

January 26, 2026

Zuckerman Legal

1500 N Grant St # 5538

Denver, CO 80203

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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

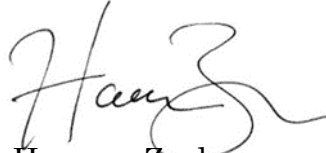
Town of Granby as outside counsel.

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 rangeland preservation; completed the Douglas County *Master Plan* and *Open Space Plan*
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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