

# Exhibit A-55: Resume of Ross Tilghman



## ROSS TILGHMAN

Ross Tilghman is sole proprietor of the Tilghman Group, an independent, professional practice providing transportation planning services. He brings 36 years of planning experience, including serving as executive director of a downtown business improvement district. Mr. Tilghman creates transportation solutions that meet the client's needs, fit the environment in which they are built, work reliably and are affordable.

Mr. Tilghman specializes in tailoring transportation and parking strategies for projects in environmentally, historically or culturally sensitive settings. Frequently working with internationally recognized planning teams, his projects involve zoos, parks, historic districts, academic and institutional campuses, mixed-use projects, recreation areas, downtowns, new communities, special event facilities, and parking. He provides transportation-related revenue projections, market studies, planning and development strategies for government, not-for-profit, and private sector clients.

### Experience

**Master Planning and Traffic Impact Analysis** for commercial districts, academic and government campuses, new communities, mixed-use developments, and recreation projects throughout the United States and internationally. Tilghman creates access and circulation strategies, guides parking development, calculates carbon emissions, and evaluates traffic operations. Notable projects include:

- State of Iowa Capitol Complex Master Plan 2000 and Update 2010 (Des Moines, Iowa) guides the Capitol's development to reclaim gardens from parking lots, create a more pedestrian campus, implement downtown shuttle service and increase employees' commuting options to reduce the complex's carbon footprint.
- Galisteo Basin Preserve (Santa Fe, New Mexico) traffic analysis that assessed traffic volumes and operations for this master-planned conservation community. Internal trip capture and parking demand were determined for each project phase, as were external traffic volumes and their impact on regional highways.
- The Evergreen State College Master Plan Update (Olympia, Washington) details future circulation and parking needs along with measures to reduce transportation-generated carbon emissions significantly.

**Park and Zoo Planning** to enhance the visitor's experience when arriving and moving about, as well as in providing adequate access, parking and transit facilities to handle design-day volumes. Examples include:

- Seattle Parks Department transportation plans for Soundview Playfields, South Park Playground and South Park Plaza
- Pt. Defiance Park, Tacoma, Master Plan and Development Regulation Agreement to improve pedestrian and bicycle circulation, re-route vehicles away from core areas, create a new roundabout entry intersection, meet zoo parking needs, and better manage parking throughout the park.
- Botanic gardens (The Bloedel Reserve, and Mt. Cuba Center, Delaware) where Tilghman determined comfortable carrying capacity for visitors on trails. Access and parking management strategies also improved the visitor's experience.
- Albuquerque BioPark Master Plan for which Tilghman provided design-day projections of parking demand and traffic volume. An internal shuttle system was specified to help visitors move between the Botanic Garden and Zoo. Tilghman also coordinated development of a new internal wayfinding system for the BioPark Zoo.
- San Diego's Balboa Park where a new Land Use, Circulation and Parking Plan guides future development of this major urban park with over 12 million visitors per year.
- Seoul Grand Park Zoo, Seoul, South Korea, where external access, parking and internal circulation recommendations were detailed for a new Master Plan.

**Recreation and Special Event** transportation development including travel forecasts and management plans for stadiums, arenas, convention centers, resort hotels, ski resorts, a professional tournament golf course, and riverboat and dockside casinos located throughout the U.S. Key examples:

- Traffic and parking management plan peer review for Hollywood Park Entertainment District, Los Angeles, in preparation for the opening of the new 70,000 seat SoFi Stadium
- Strategic action plan for Banc of America Stadium in Los Angeles to reduce access delay and improve patrons' experience
- Access and parking management plan for the 19,000 seat Tacoma Dome in the context of adjacent new development and changing transit services.
- SeaFair transportation management plan to reduce congestion and neighborhood impacts from the hydroplane race weekend.
- An access and parking plan to retrofit 75,000 seat Joe Robbie Stadium in Miami.
- Iowa Events Center (Des Moines, Iowa) that expanded with a new arena for which new parking, revised access routes and changes to downtown streets were recommended.
- Tacoma Convention Center parking plan supporting a new public assembly facility in downtown Tacoma.

**Parking Development** including supply and demand studies, market analyses, layouts, management plans and revenue projections. Examples include:

- City of Tacoma Parking Enterprise System. Tilghman has provided supply and demand studies plus development of a revenue model for the downtown parking enterprise system over the past 18 years. Periodic updates to the model allow the City to anticipate future net revenues from the system. Tilghman continues to assist the City through a variety of parking related services including analysis of joint development potential using public parking.
- Fred Hutchinson Cancer Research Center Parking Management Plan (Seattle, Washington) guides facility managers during construction of new buildings that displace existing parking on this growing campus.
- City of Bellevue Downtown Parking Garage Financial Feasibility Study (Bellevue, Washington) addressed market potential, parking capacity, operating cost and capital requirements to support a sports arena.

**Transit Market and Feasibility Analysis.** Ridership was estimated for light rail feeder services in the Denver Tech Center area and potential routes were evaluated based on strict cost criteria. Analysis of Bus Rapid Transit markets in Los Angeles documented the attraction of new riders and identified their demographic characteristics. Feasibility studies projected ridership potential for light-rail in key commuting corridors in Los Angeles, for passenger-only ferry service in Seattle, and for a downtown shuttle in Juneau, Alaska. Shuttle operations, management and vehicle types were surveyed nationally for application to a Denver, Colorado retail district.

**Historic Preservation Planning.** Alternative street configurations and transit layouts, traffic analyses, parking studies and parking development strategies were provided in support of preserving historic properties in Tennessee, Maryland, Michigan, Washington, Wisconsin, Louisiana and Illinois. These ranged from site-specific master plans to area-wide transportation strategies to protect historic resources, including historic districts and civil war battlefields. Heritage tourism plans were also developed in Mississippi and Virginia.

**Peer Review and Expert Witness Services.** Mr. Tilghman reviews proposed transportation projects to address concerns including the adequacy of analysis and benefits for a variety of roadway, parking and transit projects. He provides testimony at land use hearings regarding the sufficiency of transportation studies in complying with local ordinances and environmental review requirements.

## **Professional Activities**

### **Seattle Design Commission**

Tilghman served as Chair of the Seattle Design Commission in 2017. He was first appointed to the Commission as its transportation planner in 2013, then re-appointed in 2015 and again in 2017, completing five years in total. The Design Commission advises city departments, the Mayor and City Council on the design of public projects, advocating for excellence in urban design.

### **Urban Land Institute**

Mr. Tilghman is a full member of the Urban Land Institute. He serves on ULI's Suburban Development and Re-Development Council and previously served on the Community Development Council – Blue Flight. He has been active at the national level having completed numerous assignments including 24 Advisory Service Panel assignments in communities around the country.

Locally, Tilghman participated in ULI Northwest's Sustainable Leadership Task Force where he assisted in creating the inaugural Sustainable Leadership Program curriculum (2012-2013), coordinating the session on infrastructure. He participates in local Technical Assistance Panels, most recently in Kent, WA, to assess transit-oriented development strategies.

### **Other Organizations**

Ross has made presentations and served on resource panels for numerous organizations, including The Mayor's Institute on City Design, The National Trust for Historic Preservation, and Illinois Main Street.

For three years, Mr. Tilghman was Executive Director of the Galesburg Downtown Council, a business improvement district and Main Street program in Galesburg, Illinois. He oversaw downtown maintenance, facade improvements, parking, and upper story redevelopment efforts in concert with Main Street redevelopment principles. He successfully authored a TEA-21 Enhancement grant application for a \$1.9 million streetscape reconstruction completed in 2002.

### **Presentations, Publications and Special Assignments**

- ◆ "Ten Principles for Building Healthy Places", Washington, D. C., ULI, 2013 – member of select group that developed the principles for developing healthier cities.
- ◆ ULI Northwest – Participated in creating inaugural Sustainable Leadership Program curriculum (2012-2013) and coordinated session on infrastructure.
- ◆ ULI Advisory Services Panel assignments in Greenville, South Carolina; Hillsborough County, Florida; Coeur d'Alene, Idaho; Buffalo, New York; Georgetown, South Carolina; Anna Maria Island, Florida; Kent, Washington; Pittsburgh, Pennsylvania; Tucson, Arizona; Arvada, Colorado; Stockton, California; Queen Creek, Arizona; Suffolk, Virginia; Oklahoma City, Oklahoma; Nantucket, Massachusetts; Baton Rouge, Louisiana; Las Vegas, Nevada; Springfield, Virginia; Sacramento, California; Port St. Lucie, Florida; Ft. Lauderdale Beach, Florida; Carson, California; and St. Louis, Missouri
- ◆ Stadium Transportation Survey Findings, included in "Developing Sports, Convention, and Performing Arts Centers", 3<sup>rd</sup> ed., Washington, D.C., ULI, 2001
- ◆ *Design Guidelines for Main Street*, National Town Meeting, Indianapolis, 2001
- ◆ Ohio Design Assistance Team, Community Design Charrettes, multiple assignments in Dayton, Springboro and Canal Winchester, Ohio 2000-2001
- ◆ *Anticipating Future Transportation Needs*, Mayor's Institute on City Design, Cincinnati, 1999
- ◆ *Community Character and Road Design Standards*, Illinois Statewide Preservation Conference, Elgin, IL, 1998
- ◆ *Downtown Parking*, Illinois Main Street Conference, Alton, Illinois, 1997
- ◆ *Balancing People and Traffic: Making Better Streets*, Mayor's Institute on City Design, St. Louis, 1997
- ◆ *New Urbanism and the New Urban Traffic*, Congress for the New Urbanism IV, Charleston, South Carolina, 1996
- ◆ *Dealing with Traffic in Resort Communities*, Sprawl Alliance, Petoskey, Michigan, 1996
- ◆ *Traffic and Parking in Five Easy Steps*, Co-author, ULI Seminar -- Developing Sports and Convention Facilities, Atlanta, 1996
- ◆ *Preservation and The Parking Problem*, Illinois Statewide Preservation Conference, Rock Island, Illinois, 1995
- ◆ *Rethinking the Role of the Automobile in City Design*, Mayor's Institute on City Design, St. Louis, 1995
- ◆ Riverboat Gambling Resource Team, Historic Landmarks Foundation of Indiana, Madison, Jeffersonville, and New Albany, Indiana, 1993
- ◆ Stone City Preservation Resource Team, Canal Corridor Association, Joliet, Illinois, 1993
- ◆ AIA Regional/Urban Design Assistance Team (R/UDAT), San Angelo, Texas, 1992

### **Community Service**

Boating Advisory Council, Mount Baker Rowing & Sailing Center, 2008-2020. Served as Treasurer, Vice President and President.

Columbia City Business Association – Business Development Committee, 2013, 2015

### **Education**

B.A., History, Washington University, St. Louis, Missouri

M.A., Geography, University of Washington, Seattle

Continuing Education: Highway Capacity Workshop, Northwestern University, 1995