



By Paula Hubbs Cohen

Tiffany & Bosco, P.A.: Experienced Lawyers Committed To Results



TIFFANY & BOSCO P.A.

The year was 1967. Super Bowl I pitted the Green Bay Packers against the Kansas City Chiefs. The Beatles released “Sergeant Pepper’s Lonely Hearts Club Band.” And a young lawyer named Mike Tiffany co-founded a two-man law firm in Phoenix, Arizona.

Nearly three decades later, another firm whose principals were a father and son team, Mike and Mark Bosco, combined with the growing firm. “Joining the firms made sense to all of us,” says Mark Bosco. “Its entrepreneurial structure offered a tremendous incentive and opportunity for us to expand our services locally and nationally and allowed for varying practice sizes to peacefully coexist and thrive together.”

Since that time, Tiffany & Bosco, P.A., has grown into one of the most prestigious law firms in the state, boasting two office locations and 120 total employees, including 35 attorneys supported by a top-notch staff.

Representing domestic and foreign clients on a local, national and international basis, Tiffany & Bosco attorneys each concentrate in a specific area of law. As the Arizona Member of MSI Global Alliance, an international association of Independent Legal and Accounting Firms, the firm is able to extend its reach to help clients literally across the globe.

All great stuff, but what makes it such a special place for the first-rate lawyers – and more importantly, their clients – who have gravitated to the firm, especially over the last five years?

Let’s hear from Mike Tiffany. “Our growth and reputation as a great place to be is a direct result of more quality attorneys learning about the unique and positive structure and culture of our firm and wanting to become a part of it.”

Ask any of Tiffany & Bosco’s attorneys and you get a similar answer related to the firm’s intrinsic democracy, along with a few verbal morsels related to something equally important: compensation.

Unique Compensation Policy

“The firm deviates from traditional firm structures in one very important aspect. Each shareholder is credited for what he or she earns while bearing minimal overhead costs. You can’t beat that incentive model.”

– Rich Himelrick, Securities Litigation, Tiffany & Bosco, P.A.

“Our compensation policy has been in place since the original firm was formed over 40 years ago,” explains Tiffany. “After hearing about the subjective process for other firms and the politics involved in the decision-making, I wanted something different for our firm.”



“No one here rests on his or her laurels and the older attorneys don’t simply delegate work to the younger lawyers. Everyone works hard, because the firm’s structure incentivizes all of us to perform at our best. The attorneys and clients both benefit from this relationship.”

– Alex Poulos, Family and Criminal Law,
Tiffany & Bosco, P.A.

How does it work? The firm objectively accounts for income and expenses for each department. “Only collected dollars are credited to income and we allocate expenses under a formula that applies equally to all of our attorneys,” says Tiffany. Mike Bosco adds that the advantages of the policy are four-fold: “It incentivizes all attorneys to obtain and keep clients, it reduces compensation disputes and hard feelings, it encourages better client service and relationships and most importantly, it attracts quality legal talent.”

Bob Kerrick, Condemnation Law, concurs: “No person or committee subjectively decides what each attorney earns. The lack of hard feelings arising from that is incalculable.”

Democracy Rules

“Our system works because of its transparency. Everyone knows that the alternative would stifle our performance and drive away our talent.”

– Pamela Kingsley, Employment Law,
Tiffany & Bosco, P.A.

Mark Bosco explains that another advantage is that the firm operates with the expectation that each department will operate in an entrepreneurial manner and be accountable for its performance. The attorneys appreciate the straightforward methodology, so much so that Jim O’Sullivan, Corporate Law, says that given the changes in our economy and in client expectations, “I believe the T&B business model is the wave of the future for attracting top legal talent. I am amazed at the quality of the business platform. I have access to everything I would get at a traditional, larger firm, but here, democracy rules.”

Along with a unique compensation structure and an entrepreneurial spirit, an additional aspect that makes Tiffany & Bosco successful is its fundamentally democratic management structure. While policy decisions are made by the Equity Shareholders (currently comprised of 20 members), Rob Royal, Business Divorce Litigation, says most decision-making is very clear-cut and uncomplicated: “We go around the room asking for opinions and in the end, we come to comfortable decisions that we all can live with.”

“No one walks away from a firm meeting grumbling that he or she didn’t have the chance to be heard.”

– Bill Finnegan, Tax and Estate Planning,
Tiffany & Bosco, P.A.

Larry McCormley, part of the firm’s Real Estate group, says the fairness that is ingrained in the corporate culture and the way decisions are made and implemented makes for a surprisingly calm and professionally supportive

environment. "Even after all the years I've been here, I still marvel at our organizational process. We can openly and effectively discuss even difficult decisions without people feeling ignored or unheard."

Personalities Mesh

"We have high collegiality and morale amongst attorneys and staff. What this means is that we keep our experienced people, which definitely leads to better client service."

– Rich Oney, Intellectual Property,
Tiffany & Bosco, P.A.

Along with first-class lawyering skills, the firm is also highly attuned to the importance of compatibility and all new attorney additions are vetted by the attorneys who currently make up the firm's professional populace. Referred to as the "get-along standard," a one-sentence yardstick is used to help evaluate prospective candidates: Will a prospective attorney fit in with the firm's environment of camaraderie, openness and respect to reach solutions?

This personality profile leads to satisfied lawyers, which leads to satisfied clients, which leads to a successful and profitable firm. "After being with other firms, I can't say enough about how practicing with lawyers who get along inspires me," says Dustin Jones, Zoning and Land Use Law. David Case, Tax and Estate Planning, spent over 30 years with another firm, then recently came to Tiffany & Bosco so he could practice with his son. "I made a difficult

decision leaving my other firm, but the people here and the opportunity to work with my son made the transition easy for me," says Case.

"I stress to all of our prospective associates that we are looking for entrepreneurial types who are confident and competent and have a passion for their practice. We have always had that, and we want to ensure it continues as we grow."

– Chris Kaup, Bankruptcy, Tiffany & Bosco, P.A.

Practice Areas/Ability To Serve Clients

"We have such an array of practices, so that when I come across clients with legal needs, our firm most likely can help them."

– Shaphar Shaphar, Intellectual Property,
Tiffany & Bosco, P.A.

Attorneys at Tiffany & Bosco excel in a wide range of legal areas serving businesses, corporations, families and individuals. Says the firm's Director of Administration, Carol Kontak, "We're constantly updating our website at www.tblaw.com with new information and articles to reflect how our existing and new practice areas can best address the needs of our current and prospective clients."

Another attribute that serves the firm well in its quest for continuing success is its membership in MSI Global Alliance. In order to become an MSI member, the firm underwent a rigorous screening process including peer review reports, background checks on the partners and much more. "Our MSI membership gives our clients access to legal services throughout the world and allows us to compete with the mega-firms," says Mike Bosco.

Success Breeds Success

"The services we offer keep growing as more attorneys hear about our system and want to join us."

– Bill Simon, Construction Law,
Tiffany & Bosco, P.A.





"I came to T&B after many years at other firms dealing with administrative issues that drained my time. The firm has all the support I need and every day I tell myself I can't believe I didn't make the move sooner."

– Len Mark, Certified Specialist in Personal Injury and Family Law, Tiffany & Bosco, P.A.

Glenn Ostlund, one of the firm's commercial litigators, said it best when he summed up the firm's success this way: "You don't find too many firms that are successful AND compassionate towards their members," he declares. "I found those qualities at T&B over 30 years ago, and have never even considered joining another firm."



"I left T&B years ago to serve as corporate counsel and CEO for a company and recently returned. There's no place like this out there."

– Brad Forst, Securities Transactions, Tiffany & Bosco, P.A.



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Tiffany & Bosco, P.A. has provided a wide range of legal services to individuals, families and the business community since 1967. The firm is comprised of experienced attorneys, each of whom concentrates in a specific area of law. The firm represents domestic and foreign clients on a local, national and international basis. Tiffany & Bosco, P.A. is the Arizona law firm member of MSI Global Alliance, an international association of Independent Legal and Accounting Firms. Tiffany & Bosco, P.A. is also a member of the USFN and the FNMA and FHLMC designated counsel programs.

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