MARK STEVEN MARSHALL

[redacted]

Professional Experience

Rocky Mountain Communities, Denver, CO Feb 21 - Present

Vice President of Real Estate Development:

- Rocky Mountain Communities (RMC) is a state-wide nonprofit, affordable housing owner, manager and developer.
- In coordination with the Board, leadership team, staff, key partners and community stakeholders, envisions and orchestrates the organizational strategic development plan for market growth throughout Colorado.
- Practitioner within and ambassador/advocate outside of organization ensuring equitable community development opportunities and outcomes are provided for vulnerable and marginalized individuals and groups.
- Utilizes relationships, and market knowledge to establish partnerships and accomplish organizational objectives to further the mission of the organization.
- Responsible for administration and management of affordable housing development initiatives, ensuring alignment with strategic priorities, government regulations, and organizational objectives in support of individuals and families. Provides strategic and operational oversight to ensure programs are administered seamlessly and successfully while working with the leadership team to create a culture of caring, learning, problem-solving, teamwork, and tolerance.

Urban Land Conservancy, Denver, CO Nov 15 – Feb 21

Vice President of Real Estate:

- Urban Land Conservancy (ULC) is a nonprofit organization that acquires, develops, and preserves community assets in urban settings for community needs, such as schools, affordable housing, and office space for nonprofits.
- Led ULC strategy and efforts in the acquisition and disposition of real estate, to include: securing sources; investigative research to identify potential investments and development opportunities; manage partnerships and stakeholder relationships; oversees due diligence, research and analysis to confirm project feasibility; identify and communicate issues that pose material risk/liability; negotiate terms of acquisition and disposition and manage through closing.
- Led/directed process of creating geographic strategy, engaging community, creating development program, selecting development partners, negotiating agreements and acted as driver to ensure on-time, under-budget delivery.
- Managed and strategically deployed $50MM Metro-Denver Impact Facility acquisition funds. Led/participated in the acquisition of 10 properties valued at over $33.5MM, comprised of over 47-acres and 265k square-feet of commercial space – as well as the disposition of assets for $13MM - one acquired in 2011 for $1.7MM sold for $6.5M in 2019.
- Works closely with local municipalities, political leaders, funders, lenders, community stakeholders and partner organizations to address and develop strategies for issues surrounding residential and commercial affordability.

Independent Development Consultant Chicago, IL Jul 14 – Oct 15

- Represents owner/developer in the areas of development planning, site control, financial feasibility and modeling, capital procurement and design planning of 155-unit housing / mixed-use Planned Development (PD) in Detroit.

Three Corners Development Orland Park, IL May 13 – Jul 14

Vice-President of Housing Development:

- Responsible for company-wide planning and execution of all affordable and market-rate housing developments including new construction, renovation and acquisition, and leading development team in support of all company operations.
- Established protocol and procedures necessary to implement the affordable and market-rate housing platform within a diverse real estate development company.
- Led development of a $21.5MM, 90-unit, 240-bed student housing building with 20,000 square-feet of retail space.
- Met regularly with political leaders, municipal staff, local stakeholders and community leaders/members on development status updates and feasibility of future developments.

Apartment Investment and Management Company (AIMCO) Oakbrook Terrace, IL Mar 07 – Apr 13
Senior Director of Development, Midwest Region:

Directed team of asset managers and construction project managers in securing Low-Income Housing Tax Credits (LIHTC) and other sources for the redevelopment of affordable housing properties in the Midwest region portfolio, consisting of over 60 multi-family apartment communities. Managed redevelopment process from feasibility stage through construction completion and close-out**.**

- Led team to the successful, comprehensive redevelopment of 8 properties, totaling 1,100 units, funded though LIHTCs, generating $38.4M in equity and leveraging $81.8M in total development funds.
- Performed asset management analysis on 36 properties - consisting of reviews of financial records, operations cash-flow, ownership structures, taxes and insurance, subsidy contacts, property condition assessments and staff interviews. Produced deep-dive property analysis with recommendations for hold or disposition of property.
- Managed process to secured $13M in Historic Tax Credit equity for 2 Philadelphia market-rate apartment communities totaling over 1,500 units.
- Developed and executed plan to temporarily relocate residents from 1,000 apartment units over 18-month timeframe during construction infrastructure upgrade.

Pusateri Development, LLC Chicago, IL Aug 06 – Feb 07
Development Consultant:

- Consultant with small firm specializing in providing development financing, strategy and construction draw processing/oversight services to smaller, state-wide housing authorities and social service agencies pursuing the development of affordable housing throughout Illinois.
- Led to closing, a 67-unit, $8.3M new-construction, senior-rental development and a 20-unit, $4.2M new-construction single-family home rent-to-own development.
- Managed construction review and processing services for 41-unit, historic-rehab senior apartment development and 67-unit senior rental development.

Mercy Housing Lakefront Chicago, IL Jan 04 - Jul 06
Regional Director of Housing Development:

- Led development staff for regional office of a national not-for-profit organization that owns and manages over 1,400 unit of affordable housing in the City of Chicago and an additional 650 units throughout the Midwest.
- Responsible for regional development strategy, identification of development opportunities and execution of the regional strategic development plan.
- Directed management of a portfolio with over $23M in construction and $35M in the development pipeline.
- Committed to creating partnerships with nonprofit and for-profit agencies, private, state and municipal funding agencies and foundations for the development and preservation of affordable housing.

Heartland Housing/Century Place Development Corp. Chicago, IL May 99 – Jan 04
Director of Real Estate Development:

- Directed team in the pursuit of land and facilities for development into decent, safe and affordable housing. Key personnel in the acquisition, financing strategy, development planning, rehabilitation and construction of multi-unit supportive housing facilities for company that developed, owned and managed over 750-units of affordable housing.
- CPDC was co-developer in partnership for the development of Chicago Housing Authority housing units.
- Secured over $25M in funding sources through agencies including the Illinois Housing Development HOME fund and Trust Fund, City of Chicago LIHTC program, the Federal Home Loan Bank Affordable Housing Program, HUD Section 8 housing subsidies and others.
- Interviewed, selected and directed consultants and professionals including architects, general contractors, market researchers, environmental contractors, surveyors and others.

LakeShore Development & Construction Chicago, IL Jul 98 – Mar 99
Construction Manager:

- Managed all areas of construction for the development of 72-unit single-family, residential subdivision in Chicago.
- Scheduled and supervised daily work activity of over 30 subcontractor trades.
- Coordinated and oversaw installation of all site infrastructure including asphalt streets, electric, telephone, water and sewer system.
- Reviewed and approved contractor's sworn statements for payout by lenders.

The Omnibus Group Chicago, IL Jan -Jul 98
Operations Manager:

- Managed company operations and construction of 65-unit in-fill, single-family home development in Chicago.
- Facilitated bid process, negotiated contracts and expanded construction subcontractors and suppliers database for projects. Implemented procedures for quality control, customer service and punch-list.
- Reviewed architectural drawings and specifications and established process to expedite drawings through permit process of Department of Building.

Lakefront SRO Chicago, IL Jul 95 - Jan 98
Assistant Director, Housing Development:

- Directed team in the research, identification and acquisition of sites for developments in new neighborhoods.
- Provided technical assistance to start-up community development groups. Prepared project proformas including development budgets, operating budgets and 30- year cash-flows to analyze long-term viability of projects.
- Established and maintained relationships with politicians, community groups and financing partners. Secured over $5M in financing through various funding sources including the Federal Empowerment Zone, the Illinois Housing Development Authority Trust Fund and the City of Chicago Low Income Housing Tax Credit program.

U.S. Air Force Eglin Air Force Base, Ft. Walton Beach, FL Aug 91- May 93 Rank: Captain
Liaison Officer/Site Facilities Manager:

- Planned and coordinated engineering and design program for 63-facility site.
- Managed progress of all aspects of $6M portfolio of projects in design/construction.
- Supervised 12 personnel.
- Determined the disposition of $2.5M facilities budget.

U.S. Air Force RAF Bentwaters, Woodbridge, England Jul 89 – Jun 91 Rank: Captain
Community Planner/Contract Programmer:

- Managed activities to approve, program and contract engineering and design work.
- Managed $35M, 300 unit build-lease housing project. Controlled $5M Space Utilization Board Account.
- Consolidated facilities to reduce operating and maintenance cost by $200K annually.
- Refined military Community Development Plan for presentation to Air Force Headquarters and local British Government Planning Officials.

U.S. Air Force Myrtle Beach Air Force Base, SC Aug 85 -Jun 89 Rank: 1st Lieutenant
Base Architect:

- Developed and managed design of $8.5M portfolio of construction projects.
- Prepared plans and specification for in-house projects.
- Represented end-user, managed architects, reviewed and coordinated architectural-engineering designs for contract work. Monitored technical requirements during construction.

EDUCATION:

Indiana University Bloomington, IN Fall 1993 – Spring 1995
Masters of Business Administration

University of Tennessee Knoxville, TN Fall 1980 – Spring 1985
Bachelor of Architecture

BOARDS/ACTIVITIES:

- **Vega Collegiate Academy***,* Aurora, CO*, Board Chair,* (2016-Present)
- **Neighborhood Development Collaborative,** *Board Chair,* (2021-Present)
- **Urban Land Institute,** *Diversity, Equity and Inclusion Co-Chair,* (2020-Present)
- **Colorado Housing Finance Authority (CHFA),** Tax Credit Advisory Group (2021-Present)
- **Park Hill United Methodist Church,** Board of Trustees (2020 – Present)
- **Denver Parks & Recreation,** *Coach/Assistant Coach*, Youth Flag Football/Basketball/Baseball, (2016-Present)
- **HighSight**, Chicago, IL, *Former Board Member/Mentor,* (1995-2015)