

# THE CITY OF THE VILLAGE OF DOUGLAS DOWNTOWN DEVELOPMENT AUTHORITY

WEDNESDAY, NOVEMBER 23, 2022 AT 2:00 PM 86 W CENTER ST., DOUGLAS MI

#### **AGENDA**

To attend and participate in this remote meeting of the City of the Village of Douglas Downtown Development Authority, please consider joining online or by phone.

Join online by visiting: https://us02web.zoom.us/j/81251519976

Join by phone by dialing: +1 (312) 626-6799 | Then enter "Meeting ID": 812 5151 9976

- 1. CALL TO ORDER
- 2. ROLL CALL
- 3. CONSENT CALENDAR
  - **A.** Approval of Agenda November 23, 2022
  - B. Approval of Minutes September 28, 2022
  - C. Approval of Minutes October 26, 2022
  - D. 1. Secretary (Balmer)
    - a. Written Communications- None
    - b. Notice of Board Vacancy- None
    - 2. Treasurer (Laakso)
      - a. Financial Update-
      - b. Accounts Payable-
    - 3. Vice Chair (Kettlehut)
    - 4. Chair (Walker)

- 4. PUBLIC COMMUNICATION VERBAL (LIMIT OF 3 MINUTES)
- 5. PUBLIC COMMUNICATION WRITTEN
- 6. UNFINISHED BUSINESS
  - A. DDA Business Incentive Program Guidelines and Application
  - B. Community Events Promotions Application
  - C. Table and Chair Rental Form DRAFT
- 7. NEW BUSINESS
  - A. DDA Gateway MCSA Group Introduction
- 8. REPORTS
- 9. PUBLIC COMMUNICATION VERBAL (LIMIT OF 3 MINUTES)
- 10. BOARD COMMENTS
- 11. CHAIR COMMENTS
- 12. ADJOURNMENT

Please Note – The City of the Village of Douglas (the "City") is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of this meeting or the facilities, are requested to contact Pamela Aalderink, City Clerk, at (269) 857-1438, or clerk@douglasmi.gov to allow the City to make reasonable accommodations for those persons. CITY OF THE VILLAGE OF DOUGLAS, ALLEGAN COUNTY, MICHIGAN

# Minutes - DRAFT Downtown Development Authority (DDA) City of Douglas 86 W Center Street, Douglas, Michigan 49406 Wednesday, September 28, 2022 - 2:00 pm

- 1. Call to Order: Chair Walker called the meeting to order at 2:00 pm
- 2. Roll Call: Present: Laakso, Postilion, Martyniek, Stefanichik, Walker Absent: Toepper, Ketlehut, Balmer, Donovan
- 3. Consent Agenda:
  - A. Approval of Agenda September 28, 2022
  - B. Approval of Minutes August 24, 2022
  - C. Officers Reports
    - i Secretary Balmer not present
    - ii. Treasurer Report included in packet
    - iii Vice Chair not present
    - iv Chair no report

Motion by Martyniek, with support Stefanichik, to approve the Consent Agenda as presented. Motion carried by roll call vote.

- 4. Public Communications: None
- 5. Unfinished Business: None
- 6. New Business
  - A. Advertising Pilot Program Brian Coon

Members were presented with a new phone prototype application that would allow individuals waiting at the charging station to download coupons at local shops, "creating incentives for these individuals to walk the town while they wait," stated Brian Coon of Monroe Michigan. Members of DDA were very interested in the application and could not see any negatives. Item will remain on the agenda for discussion

B. Business Incentive Program Application

Coastal Society application for decking and sails.

Motion by Stefanichik, with support by Martyneik, to approve the application for Coastal Society and award the \$5,000 Business Incentive Program funds. Motion carried by roll call vote.

C. Gateway Concepts

This agenda item will appear on the October agenda for discussion

D. Equipment Rentals

This agenda item will appear on the October agenda for discussion

E. Wayfinding Signage

Chair Walker was under the impression they had determined a map and primary placement of signs. She will seek clarity from City Manager LaBombard.

**7. Adjournment** – Motion by Postilion, with support from Martyneik, to adjourn the meeting. Motion carried by roll call vote.

# Minutes - DRAFT Downtown Development Authority (DDA) City of Douglas 86 W Center Street, Douglas, Michigan 49406 Wednesday, October 26, 2022 - 2:00 pm

- 1. Call to Order: Chair Walker called the meeting to order at 2:00 pm
- **2. Roll Call:** Present: Laakso, Postilion, Martyniek, Balmer, Stefanchik, Walker Absent: Toepper, Ketlehut, Donovan
- 3. Consent Agenda:
  - A. Approval of Agenda October 26, 2022
  - B. Approval of Minutes September 28, 2022 The following amendments were requested: Correct the spelling of Martyniek and Stefanchik
  - C. Officers Reports
    - i Secretary Balmer No report
    - ii. Treasurer Laakso included in packet
    - iii Vice Chair Kettlehut not present
    - iv Chair Walker No report

Motion by Stefanchik, with support from Martyniek, to approve the consent agenda with amendments in the minutes. Motion carried by unanimous roll call vote.

- 4. Public Communications: None
- 5. Unfinished Business:
  - A. Douglas Electric Vehicle Charging Station Deals

    Agreed to move forward with charge deals pilot.

Motion by Laakso, with support from Martyniek for DDA recommendation to city council to engage in this agreement with charge deals. Motion carried by voice vote.

- B. DDA Owned Table and Chair Rental Updated Unfinished, will discuss rates next meeting.
- C. DDA Business Incentive Program Guidelines and Application Will need to look through more. Move to November meeting.
- D. Community Promotions Application

  Move to November, will need more time to look through.

#### 6. New Business

A. Holiday Lighting and Decorations CVB \$8,000 Award Lisa Mize Executive Director CVB Present.

Chips is working on a quote and will be submitting an invoice in a few days. Walker will approve if under budget. Discussed Decorating subcommittee for next year. Discussed Tentative plan for a tree lighting

ceremony for the Saturday after thanksgiving, November 26<sup>th</sup> at Beery Field, or Center St.

Motion by Martyniek, with support from Balmer to have Walker approve invoice for Holiday decorations if under budget. Motion carried by voice vote.

7. Reports: No reports received

8. Public Comments (limit of 3 minutes): No comments

#### 9. Board Comments

Motion by Balmer, with support from Stefanchik to extend current meeting for 30 minutes. Motion carried by unanimous roll call vote.

10. Chair Comments: No comments

#### 11. Adjournment

Motion by Walker, with support from Stefanchik to adjourn the meeting. Motion carried by voice vote.

#### DDA TREASURER'S REPORT for November 23, 2022 Meeting

The DDA received an \$8,000 grant from the CVB for holiday lighting and decorations during October. Expenses totaling \$2,505.45 were recorded, consisting of the recurring \$650.00 monthly allocation of Douglas staff expenses, advertising of \$175.00 for Art on Center, and \$1,680.45 for streetscape visioning.

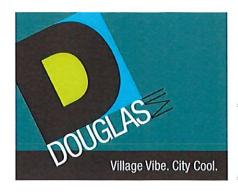
At October 31, 2022, the DDA had cash on hand of \$118,904.19, and an accounts payable balance of \$62.00 for Prein & Newhof, leaving an ending Fund Balance of \$118,842.19.

10/21/22

## DDA BUDGET - 2022-2023 FISCAL YEAR as of July 1, 2022

	2022-2023 Approved Budget		Activity for October 2022		2022-2023 YTD Activity		Budget Remaining to Earn/Spend		Comments
REVENUES TAX INCREMENT RECAPTURE OTHER INCOME TOTAL Revenues	\$	39,188.00	\$	8,000.00 8,000.00	\$	35,120.83 8,000.00 43,120.83	_		TIF Recapture \$8,000 Grant from CVB for Holiday Lighting
EXPENSES TRAINING FUNDS		7 000 00		550.00		2 522 22	\$	-	All at 50 at 50 ff and
DDA ADMINISTRATION WEBSITE BUSINESS INCENTIVE PROGRAM CONTRACTUAL ENGINEERING		7,800.00 550.00 5,000.00 9,800.00		650.00 1.680.45		2,600.00 3,115.55		550.00 5,000.00	Allocation of Douglas Staff Expenses  Prein & Newhof
PROMOTIONS/COMMUNITY DUES/FEES/PUBLICATIONS OTHER		10,000.00 450.00		175.00		1,703.44		.,	Art on Center Commercial Record and Urban Street Ads
TOTAL Expenditures	\$	33,600.00	\$	2,505.45	\$	7,418.99	\$	26,181.01	
SUMMARY:		-		-					
REVENUES: EXPENDITURES	\$ —	39,188.00 33,600.00	\$ —	8,000.00 2,505.45	\$ —	43,120.83 7,418.99	\$ —	(3,932.83) 26,181.01	
BUDGET NET INCOME (LOSS)	\$	5,588.00	\$	5,494.55	\$	35,701.84	\$	(30,113.84)	Excludes Capital Expenditures
Memo: Including Proposed Capital Expenditures Proposed Capital Expenditures Total Expenditures	\$ \$	34,000.00 67,600.00		2,505.45		7,418.99	\$ \$	34,000.00 60,181.01	
Net of Revenues & Expenditures	<u>&gt;</u>	(28,412.00)	\$	5,494.55	\$	35,701.84	<u>Ş</u>	(64,113.84)	

11/22/2022



### **MEMORANDUM**

To:

Douglas Downtown Development Authority

From:

Rich LaBombard

City Manager

Date:

November 23, 2022

RE:

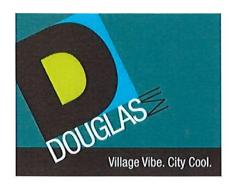
DDA Business Incentive Program

Guidelines and Application

On request, I have researched the City's records and have located the guidelines and application for the business incentive program. The business incentive program was reintroduced in 2017 to provide businesses with a funding opportunity from the Downtown Development Authority to make certain public improvements necessary for future economic growth. The attached guidelines and application outline the program and request a guarantee in writing the repayment of the award in the event that the business fails to meet the conditions of the grant. The application further request photographs of the improvements before and after completion of the work.

DDA members are being asked to provide comments and suggested revisions to the guidelines and form prior to its implementation.

Discussion item.



# Douglas Downtown Development Authority

**Business Incentive Program Guidelines & Application** 

#### PROGRAM REQUIREMENTS

The City of Douglas Downtown Development Authority (DDA) was originally created in 1997 to reverse the pattern of deterioration in the downtown area and to plan for and implement certain public improvements considered necessary for future economic growth. The goals of the DDA are detailed in its Development Plan, adopted in 2006. In mid-2017, the DDA introduced a new Business Incentive Program designed to provide funding to businesses moving into the City of Douglas DDA District (District) and existing businesses within the District that undergo an expansion within the District.

The maximum amount awarded to a business under the program is \$5,000. Projects will be funded only to the extent that funding is available.

Applicants must meet the following criteria:

#### **ELIGIBILITY**

- For-profit business owners that purchase or lease property within the District and open a new forprofit business in the District.
- Owners of taxable property within the District that lease to tenants who open new for-profit businesses in the District.
- For-profit business owners or tenants of property currently located within the District that undergo
  an expansion within the District. Expansion is defined as: an addition of square footage to an existing
  building, acquisition of neighboring property, addition of outdoor seating or service areas that thereby
  adds taxable value to the property, or moving to a larger building within the District.

#### **CONDITIONS OF ELIGIBILITY**

- The property owner must be current on all City, County and State property and income taxes and all other City accounts.
- The proposed project must have an estimated useable life of at least 10 years.
- The business owner or their contractor must secure proper permits prior to commencement of work. All work must comply with all applicable laws, ordinances, building codes, and zoning ordinances.
- All work must be completed within six months from the date the award is approved.
- Funding will not be awarded for work completed prior to application date.
- Applicants must be available to attend a DDA Business Incentive Program sub-committee meeting. A
  DDA representative will be in contact regarding an appointment. Applicants are also invited to attend
  the DDA Meeting at which their application is brought to the DDA Board.
- To qualify for funding, the business must be open for regular business a minimum of four days a week for eight consecutive months per year.
- If funding is awarded, the business must remain open for regular business for five years. If, during that

time, the business closes its regular operation and therefore no longer fulfills this condition, the award must be repaid to the DDA on a pro-rated basis (for example, for a \$5,000 award, at a rate of \$83.33 for each month that the business is no longer open during the 5-year period).

- Applicants must personally guarantee in writing the repayment of an award in the event that their business is determined to have failed to meet the conditions of the award granted.
- If funding is awarded, the recipient must display the DDA Business Incentive Program Award Signage (see example – sign will be provided) in a window on the pedestrian side of the business, in plain view of the public. Signage must remain in place a minimum of 60 days after the completion of funded project.



• If funding is awarded, the recipient must provide the DDA with photographs of aesthetic improvements before and after the completion of work. Photographs must be taken from the same vantage point. These photographs may be used by the DDA for marketing purposes.

#### ELIGIBLE COSTS (with estimated useable life of at least 10 years)

- New construction, including electrical, mechanical and plumbing upgrades
- Replacement or addition of windows, doors, walls or other appropriate architectural elements
- Construction or installation of interior partition walls, flooring and ceiling systems
- Professional design fees (architectural, interior design or landscape)
- · Exterior or interior painting
- Awnings or exterior canopies
- Exterior or interior lighting
- Masonry restoration, cleaning or paint removal
- Conversion of storefront to architecturally contextual/historic storefront
- Restoration of historic elements (both interior and exterior)
- Removal of historically unsuitable (modern) facade treatments
- New outdoor café seating
- Exterior landscaping
- Exterior or interior signage
- All materials and labor for work performed in association with above-mentioned improvements

#### **INELIGIBLE COSTS**

- Appraiser or attorney fees
- Expenses incurred prior to application date
- Property acquisition, mortgage, land contract financing or loan fees
- Building permit fees
- Purchase of Inventory
- Maintenance expenditures
- Furnishings, trade fixtures, display cases, counters, computers, equipment and other items taxed as personal property

Please note that the above lists of eligible and ineligible costs are not all-inclusive. Final determinations of eligibility requirements are governed by the DDA Board.

#### **AWARD PAYMENTS**

- DDA awards are paid to recipients as reimbursements.
- All work must be in compliance with the aforementioned requirements.
- Original receipts for work performed must be provided to receive reimbursement.
- After satisfactory review by DDA Business Incentive Program sub-committee, payment will be made to the award recipient as soon as possible by the City Treasurer.

#### PROJECT PRIORITIES

The Business Incentive Program is a competitive evaluation process. Complete documentation regarding your project (i.e., photographs, renderings, sketches, estimates) will help increase your chances of receiving funding.

Applications for businesses containing one or more of the following characteristics (in no particular order) will be given priority in the awarding of DDA funding:

- Businesses locating into buildings that are vacant
- Projects containing a high ratio of private to public dollars
- Projects designed to resolve deteriorated, inappropriate/unsightly conditions that have existed for many years (boarded windows, deteriorated electrical fixtures, unsightly storefronts, etc.)
- Projects designed to restore the historic condition of a building facade
- Projects that will complete the improvement of a block or portion of a block (ex. replacement of an inappropriate facade that exists on a block containing many well-preserved, or improved facades)

New applicants will be given priority over applicants that have previously received funding under the Business Incentive Program. A business may not apply for another award within 5 years of receiving an award under this program.

Projects for the following types of businesses will be given priority over others for funding consideration as established by the adopted DDA Development Plan:

- Businesses that cross promote and bolster District businesses
- Projects providing a new type of business to the District, such as:
  - Breakfast and lunch establishments
  - Specialty merchant stores
  - Clothing merchants
  - Jewelry stores
  - Art galleries
  - Boutique hotel/lodging
  - Breweries/distilleries
  - Ice cream/candy shops
  - Wine/craft beer/cheese stores
  - Antique/vintage shop

#### **PROGRAM TIMELINE**

Business Incentive Program applications are accepted, reviewed and awarded on an ongoing basis depending on the availability of funds in the DDA budget.

#### MANDATORY APPLICATION INFORMATION CHECKLIST

- Attach a narrative describing your project in detail and how this project will benefit the DDA District.
- Attach architectural plans, renderings, sketches or illustrations depicting the work to be performed.
- Attach a breakdown of the estimated costs associated with your project. Include the entire project cost and the amount requested.
- Attach a copy of your company's business plan. For resources relative to business plan development, visit www.michiganbusiness.org.

ALL DECISIONS CONCERNING THE BUSINESS INCENTIVE PROGARM APPLICATION PROCESS, INCLUDING ELIGIBILITY AND/OR CONTAINING ELIGIBILITY FOR FUNDING, ARE WITHIN THE SOLE DISCRETION OF THE DDA BOARD ARE AND FINAL.

Please return application and supporting documentation to:

City of Douglas Downtown Development Authority 86 West Center, PO Box 757 Douglas, Michigan 49406.

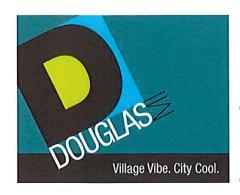
Please contact Lisa Imus at <u>limus@ci.douglas.mi.us</u> or269.857.1438 for questions. For more information on the DDA please visit our website at <u>www.DouglasMichigan.com</u>.

COMPLETE THIS APPLICATION IN ITS ENTIRETY; INCOMPLETE APPLICATIONS WILL NOT BE REVIEWED. PLEASE RETAIN A COPY OF THIS ENTIRE APPLICATION FOR YOUR RECORDS.

Business Incentive Program adopted by the DDA on June 13, 2017 Revised – November 23, 2022

GENERAL APPLICATION INFORMATION	Application Date//
Business Name	- ************************************
Property Address	
Business Owner	
Business Owner Address	
Business Owner Phone # (Home/ Office)	(Cell)
Business Owner Fax #Email	
Property Owner	
Property Owner Address	
Property Owner Phone # (Home/Office)	(Cell)
Property Owner Fax #Email	
Is this a new or existing business? New Existing (Circle On	ne)
Is this business currently located within the DDA District? Yes	No (Circle One)
If this business is relocating, when was this business established	?
If this business is relocating, please list current address	
Is this business expanding in the DDA District? Yes No (Ci	rcle One)
Amount of square footage to be added	
Estimated start date of project//	
Estimated completion date of project//	
Total cost of project \$ Amount requ	ested \$
Signature of Applicant	Date

By signing this Business Incentive Program application, I understand that any amount awarded is personally guaranteed by me. If my business does not remain open for five years after receipt of award payment, I understand that I will be required to repay the pro-rated amount of the award to the Douglas Downtown Development Authority immediately upon demand.



## **MEMORANDUM**

To:

Douglas Downtown Development Authority

From:

Tim Kettlehut

Date:

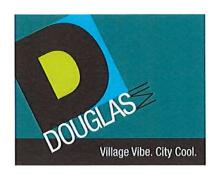
November 23, 2022

RE:

Community Events Promotions Application

At the October meeting, DDA members were provided a draft application for the Community Events Promotions Application. Authority members are being asked to provide their final comments on the form prior to its implementation.

#### Discussion item



# Douglas Downtown Development Authority COMMUNITY EVENTS FUNDING PROGRAM GUIDELINES

The DDA is seeking a partner relationship with event presenters to help promote Douglas's Downtown District.

- 1.) Local Organizations planning to present a public event(s) in Downtown Douglas may submit an application for funding in accordance with these Guidelines. The Douglas DDA intends to support qualified downtown events with funding to promote the downtown district and increase foot traffic. Funding recommendations are reviewed at the end of each quarter.
- 2.) To qualify for Douglas DDA funding events must:
  - Include participation of local downtown businesses
  - Market the event as well as promote Douglas's Downtown
  - Be open to the public
  - Preference will be given to events which attract a diversity of participation
- 3.) Community Organizations receiving Douglas DDA funding **must comply with the following**:
  - DDA monies awarded must be used towards marketing the event, Douglas's Downtown, and Local Businesses.
  - All necessary insurance and security must be provided by the event.
  - Event organizers must work with City of Douglas City Council/Administration
    /DPW/Police and Fire on road closures, use of public space and services, and other
    issues. Event organizations must receive City Council approval for their Special Events
    Application.
  - Event must use the DDA logo on all materials and to link to the DDA website (if applicable).
  - Event organizer must complete an Application Form and provide contact information.
  - Funds cannot be used for events restricted to private or exclusive participation.
  - Funds cannot be used for fundraisers.
  - Itemized receipts must be presented equaling amount requested
  - Organizations receiving DDA event funding must submit a written final report on the events and how DDA funds were used prior to consideration of a new application.
  - Funded organizations may be asked to appear and submit their report at a DDA meeting following the event.

# Douglas DOWNTOWN DEVELOPMENT AUTHORITY APPLICATION COMMUNITY EVENTS FUNDING PROGRAM

Please Review Attached Guidelines

## ORGANIZATION REQUEST FOR DDA FUNDS

Please review the attached Community Event Funding Program Guidelines. Reply to each section completely; additional sheets may be attached

Submit complete application to the DDA office, City Hall, 86 W Center St, Douglas MI 49406

	,,	, , , , , , , , ,
Submission Date: Name of Organization: Address: Contact Name: Phone Number:		
I ORGANIZATION MISSION	OR PURPOSE	
Date received	_ Meeting review date	Recommendation:
II DDA FUNDING HISTORY		
A. Is this the first time you've B. If Yes, how many times ha		
NOTE: Organizations which rece event including how DDA funds w		ously, must make a final written report on the on of a new application.
III EVENT DESCRIPTION		
Event Name		
Event Date(s)		
Location Click		
Event Description/Activities	Planned:	

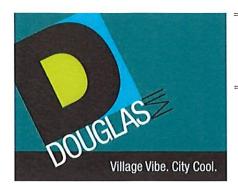
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A. How the proposed activity will benefit Douglas's Downtown and Local Businesses:
B. List Local Businesses involved, include How Businesses are participating in the event.
V PROMOTION and PUBLICITY  A. How many participants expected: B. Participant demographics (ages, special interests, where coming from, etc.):
C. List your methods to advertise and promote the event, plus Downtown and Local Businesses:
VI BUDGET Note: Please attach an Itemized Budget for the Event to Your Application.  Budget Summary:

### TOTAL COST:

## City of Douglas EVENT APPROVAL

Have you submitted a Special Event Application to the City of Douglas for approval? Y  $\square$  N  $\square$  Has your Special Event Application to the City been approved by Douglas City Council? Y  $\square$  N  $\square$ 



# **MEMORANDUM**

To:

Douglas Downtown Development Authority

From:

Rich LaBombard

City Manager

Date:

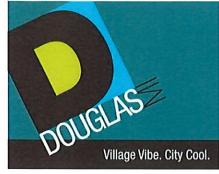
November 23, 2022

RE:

Table and Chair Rental Form - DRAFT

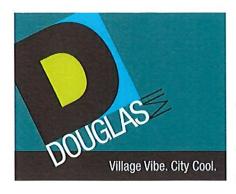
The attached draft form is being provided for review.

Discussion item.



# 2022 DDA Table and/or Chair Rental Form

	Name of Group:					
DOUGLAS  Village Vibe, City Cool	Contact for Group:					
DOUGL	Address:					
Village Vibe. City Cool.	Phone Number:					
	Dates of Rental:					
Rates: Tables \$8 / table X tables for a Chairs \$1 / chair X chairs for a	agreed upon rental duration = \$ agreed upon rental duration = \$ Subtotal = \$ Damage Deposit = \$100 Total = \$					
The Group will pick up the tables and/or	chairs on at					
The Group will drop off the tables and/o	r chairs onat					
Any other details that might be worth no	oting:					
town staff that will have to be present for kept. If this can't be facilitated at dates a made as soon as possible to accommoda request, then an administrative fee of \$5 refund.	or these dates and times so as not to inconvolve access to storage where tables and/or cleand times stated, alternate arrangements ate the request. If the group does not come will be charged and applied to any dama werified by the Town Official after the rentance.	hairs are must be iply with this age deposit				
And mailed to what address:						
Print Name:	Date:					
Signature:						



## **MEMORANDUM**

To:

Douglas Downtown Development Authority

From:

Rich LaBombard

City Manager

Date:

November 23, 2022

RE:

DDA Gateway

MCSA Group Introduction

Following presentations and discussions about intersection and gateway improvements with the City Engineer, DDA members inquired about other design services available. I've asked Tiffany Smith of MCSA Group of East Grand Rapids to come today and discuss gateway improvements she's been involved with previously with the DDA, and introduce the services MCSA Group provides.

Discussion item.

×



#### TIFFANY A. SMITH, RLA, CPSI PRINCIPAL and PRESIDENT

#### Registration:

Registered Landscape Architect – State of Michigan

#### Education:

- Michigan State University, B.S.L.A., 2001
- · Certified Playground Safety Inspector, CPSI

#### Professional Experience:

- M. C. Smith Associates and Architectural Group, 2001 to date
- · Adjunct Professor at Lawrence Technological University
- Eagle Point Software, 2001
- Michigan Department of Natural Resources Operations Services Bureau – Engineering Division 2000-2001
- Michigan State University Landscape Architecture Teaching Assistant 2000
- Michigan Department of Natural Resources Park and Recreation Bureau – Planning Division 1998-2000
- Michigan State University AutoCAD Teaching Assistant 1997
- M. C. Smith Associates 1990-1998 (Summers)

#### Professional and Civic Activities:

- Member American Society of Landscape Architects
- Member Sigma Lambda Alpha Fraternity Michigan Chapter of Landscape Architecture Honorary Fraternity

Tiffany started with the MCSA Group in 1990 as a high school intern and is now the President and a primary project manager. Tiffany is involved in all aspects of our professional practice from design through project administration. She is an expert estimator appreciated by clients and staff alike for her infectious enthusiasm. Tiffany is an avid gardener and reader. She has 2 Cavalier King Charles Spaniels; 2 Siamese cats, and can actually throw a fly.