example, some of our attorneys have decades of experience in specific areas of law such as land



use and development, elections, and employment related matters. We rely upon that specific expertise to provide the highest level of service and efficiency to our municipal clients.

From the attached biographies, you will see that the firm has vast experience representing public entities across the entire State of Arizona. For several years, the firm's lawyers have represented multiple Arizona municipalities as those municipalities' contracted City or Town Attorney. In fact, our proposed primary point of contact for the Town, Jon Paladini, was the in-house City Attorney for the City of Prescott for nearly a decade (and previous to that served as the in-house City Attorney for a time in both Glendale and Sedona). Allen Quist was a Deputy County Attorney in Pinal County for several years. A couple of the firm's lawyers have served terms as the President of the Arizona City Attorneys Association, and Christina Estes-Werther was formerly the General Counsel to the League of Arizona Cities and Towns.

The firm is also the sole provider of employment law services to the Arizona Municipal Risk Retention Pool (AMRRP), which is an insurance pool comprised of over 70 municipalities in Arizona that includes the Town of Jerome.

As is evident, the firm is well versed in serving as general counsel and special advisor to public entities, handling everything from open meeting law, conflict of interest, procurement, real estate, code enforcement, personnel and litigation issues, contract creation and review, ordinance and resolution creation and review, to just the regular day-to-day questions that municipalities face. Combined, the firm's lawyers have well over 100 years of legal experience in these areas of law. Thus, the proposed team of attorneys are knowledgeable regarding diverse areas of public law practice, maintaining strong transactional and litigation-based practices which allow us to navigate multi-faceted areas of the law. We believe our firm's combined experience and expertise in the areas most regularly encountered by municipalities far exceeds any other lawyer or firm in the state.

Finally, because of our firm's size, we have no bureaucratic red tape. To that end, we are able to work with the Town to develop a cost structure – whether it be an hourly fee arrangement or a flat fee – that is a win-win and allows the Town to work within its current, and desired, budget for its legal department. Should the Town decide to engage our firm for these services, we will discuss those options with you at that time.

5. Provide the resumes of persons designated by the firm to be the Town Attorney or substitute Town Attorney. Resumes will not count towards the 20-page limit of the proposal.

Resumes/biographies follow.

6. Describe the firm's view of the role of the Town Attorney.

The Town Attorney is an advisor, counselor, and advocate for the Town. Our primary purpose as Town Attorney is to help the policymakers and Town staff achieve their stated goals and objectives. We are there to help provide options to reach defensible decisions. We do this by being active and involved in the Town's day-to-day activities. We will work directly with the Mayor and Town Council, Town Administrator, department heads and human resources on all of the municipal law issues that face the Town, all in accordance with the requirements of Town Code.



A critical element to help the Town obtain its objectives is to understand the operations and operational needs of the various departments and functions of the organization. Although the role of the Town Attorney is primarily to look at the legal aspects of an issue, we recognize and understand the viewpoint of the operational staff and policy makers. We understand that the perspective of each individual in the decision-making process is very valuable in the development of a recommended action.

The legal advice given by Pierce Coleman as Town Attorney will be consistent, reliable, well-reasoned, and useable by the Mayor, Council and Town staff.

Pierce Coleman brings the following attributes to the table as the Town's Attorney and see our role to include the following:

- We are problem solvers. We either identify problems early and propose solutions, or when faced with a problem, find the best options to resolve and work around the issue to achieve the Council's objectives.
- We are innovative. The Town Attorney's function is to create the means of accomplishing the ultimate goal of the policymakers. The Town Attorney must have the ability to develop alternative, yet legal, means to accomplish the desired end result. Flexibility is necessary while still fulfilling legal responsibility to provide the best legal advice to his client.
- The Town Attorney must be friendly and approachable. The confidence of the Council in its Town Attorney is developed only when there are open lines of communication between the Attorney and the Council, as well as between the Attorney and the Town administration and staff. We have excellent rapport with all of our municipal clients and they have developed faith and confidence in their Town Attorney to be able to express to us the desired end result. Relationships are critical to us. These relationships assist us in heading off potential problems and suggest alternative means of addressing issues while maintaining maximum defensibility.
- The Town Attorney must be flexible. Alternative legal means to accomplish the same end may be the way to go. The Town Attorney is there to provide options to the decision-makers and help them achieve their policy and management goals.
- We also see the Town Attorney's role and job to include:
 - ❖ Represent and provide legal advice and consultation on a daily basis, in coordination with the Town Council, Town Manager and Town Staff as requested or required. Contacts are usually made by email or telephone (but may when appropriate include text messaging), and same-day response is typically expected.
 - ❖ Attend regular meetings and provide review and advice on agenda packet materials and language, advise the public bodies on matters on the agenda, as well as procedural or substantive issues that arise during the meeting.
 - ❖ Provide reports to the Town Council and Town Manager on significant issues and developments since the previous report, such as the status of pending matters, new litigation, legislation, or judicial opinions that have potential impact to the Town.
 - ❖ Prepare, review and revise staff documents, including, but not limited to, initiation of memorandums concerning legal issues, contracts, agreements, ordinances, resolutions, land use decisions on appeal, and staff reports for the legal support of Town functions and duties.



7. Describe how the Town Attorney would structure the working relationship between the Town Council, Town Administrator, Town staff, the Risk Management Pool, and any other specialized attorney/law firm retained by the Town.

We would structure our working relationship similar to how we structure it with our other municipal clients. Specifically, the Town Attorney's primary role is to provide prompt, efficient, accurate and usable legal advice to the Town Mayor and Council and Town staff. We ensure our legal advice conforms to applicable law to help the Town make sound decisions and set Town policies. In order to fulfill our role as Town Attorney, the Town Attorney must work closely with the Mayor, Council and management staff to identify facts and fully understand issues coming before the Council. The Town Attorney is better utilized up front, early in the process, to identify legal needs and solve potential problems early. This involves regular interaction and understanding of Town activities.

When issues of importance to the Town develop, we prefer to provide that information via e-mail and virtual meetings because those formats are the quickest and most effective ways to provide advice. For those who prefer a different approach, we are happy to provide information in an alternative format. Nonetheless, because of our work for other public entities, we are regularly updated from various sources on legal developments and issues of concern for public entities and when we determine that those matters are important to the Town, whether asked or not, we provide that information in an easy-to-read format.

When significant developments in the law have happened, or when there is a change in the status of litigation, we typically inform the Mayor, Council and Town Administrator of this through confidential attorney-client privileged e-mails to the body. If the case law development or litigation status requires more attention by the Town, we would request that an executive session be scheduled to discuss the issue.

Pierce Coleman proposes to provide the services contemplated by the Town's RFP. When acting as the legal counselor and advisor of the Town Mayor, Council and Town staff, it is important that the Town's Attorney remembers that he or she is the advisor to the Town as a whole, and not any individual council or staff member. This can be difficult for some attorneys, however, our experience in cities and towns has proven we understand and adhere to this tenet.

Additionally, the Town Attorney's role requires hands on involvement in drafting or supervising the drafting of Town documents, and representation in legal proceedings.

Pierce Coleman also has strong relationships with the Risk Pool, and we work closely with other attorneys who specialize in practice areas the Town may require (e.g., bond counsel).

We have a decades-long relationship with the Risk Pool as its employment law advice and defense lawyers. When we work with other specialized attorneys, we do so in a collaborative manner because typically the need for those specialized attorneys arises out of work the Town Attorneys are



already working on. We are thus able to share our expertise and experience with those specialized attorneys while benefiting the Town with their specialized knowledge.

The working relationship between the Town Mayor, Council and Town management and the Town Attorney is built over time on a foundation of trust. Jon and Trish, and all the attorneys at Pierce Coleman PLLC, have worked diligently to develop relationships with all of our clients and ensure the Council receives the impartial, quality, and candid legal advice needed to protect the Town. The key to working with a new client is open and regular dialogue. We are interested in learning about the Town and contributing to its future.

8. Describe how the Town Attorney will keep the Town Council and the Town Administrator informed about the status of litigation, significant case law, and other legal matters.

Although we are able to adjust according to the Town's preferences, our experience has been that electronic communication and phone or video conferences are the most efficient and effective way to communicate regarding progress reports, status reports, recommendations and opinions, among other things. Of course, when in-person meetings are necessary, we do not hesitate to schedule those as well in accordance with the availability of Town staff and Council. Sometimes matters are best left to an executive session of the Council, with which we have significant experience.

We will provide regular written reports to the Town Council and Town Manager on significant issues and developments since the previous report, such as the status of pending matters, new litigation, legislation, or judicial opinions that have potential impact to the Town, etc.

9. Describe the response time we can expect from the Town Attorney to inquiries made by the Town Council, the Town Administrator, and Town staff.

Similar to the other municipalities for which we provide city or town attorney services, we expect to attend council and/or staff meetings (virtually or in person as necessary and requested by staff and council) and be available during regular business hours and beyond for projects and items necessary for legal review. Most review items and other documents (council agendas, contracts, etc.) are reviewed, revised, and transmitted electronically. If the assigned attorney is not available, because the firm currently has 13 lawyers, our office staff is able to refer clients quickly and efficiently to other attorneys who are willing and able to assist any of our clients with their legal needs.

10. Describe how legal costs will be tracked and managed.

If desired, and due to the firm's size and lack of bureaucratic red tape, we are able to discuss and agree to flat fee arrangements that may be more beneficial to the Town depending on the circumstances. Such flat fee arrangements can be on a per matter basis, or for a time period based on a particular area of law, again, whatever is most convenient and makes the most sense to the Town. Our experience is that an annual flat-fee structure provides our municipal clients with certainty in their



budgeting, and this incentivizes us to keep costs to a minimum. In order to ensure the flat fee is fair to all involved, we still keep track of our time as if we were billing by the hour so that a comparison can be made to make sure the flat fee is commensurate with what the actual fees would be if time were being billed by the hour.

Alternatively, the firm is also able to propose an hourly rate that is consistent with (or below) market for these services, as noted in paragraph 14 below.

11. Describe the firm’s practices regarding professional development training and keeping current with the laws and legal matters affecting municipal government.

Not only do we regularly attend workshops and seminars on such issues- we are also regularly asked to present on such topics. Our attorneys are regular presenters at the Town Attorney’s Conference, the Public Practice Seminar, as well as events sponsored by the League of Arizona Cities and Towns and the Arizona Municipal Risk Retention Pool.

12. Identify any reports your firm would provide to the Town Council and Town Administrator to update them on pending legal matters, legislation, or disputes.

We will provide regular reports to the Town Council and Town Manager on significant issues and developments since the previous report, such as the status of pending matters, new litigation, legislation, or judicial opinions that have potential impact to the Town, etc. Usually those come in the form of e-mails, however, we are happy to provide such reports in a manner that is most helpful to the Town.

The Town Attorney is expected to provide regular reports to the Town Council, Town Manager or the designated staff person on the status of completion and anticipated completion dates of projects. We do our best not to “make work” for staff or otherwise engage in activities that do not provide value to the Town. We typically work closely with the Town Manager, as well as the Mayor and Council in order to best identify an ideal workflow.

13. For the person to be designated as Town Attorney and any substitute Town Attorney(s), list all public clients that person presently represents as Town Attorney or general counsel, along with meeting dates and times for each governing body.

Municipality	Designee	Meeting Dates
City of Nogales	Jon Paladini	1 st Wednesday Every Month @ 6:00 p.m.
City of South Tucson	Jon Paladini	1 st and 3 rd Tuesday Every Month @ 6:00 p.m.
Town of Pima	Michelle Stinson	2 nd Tuesday Every Month @ 7:00 p.m.
Town of Sahuarita	Jon Paladini	2 nd and 4 th Monday Every Month @ 6:00 p.m.
Town of Camp Verde	Trish Stuhan	1 st and 3 rd Wednesday Every Month @ 6:00 p.m.
City of Somerton	Trish Stuhan	1 st and 3 rd Tuesday Every Month @ 7:00 p.m.



Town of Wickenburg	Trish Stuhan	1 st and 3 rd Monday Every Month @ 5:30 p.m.
City of Winslow	Trish Stuhan	2 nd and 4 th Tuesday Every Month @ 6:00 p.m.
City of Tolleson	Justin Pierce	2 nd and 4 th Tuesday Every Month @ 7:00 p.m.
City of El Mirage	Justin Pierce	1 st and 3 rd Tuesday Every Month @ 7:00 p.m.

14. Cost of Services: It is anticipated that the Town will expect the selected firm to provide a system wherein “general” services are provided under a fixed monthly retainer and any additional “special” services are billed at a pre-negotiated hourly rate.

Our flexibility as a boutique firm that focuses its services on municipal clients such as the Town of Jerome allows us to offer several options that the Town can consider in order to keep costs within its budget. We can offer a flat fee commensurate with the work that is anticipated, which we can discuss further after we are able to better understand the Town’s needs. For other municipalities similar in size and with what appear to be similar needs as the Town of Jerome, a monthly flat fee in the range of approximately \$5,000.00 for all general work is typical. The fee could also be lower depending on the extent of services that the Town would like to have covered in the fee. The firm considers this fee to include regular attendance at council meetings (either remote or in person depending on need) and all day-to-day advice and counsel to the manager and department heads on contracts, land use issues, election law issues, and other general municipal law issues as they arise.

Special services would include non-regular items such as litigation (not covered by AMRRP), and other special areas of the law (such as water law, or tax law issues), which may even need to be referred to attorneys or firms with that particular expertise. To the extent our firm has the expertise, we would bill for those services by the hour commensurate with the rates we extend to the AMRRP.

Since its inception, the firm has never charged a client for meals. The firm also does not request reimbursement for mileage or lodging unless travel and lodging is required outside of Arizona (most firms do request these reimbursements, which adds to the cost of services). Instead, the firm only requests reimbursement of costs such as for copying (\$.10/page) and necessary courier or other delivery services and court reporter costs.



JON M. PALADINI

Jon has been practicing law since 1993 and has practiced municipal law for over 20 years. Prior to joining Pierce Coleman, he was the City of Prescott City Attorney from January 2013 to July 2021.

Jon has broad and deep experiences and expertise in all facets of municipal law, including public records, open meetings and conflicts of interest, land use and zoning, economic development, civil litigation, water law, City Clerk matters, personnel and employment law, elections law, utilities law, complex transactions and agreements, intergovernmental relations, ordinance drafting, legislative affairs, and regulatory matters. Jon's outstanding communication skills and ability to evaluate all relevant circumstances are the basis for his ability to create a solid rapport and relationship with decision makers.

He believes that a quintessential function of a municipal legal department is to understand the operations and operational needs of the various departments and functions of the organization in order to provide timely, useful and useable legal advice.

Jon has worked directly with mayors and city councils, boards and commissions, municipal management, department heads and human resources on all the municipal law issues that face a full-service city. He has a reputation of providing consistent, reliable, well-reasoned, useable advice and will offer comprehensive evaluation of situations from a policy, business and legal standpoint to provide innovative means and a unique "getting-to-yes" problem solving style that assists policy and decision makers accomplish their goals and objectives.

Jon was also a member of the U.S. military for over 20 years as part of the Arizona Army National Guard and served four combat deployments to the Middle East and Afghanistan as well as numerous domestic operations deployments from 2001 to 2021. Among other things, during his deployments he oversaw a team of 12 senior officers and non-commissioned officers that dealt with U.S. Embassies and the highest military and civilian leaders in numerous Arab countries. His leadership was a critical factor in the success of the team's operations and the safe return of all his team members.

Prior to arriving in Prescott in 2013, he deployed to Afghanistan where he had the privilege of leading over 100 Army, Air Force, Navy and Marine service members, as well as DoD and State Department civilians at the Afghan National Terrorism Court. His team performed every facet of the Court's operations, including operating a forensics lab, training Afghan partners, and conducting camp security and physical plant operations. During his tenure, the court out-worked and out-performed all prior court operations in both quantity and quality and reached an all-time high in the number of cases handled as well as the conviction rate.

While at the City of Prescott, Jon's legal acumen and problem-solving abilities were put to the test on numerous occasions. After the loss of the 19 Granite Mountain Hotshots in 2013, Jon took the lead role in benefits claims litigation as well as public appearances and outreach to obtain fair coverage in the media to explain the City's position. During his tenure in Prescott, the City was faced with several other major challenges and opportunities, including a substantial sober-living group home presence, several federal civil rights lawsuits, a charter city challenge to state law limitations on local elections, a revision of the city sign code and many other important local law matters. The sober living group home zoning and regulatory ordinances that he crafted not only withstood two



HUD/DOJ investigations, but also had a huge impact on the industry in Prescott. Group home numbers decreased from around 200 homes in 2013 to fewer than 20 currently.

In 2013, Jon was first chair on a state takings and challenge to City authority lawsuit where the City achieved a dismissal. Jon also defended the City in the subsequent appeal that upheld the trial court's decision. In 2016, Jon was second chair on a two-week federal civil rights and first amendment trial where the City obtained a defense verdict. Jon's proactive approach to problem solving and providing preventative legal advice helped Prescott avoid significant claims in the areas of employment law, public records, open meetings and police use of force. In 2014 and 2020, Jon was the lead attorney on charter city protection cases and has provided election law advice to the City Clerk over the course of four municipal election cycles.

In addition to litigation and claims experience, Jon has extensive experience with economic development, land use and zoning and general development law. In Prescott, he led the City negotiating team for a large hotel project on City-owned land, large scale annexations, and a development deal that will provide the City with nearly 500 acres of recreational open space and 400 acres of municipal airport expansion area.

Jon's other municipal law experience include positions as Chief Deputy and City Attorney for the City of Glendale for over seven years. In that role Jon played a significant part in large sports stadium deals and dealing with all of the legal complexities associated with what was, at the time, a fast-growth municipality.

Jon was also the Assistant City Attorney for the City of Sedona for five years where he performed all aspects of a municipal attorney, including substantial land development issues, and the successful handling of over 15 eminent domain cases.

Jon was elected by his fellow city attorneys as President of the Arizona City Attorney Association in 2017-2018.

In private practice, Jon's practice focused on municipal law, land use and zoning, development and elections law. He was involved in significant land use, rezoning and elections law cases in Paradise Valley, Phoenix, Goodyear and Sedona, including representing three municipalities in litigation against Maricopa County on a conflict regarding enforcement of Luke Air Force Base surrounding land use regulations, and the Tohono O'odham Indian Nation regarding a municipal law opinion that was submitted to the U.S. Secretary of the Interior for successful inclusion of land into the reservation system.

Jon received his B.S. in Journalism from the University of Oregon in 1985, his J.D. magna cum laude from the University of Miami in 1993 and his M.P.A. with honors from the Arkansas State University in 2018. Jon is admitted to practice law in Arizona, the Federal District Court of Arizona, the 9th Circuit and the United States Supreme Court.



TRISH STUHAN

Trish's practice includes public law, employment law, civil litigation, criminal prosecution, and alternative dispute resolution. She primarily represents public entities, facing multi-faceted problems that involve several areas of law. In her transactional practice, Trish advises on procurement, contracts, and construction law. She handles real property matters, including purchases, sales, licenses, and easements. She handles land use, zoning, annexation, and related development issues. She prepares employee handbooks and conducts training programs for employees. She also advises regarding compliance with the open meeting law, public records law, election law, and conflicts of interest.

Trish also handles litigation matters, including breach of contract, quiet title, nuisance and tort claims, constitutional issues, procurement challenges, construction disputes, land use and zoning, condemnation, takings, and eminent domain issues, and election disputes. She also handles employee terminations and appeal hearings, advocating for employers throughout the appeal process. Whether acquiring real property for public roadway or defending a city contract, Trish enjoys advocating for public entities. Trish keeps herself in court on a regular basis while serving as the lead prosecutor on contract with municipal clients.

Trish is a member of numerous professional organizations, ensuring up-to-date legal advice and service to her community, including:

- Top Pro Bono Attorney, Arizona Bar Foundation (2024)
- Best Lawyers® Recognition for Municipal Law (2024)
- Southwest Super Lawyers® Rising Stars (State, Local, Municipal) (2018-2019)
- Arizona City Attorneys Association (served as President for 2021-2022)
- Coach, ASU New York City Bar Moot Court Competition (2017-2024)
- Federation of Defense & Corporate Counsel Ladder Down, Phoenix Co-Chair (2022)

Trish was licensed to practice law in Arizona in 2009 and was subsequently admitted to the U.S. District Court for the District of Arizona and the U.S. Court of Appeals for the Ninth Circuit. She has handled litigation from trial to appeal in everything from city and justice courts to state and federal appellate courts, and recently worked on an amicus brief for the United States Supreme Court. Trish attended the Sandra Day O'Connor College of Law at Arizona State University, graduating cum laude in 2009 with a certificate in Law, Science & Technology, and was awarded the Janet S. Mueller Oral Advocacy Award for the best graduating oral advocate.

Trish's communication skills were refined while earning a Master's degree in Communication at the University of Utah in 2005 and a Bachelor's degree in Speech Communication at Northern Arizona University in 2002. Her advanced studies focused on mediation and dispute resolution.

Trish currently serves as the lead attorney for municipalities in Arizona and special counsel to in-house attorneys in need of assistance. Trish views her role as a trusted advisor to public entities and corporate counsel. Trish enjoys being able to provide focused, effective services, whether discussing a quick issue or briefing a complex legal matter.



STEVE COLEMAN

Steve Coleman is a founding member of Pierce Coleman PLLC. His practice focuses on the representation of management-side clients in all facets of employment law, with a primary emphasis on defending both public and private employers in lawsuits involving alleged violations of Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act, the Age Discrimination in Employment Act, the Family and Medical Leave Act, the First Amendment, the Due Process Clause, the Equal Protection Clause, the Fair Labor Standards Act, and state law discrimination and retaliation statutes.

His practice also encompasses representation of clients in proceedings before the Equal Employment Opportunity Commission, Arizona

Civil Rights Division, the Department of Labor Wage and Hour Division, and other administrative agencies.

Steve also assists clients by drafting personnel policies and employment agreements, offering advice and counseling on compliance with employment-related laws and regulations, and conducting workforce training. In addition, Steve helps clients protect their proprietary information, customer relationships, and goodwill through the preparation and enforcement of restrictive covenants, such as non-compete and non-solicitation agreements.

Steve has been involved in multiple jury trials, personnel appeals, arbitrations, and other evidentiary hearings. He has also filed numerous successful motions to dismiss lawsuits at very early stages. In addition, he has obtained summary judgment on behalf of employers in a variety of matters.

Steve is a frequent speaker on topics such as the Americans with Disabilities Act, the Family and Medical Leave Act, procedural due process, sexual harassment, and wage and hour compliance. In addition, he has authored numerous articles on employment-related topics for the Arizona Employment Law Letter.

Steve has been selected as *Super Lawyer* in the field labor and employment law, a distinction that is based on independent research and an evaluation of 12 indicators of peer recognition and professional achievement. In addition, Steve was selected by his peers for inclusion in *The Best Lawyers in America*© in the field of Employment Law – Management 2017-2022.

Steve belongs to the Arizona State Bar Association and is admitted to practice in the Arizona Supreme Court, the United States District Court for the District of Arizona, and the United States Court of Appeals for the Ninth Circuit.

Steve graduated cum laude from the University of Pennsylvania with a B.S. in Economics from the Wharton School of Business and a B.A. in Political Science from the School of Arts and Science. He received his J.D., cum laude, from the Georgetown University Law Center.



JUSTIN PIERCE

Justin is a founding member of Pierce Coleman PLLC. He represents private and public employers in wrongful termination, harassment, and discrimination claims before various government agencies charged with investigating and prosecuting employment claims, such as the EEOC, U.S. Department of Labor, and the Civil Rights Division of the Arizona Attorney General's Office, as well as in courts of various jurisdiction. He has served as counsel of record in more than 100 federal court cases, primarily in the U.S. District Court for the District of Arizona and the Ninth Circuit Court of Appeals, where he has personally briefed and argued many cases. He has also litigated cases in the Arizona Superior Court, the Arizona Court of Appeals, and Arizona Supreme Court. He is admitted to practice before various courts, including the United States Supreme Court. He was listed as a top-rated attorney in Southwest Super Lawyers® for many years and served on the faculty of the Defense Research Institute for its 2015 national conference for Governmental Tort and Civil Rights Liability. From 2021-22 Justin was one of only three Arizona lawyers/firms listed in Premier Appellate Lawyers®.

Justin has represented Arizona school districts, community college districts and municipalities in court, and as the lead attorney in over 100 cases before county, community college, and municipal personnel appeals boards. He has also represented local boards of the Public Safety Personnel Retirement System and is the legal adviser to the Maricopa County Employee and Law Enforcement Merit System Commissions. Justin and the firm are the contracted City/Town Attorneys for many Arizona municipalities.

In 2020 Justin was the lead trial attorney in a federal jury trial where the plaintiff sought more than \$10 million for hostile work environment and physical damages allegedly incurred through his employment. The jury returned a full defense verdict after only a few hours of deliberation.

Justin received his B.S. in Accountancy in 2000 from Arizona State University and his J.D. in 2003 from the Georgetown University Law Center where he graduated with Honors and was the Executive Editor of the Georgetown Journal of Law and Public Policy. After law school, he clerked for the Honorable Charles E. Jones, former Chief Justice of the Arizona Supreme Court.

While maintaining his law practice, Justin served in the Arizona House of Representatives from May 2011 through January 2015, where he was the Chairman of the Public Safety, Military, and Regulatory Affairs Committee. Additionally, he served as the Vice-Chairman of the House Judiciary Committee, Government Committee, and Technology and Infrastructure Committee. He also served as a member of the Education Committee, and an ad hoc House Committee on International Trade and Commerce.

Justin is a certified Rescue Diver by the Professional Association of Dive Instructors (PADI) and enjoys SCUBA diving wherever and whenever his wife will permit.



AARON ARNSON

Aaron Arnson is a Partner at Pierce Coleman PLLC. Aaron's practice focuses on public law, employment law, and civil litigation. He regularly advises on various, often multifaceted issues related to real property matters, land use, zoning, procurement, open meeting law, public records, elections, law enforcement, and general contract issues. Aaron currently serves as the Town Attorney for the Towns of Fountain Hills and Tusayan and serves as assistant counsel for several other municipalities in the state.

A significant part of Aaron's practice includes advising and defending private and public employers on compliance issues in the areas of wage and hour, family and medical leave, discrimination and harassment, wrongful termination, and retaliation. He also works with clients to draft and revise employment agreements, restrictive covenants, employment handbooks, social media policies, and other materials. Aaron represents clients before various government agencies and in courts throughout Arizona.

Aaron has represented clients before various government agencies, including the EEOC, U.S. Department of Labor, the Arizona Department of Economic Security, and the Civil Rights Division of the Arizona Attorney General's Office, and before courts throughout Arizona. He frequently writes and presents on employment law issues, most recently at the Society for Human Resource Management's (SHRM) Law and Legislative Conference.

Aaron received his J.D., *magna cum laude*, from the J. Reuben Clark Law School at Brigham Young University, and his B.S. in Business Management from Brigham Young University. He began his legal career clerking for Justice Ann A. Scott Timmer of the Arizona Supreme Court and practicing at Lewis Roca's Phoenix office. He has been with the firm since 2017.



CHRISTINA ESTES-WERTHER

Christina is a Partner at Pierce Coleman PLLC and has extensive state and local government experience, specifically in election law. As a former State Election Director for the State of Arizona and a current certified election officer, Christina has represented local governments in election lawsuits and advised state officials and local governments on policy, election administration, and campaign finance matters, including reasonable cause determinations and enforcement.

Christina serves as primary legal counsel for municipalities and her public law practice includes matters involving open meeting law, conflict of interest, public records, telecommunications, land use, government contracts, and state legislation. While serving as the General Counsel to the League of Arizona Cities and Towns, Christina provided legal advice to League staff and the 25-member Executive Committee, filed amicus briefs and drafted model ordinances and legislation, and drafted and revised policies, manuals, and League publications. Christina has a strong relationship with the municipal staff throughout the State due to her efforts facilitating workgroups, meetings, and conferences, conducting regular trainings to elected officials and

municipal staff, and providing technical assistance to League members and legal research to the municipal attorneys.

Christina is a frequent speaker on election issues and local government topics and has presented at numerous trainings and conferences for attorneys, clerks and elected officials. She remains active in the International Municipal Lawyers Association and the Arizona City Attorneys Association, serves on the Board of the St. Thomas More Society, a Catholic legal society (serving as President from 2015 to 2018) and volunteers at Phoenix Legal Action Network assisting with completion of asylum applications. She has also served as an elections troubleshooter in Maricopa County since 2007.

Christina received her J.D. from Gonzaga University School of Law in Spokane, Washington and a B.S. in Family Studies and Human Development from the University of Arizona. She is admitted to practice in Arizona and the Federal District Court of Arizona.

Christina previously served as Judiciary Committee Analyst in the Arizona State Senate and Policy Advisor and Deputy Counsel for the Office of the Governor, where she drafted legislation, reviewed state contracts and grants, and advised on court-related issues, election matters and clemency petitions.



JOE ESTES

Joe Estes is a Partner at Pierce Coleman PLLC, with over 20 years of litigation and municipal legal experience. Joe primarily represents municipalities and other public entities in matters that include administrative law, election law, code enforcement and compliance, public records, procurement law, open meeting law, real estate, land use and zoning, development, conflict of interest, 1983 actions and civil litigation. Joe is dedicated to providing his clients with the best services possible.

Joe serves as the primary city/town attorney to various Arizona municipalities. His experience includes having served as the Assistant City Attorney for the City of Yuma, the City Attorney for the City of Page, an Assistant Attorney General for the Arizona Attorney General's Office and a judge Pro-Tem for the Pinal County Justice Courts and Maricopa County Superior Court.

Joe was licensed to practice law in Nevada in 2003 and shortly thereafter was admitted in Arizona in 2005. Joe is admitted to the U.S. District Court for the Districts of Arizona, Nevada and Colorado and the U.S. Court of Appeals for the Ninth Circuit. Joe has handled hundreds of civil and criminal cases from trial to appeal in everything from city and justice courts to state and federal courts, including the United States Bankruptcy Court for the Districts of Arizona and Nevada and the Ninth Circuit Court of Appeals.

Joe earned a B.S., cum laude, from Wesley College in 1997, and did so while working full-time in the U.S. Air Force, where he was trained as an Arabic linguist and then as an Air Transportation Specialist and held a top-secret SCI security clearance. Joe then put himself through law school and earned his J.D. from the UNLV William S. Boyd School of Law in 2003, again while working full-time, this time as a commercial hazardous materials tanker driver. Joe still maintains his commercial driver's license, which supports his main hobby of buying and fixing military equipment and vehicles from government auctions.

Joe also served on the City of Maricopa's first Planning and Zoning Commission and then was appointed to fill a vacancy on the Maricopa City Council, for which he won re-election the following year, serving from 2005 to 2010. Joe's service on the City Council has provided him with unique insights and experience that allows him to bring practical and innovative solutions to his municipal clients that most other municipal attorneys do not have.

Joe comes from a hardworking blue-collar family and lived in diverse places growing up that include Alaska, the Philippines, Brazil and California. Hard work has been a part of Joe's life from a young age, from his first job picking cucumbers in the fields of central California to being the first in his family to go to college.

ALLEN H. QUIST



Allen is a client-centered attorney who is committed to assisting Arizona communities with their legal needs by providing timely and useful legal advice.

He has over a decade of legal experience that started in 2011 when he represented homeowner associations on a variety of issues, including contract enforcement, corporate governance, and statutory compliance. He then served as a felony prosecutor for four years, representing the State of Arizona in hundreds of criminal cases and acting as lead counsel in twenty-three jury trials.

More recently, Allen worked within the civil division of the Pinal County Attorney's Office. In that capacity, he advised the Pinal County Board of Supervisors on special projects (such as redistricting), served as lead counsel for the Planning & Zoning Commission and the Board of Adjustment, and provided general counsel and litigation support to several County Departments, including Community Development, Public Works, Health, Elections, Housing, and Workforce Development.

Allen looks forward to using his legal experience to serve your community.

PROPOSAL PRICE BREAKDOWN SHEET

Town of Jerome
RFP

MUNICIPAL LEGAL SERVICES

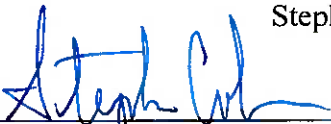
The undersigned authorized representative agrees to provide the services as requested based on the following schedule of fees:

- A. Retainer (Est. 20 hours per month) \$ 5,000.00 per month
B. Hourly billing rate (in excess of 20/month) \$ see attached per month
C. Straight Hourly Rate for Services Option \$ _____

Firm Name Pierce Coleman PLLC
Address 17851 North 85th Street, Suite 175
Scottsdale, Arizona 85255
Business Telephone 602-772-5506
Business Fax 877-772-1025
E-mail Address Jon@PierceColeman.com

Type of Organization

- _____ A Professional Corporation, organized and existing under Arizona Law
_____ A Partnership (Please list all partners)
 X A Limited Liability Company (LLC) (Please list principals)
Justin S. Pierce
Stephen B. Coleman



Signature of authorized representative

12/30/24
Date

Stephen B. Coleman
Printed of typed name

12/30/24
Date

Discounted Municipal Rates

Partners/Of Counsel	\$295.00
Associates	\$225.00
Paralegals/Law Clerks	\$125.00