

# Ken Flynn

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## Education

### FORM-BASED CODE CERTIFICATION

Form-Based Code Institute

3-course curriculum - code creation, design and implementation

Fort Worth & Phoenix

Arlington, Texas

### GRADUATE STUDY TOWARD MASTERS

CITY AND REGIONAL PLANNING

University of Texas at Arlington

### PROFESSIONAL DEGREE in ARCHITECTURE & URBAN DESIGN

Texas Tech University\*

Thesis: Development Proposals for Revitalization of Downtown Lubbock

Lubbock, Texas

\* Completed five-year architectural design curriculum and urban design/planning thesis. Subsequent to graduation, Texas Tech converted this accredited professional degree from a Bachelor's to a Master's degree and made their Bachelor's program a four-year non-professional degree.

## Experience

### Public/Private Partnership Consulting

TOWN ARCHITECTS, INC. – P3 PLACEMAKING, PLANNING & DEVELOPMENT SERVICES / FLYNN PLANNING

■ President/ Planning & Development Director

DOWNTOWN FORT WORTH, INC. (DFWI) & DFWI TRANSPORTATION MANAGEMENT ORGANIZATION / TIRZ NO. 3

■ Transportation and Development Director / TIF Manager, Tax Increment Reinvestment Zone (TIRZ) No. 3

FLYNN PLANNING / GIDEON TOAL MANAGEMENT SERVICES / WALKER PARKING

■ President/ Planning & Development Director / TIF Development Manager / Senior Project Manager

MYRICK, NEWMAN & DHALBERG / GREATER LUBBOCK DEVELOPMENT ASSOCIATION

■ Project Manager / Planning Consultant

### Private Sector

JACKSON REALTY

■ Maryland Development Partner / Project Manager

WOODMONT COMPANY

■ Project Manager, Retail Development Division

■ President, Residential Development Division

ASTOR DEVELOPMENT COMPANY

■ President/ Executive Vice President / Development Director / Project Manager

GREAT WESTERN DEVELOPMENT CO.

■ Director of Development / Project Manager

GEMCRAFT HOMES, INC.

■ Land Manager

### Public Sector

CITIES OF ABILENE, BASTROP & PALESTINE

■ Interim Director, Department of Planning & Development Services

CITY OF JONESTOWN

■ City Administrator & Director of Planning & Community Development Services

CITY OF BRIDGEPORT ECONOMIC DEVELOPMENT CORPORATION

■ Executive Director

CITY OF HALTOM CITY ECONOMIC DEVELOPMENT CORPORATION

■ Economic Development Director

CITY OF ARLINGTON

■ Planner/ City Preservation Officer / Economic Development Liaison, Planning & Development Services Department

CITY OF GRAPEVINE & DOWNTOWN MERCHANTS' ASSOCIATION

■ Main Street Director, Economic Development Department

CITY OF EULESS

■ Director, Department of Planning, Development Services & Economic Development

## Public/Private Partnership Experience

### TOWN ARCHITECTS, INC. – P3 PLACEMAKING, PLANNING & DEVELOPMENT SERVICES, Fort Worth, Texas

#### ■ President/ Director of Planning & Development

Planned and designed proposed corporate campus & mixed-use town center and prepared SketchUp fly-through 3D architectural model and RFP response presentation for Amazon HQ2. Planned, organized and managed P3 economic development, transportation and redevelopment projects in Irving, Fort Worth, Abilene, McKinney, Mesquite, the Colony, DeSoto, Dallas, Haltom City, Keller, Weatherford and other cities in the DFW area which proposed community centers, Transit Oriented Developments (TODs), downtown gateways and mixed-use town centers. Developed plans and fly-through 3D models for town center and mixed-use projects. Prepared urban village concept and implementation plans for redevelopment of Plymouth Park Shopping Center into a mixed-use town center. Proposed structure for P3 financing including TIF and TxDOT funding. Proposed visionary catalyst urban revitalization project to spark infill development and attract industry leaders of urban housing and community revitalization to address the systemic problems of flooding and the lack of affordable housing in Abilene. Targeted and pursued grant funding including CNG, CDBG, FEMA, and TWDB's newly created Flood Infrastructure Fund. Planned and designed a beta demonstration project to relocate residents from flood-prone areas, target flood mitigation infrastructure and creek amenities and use innovative new building materials & systems to build affordably feasible hillside housing.

#### ■ Other Projects and Services / FLYNN PLANNING & DEVELOPMENT SERVICES, Fort Worth, Texas

- Tax Increment Finance (TIF) Project Management for administration and amendment of Project and Financing Plans for \$450 million Downtown Fort Worth TIRZ No. 3 for DFWI, Sundance Square Management and Tandy Corp.
- Parking survey, on-street parking studies and Parking Model GIS development for DFWI and TIRZ No. 3.
- Downtown Parking Analyses for City of Grand Junction.
- Management Consultant to Haltom City maximizing P3 opportunities during 7 years of watershed events involving economic development, grantsmanship, interstate & TxDOT access management & planning, TIF, oil & gas, litigation resolution, real estate development and transportation planning (including planning several TODs and obtaining designation of a commuter rail station).

### DOWNTOWN FORT WORTH, INC. (DFWI) & DFWI TRANSPORTATION MANAGEMENT ORGANIZATION (TMO) / TAX INCREMENT REINVESTMENT ZONE (TIRZ) NO. 3

Fort Worth, Texas

#### ■ Director of Transportation and Development / TIF Manager

Secured federal grant funding, contracted with the T and developed business plan / work program for establishment and startup of the TMO. Directed development services. Managed Downtown Tax Increment Finance District. Developed and implemented Coordinated Parking Management Plan. Developed a Comprehensive Parking Model Geographical Information System (GIS) that inventories downtown parking supply, land use and parking demand. Operated the GIS to produce feasibility studies for prospective developments and to provide supply-versus-demand parking analysis of several proposed downtown projects. Published an Inventory of Downtown Parking Supply. Prepared On-street Parking Study & TIF District lease terms for shared use of proposed private garages with more than 2,500 parking spaces to support downtown retail and entertainment uses. Staffed TMO committees for ITC and Trolley Task Force. Amended TIF Plans periodically. Updated Strategic Plan and renewed PID.

### FLYNN PLANNING / GIDEON TOAL MANAGEMENT SERVICES, Fort Worth, Texas

#### ■ President / TIF Project Manager

Created and obtained approval of TIRZ in downtown Fort Worth and Project and Financing Plans for \$450 million redevelopment of 169-blocks around Sundance Square. Advised City, TIF Board and stakeholders (Sundance Square Management and Tandy Corp.). Performed NPV cash-flow analysis and recommended financing methods. Projected market demand and estimated TIF and parking revenues. Constructed future development model and estimated future infrastructure costs (\$50 million). Prepared Analysis of Parking Garage Sites, parking garage designs, On-street Parking Study & lease terms for shared use of private garages. Prepared TIRZ for Business Park for the City of Temple. Prepared NAS Dallas Airport Reuse Study for City of Dallas.

### WALKER PARKING CONSULTANTS / MYRICK, NEWMAN & DHALBERG (MND), Dallas, Texas

#### ■ Senior Consultant / Project Manager

**Walker:** Opened and managed Dallas office of Walker Consultants. Prepared parking studies for cities and developers.

**MND:** Prepared site planning and grant applications for park and recreation projects for developers & cities.

### GREATER LUBBOCK DEVELOPMENT ASSOCIATION, Lubbock, Texas

- Planning Consultant - Prepared development proposals for revitalization of downtown Lubbock as first use of TIF in Texas.

## Partial Client List

Sundance Square Management, Fine Line Diversified Development, Tandy Corp. (Radio Shack), Verizon Wireless, Downtown Fort Worth, Inc., Downtown Fort Worth TIF District No. 3, Hillwood/Palladium Company, Hines Development, Five Star Development, Catellus Development, 121 Town Centers, LLC, and the Cities of Grand Junction, Austin, Temple, Dallas, Haltom City and Plano.

## Private Sector Experience

### TOWN ARCHITECTS, INC. - PLANNING & DEVELOPMENT SERVICES, Fort Worth, Texas

#### ■ President/ Planning & Development Director

##### Sample Projects and Services:

- TIF funding / shared parking plan proposal for Victory Development parking garage for Hillwood Development Company.
- PID and TIF funding strategic plan proposal for shared parking for Frisco Town Center for Five Star Development.
- TIF project proposals for Catellus Development for a TIRZ in South Dallas.
- Parking studies of downtown Fort Worth parking facilities for Sundance Square Management.
- Targeted and acquired site for retail/hospitality mixed-use project for 121 Town Center, LLC. Conducted market research and due diligence, obtained zoning and other development entitlements, site planned & designed project, prepared and refined financial projections, partner proposals and marketing packages. Marketed and negotiated hotel, restaurant and retail pad sales.
- Zoning, due diligence & development services to launch DFW operations for Verizon Wireless and various other real estate projects.

### JACKSON REALTY CO., Leonardtown, Maryland

#### ■ Maryland Development Partner / Project Manager

Partner in charge of project management of 850,000 SF/125-acre downtown redevelopment mixed-use project in Maryland. Uses included retail, office, residential, retirement, governmental and educational. Project involved due diligence, environmental assessment, adaptive reuse, hazardous waste removal, and public/private partnership creation of educational/ government center component. Negotiated state highway access/condemnation case and entitlements. Negotiated and secured residential, retirement and hotel interests, retail & restaurant pad sales and tenant leases for shopping center and office building. Designed adaptive reuse of former dormitory for office building.

### WOODMONT COMPANY, Fort Worth, Texas

#### ■ Project Manager, Retail Development Division

Conducted market surveys and site selection searches in 60 markets across the United States to target shopping center projects for national retailers. Presented findings to real estate directors for national retailers including Toys R Us, Pier One Imports, Target, Marshall's, and other soft goods and restaurant pad users. Market analysis, due diligence and project management for 280,000 S.F. power center projects in Columbia, SC and Nashua, NH.

#### ■ President, Residential Development Division

Investigated Investment Tax Credit housing incentives to start up development operations. Analyzed REO properties, performed due diligence, selected sites, prepared property condition assessments and loan workouts.

### ASTOR DEVELOPMENT COMPANY, Dallas, Texas

#### ■ President & CEO

Directed all company activities and acted as lender liaison in administration of project loans.

#### ■ Executive Vice President / Development Director / Project Manager

Generated all company projects resulting in development of 1,000 residential lots, a 21-story office tower and a shopping center in the DFW market. Directed development activities including market analysis, targeting opportunities, locating and negotiating acquisitions, due diligence, project planning and budgeting, scheduling, economic feasibility, underwriting, project management, governmental liaison, land planning, construction and marketing. Investigated Austin, San Antonio, Raleigh-Durham, & Atlanta markets. Developed Excel-based pro-forma.

### GREAT WESTERN DEVELOPMENT CO., Hurst, Texas

#### ■ Director of Development / Project Manager

Conducted due diligence, feasibility studies and directed financing, land planning, zoning, engineering, budgeting and construction management for development of 12 DFW project communities in addition to duties of Land Manager.

### GEMCRAFT HOMES, INC., Hurst, Texas

#### ■ Land Manager

Started up DFW operations creating a Five-Year Land Management Plan, a Projected Land Usage and Strategic Expansion Plan. Reviewed and tracked the status of 60-150 properties per week. Acquired all Gemcraft communities in the DFW market. Conducted market surveys in 24 submarkets to target communities and program product. Was company liaison with governmental regulators in the planning, zoning, and development of DFW communities. Maintained an overview of the market, monitored operations, located buyers, and negotiated the sale of by-product properties. Despite land prices doubling, successfully focused acquisitions on affordable housing emphasis reducing the average lot price paid, expanding into new markets, and increasing market share significantly. Contracted for over 5,000 lots in more than two dozen communities, representing \$100 million plus in acquisitions.

## Partial Public Sector Experience

### CITIES OF ABILENE, BASTROP & PALESTINE, Abilene, Bastrop & Palestine, Texas

#### ■ Interim Director, Planning & Development Services

Supervised planning, building inspections, code enforcement, neighborhood and development services, CDBG, HOME & MPO. **Abilene:** Prepared RFP for Consolidated Plan / CDBG-HOME programs. Investigated and planned for Choice Neighborhood grant opportunities. Targeted catalyst redevelopment projects and incentivized affordable housing in infill neighborhoods. Planned downtown plaza/park, streetscape & parking improvements. Helped create the city's first Neighborhood Empowerment Zone. Proposed departmental reorganization, multi-ROI enhancements to the city's Storm Water Master Plan and revisions to the Land Development Code. Used GIS to inventory vacant in-fill and flood plain lots.

**Bastrop:** Proposed departmental reorganization. Developed Action Plan for implementation of new Form Based Code city wide.

**Palestine:** Proposed departmental reorganization. Contracted and coordinated civil engineering review of development plans.

### CITY OF JONESTOWN, Jonestown, Texas

#### ■ City Administrator & Director of Community Development Services

Served as City Administrator while also directing Planning, Permitting, Building Inspections, Code Enforcement, and Development Services. Provided interim direction of Public Works and Parks & Recreation departments. Initiated comprehensive rewrite and codification of all development codes and procedures. Reorganized departments of Community Development Services and Public Works and created separate Parks & Recreation department. Negotiated development agreements for three planned unit development projects and proposed and implemented a perimeter road developer participation policy. Created zoning regulations and an operating license for Short-Term Rentals. Began planning for reconfiguration of FM 1431 to provide safety and esthetic enhancements. Created procedures for and launched a Community Enhancement pilot program.

### CITY OF BRIDGEPORT, Bridgeport, Texas

#### ■ Executive Director, Bridgeport Economic Development Corporation

Managed two TIRZs and a 900-acre Endeavor Bridgeport (EB) business and outdoor adventure recreation park. Refinanced and marketed EB. Negotiated economic development and performance agreements for business park tenants. Marketed and managed adventure sporting events. Created TIF/EDC/City/ Main Street joint venture downtown redevelopment streetscape and community market projects. Designed and planned farmers' and artisans' market / coffee shop / dance and art studio and art gallery / reception hall. Designed downtown parking and streetscape enhancements and assisted with downtown festivals.

### FLYNN PLANNING & DEVELOPMENT SERVICES – Transportation, Economic Development, Real Estate and Asset Management Consulting to Municipalities, Fort Worth, Texas

#### ■ President/ Planning & Development Director

Prepared Access Management Plans, organized intergovernmental partner support, obtained grant funding (\$14 million) and negotiated \$50+ million TxDOT MOU for improved interstate highway access to support creation of two town center / urban village TODs in the TEXpress (NTE) Corridor. Negotiated TxDOT agreement for construction of a frontage road that opened 160 acres of prime commercial property to highway access at no cost to the client city. Prepared Model Development and TIF Project & Financing Plans for proposed 1,356-acre urban village TIRZ in the NTE Corridor. Obtained TxDOT Sustainable Development and Brownfield grants. Acquired site and planned and obtained designation of a Commuter Rail Station & TOD. Assembled, managed and planned development of two business parks and three \$100+ million mixed-use town center TODs. Negotiated inter-local infrastructure agreements. Negotiated mineral leases, well-site surface agreements and gas pipeline easements and associated litigation that resulted in payment of \$1 million for legal and engineering fees in addition to fair market land value and planting of street trees for median of win-win-designed common utility easement and boulevard. Sold tax-foreclosed and surplus properties and assisted in condemnations. Created grant and tax abatement policies. Targeted retail users using GIS analysis.

### CITY OF ARLINGTON, Arlington, Texas

#### ■ Development Services Planner / ED Liaison / Local Preservation Officer, Department of Planning & Development Services

Assisted developers & citizens through development review process. Coordinated economic development and impact fee programs. Staffed Development Service, CIP Advisory and Landmark Preservation Committees and meetings for comprehensive plan update and zoning and landscape ordinance rewrites. Created Enterprise Zone for General Motors.

### CITY OF GRAPEVINE & DOWNTOWN MERCHANTS' ASSOCIATION, Grapevine, Texas

#### ■ Main Street Director, Economic Development Department

Advised merchants & Main Street Committee regarding downtown revitalization, historic preservation, tax increment financing, and retail and festival marketing. Created Grapefest festival, redevelopment and incentive grant policies.

### CITY OF EULESS, Euless, Texas

#### ■ Director, Department of Planning & Development & Economic Development

Headed department during a dynamic growth period (12% AGR and construction activity increased 600%). In charge of developer negotiations; coordination of development review process; revision of development policies, procedures, and ordinances; CIP planning and contract administration for public improvements. Supervised building inspections, code enforcement, comprehensive and transportation planning, development review and zoning administration, economic development, information services, CDBG and Housing Rehabilitation Program. Produced marketing publications and developed City's first GIS.