

## TOP 50 AFFORDABLE HOUSING DEVELOPERS

RANK 2009	COMPANY INFO	EXECUTIVE CONTACT	STARTS/ COMPLETIONS	REGION(S)	ORG. TYPE
1 (2)	<b>THE MICHAELS ORGANIZATION</b> 3 E. Stow Road; P.O. Box 994; Marlton, NJ 08053 (856) 596-3008 • www.michaelsdevelopmentcompany.com ▶The Michaels Organization, which is active in developing Hope VI projects, tops the list of developers with nearly 1,700 affordable housing units started in 2009.	<b>Robert J. Greer</b> , president	<b>1,699</b> <b>1,699</b>	<b>National</b>	<b>For-profit</b>
2 (1)	<b>THE NRP GROUP, LLC</b> 5309 Transportation Blvd.; Cleveland, OH 44125 (216) 475-8900 • www.nrpgroup.com ▶The NRP Group started 11 affordable projects and completed 16 last year. The firm also develops market-rate housing.	<b>Alan F. Scott, J. David Heller, and T. Richard Bailey</b> , principals	<b>1,411</b> <b>1,437</b>	<b>National</b>	<b>For-profit</b>
3 (7)	<b>PENROSE PROPERTIES, LLC</b> 1301 N. 31st St.; Philadelphia, PA 19121 (267) 386-8666 • www.pennrose.com ▶Pennrose had a big 2009, starting 12 projects and completing 10. It plans to start 16 low-income housing tax credit (LIHTC) developments with 1,060 units this year.	<b>Mark H. Dambly</b> , president	<b>692</b> <b>630</b>	<b>MW, NE, SE</b>	<b>For-profit</b>
4 (12)	<b>THE PHIPPS HOUSES GROUP</b> 902 Broadway; New York, NY 10010 (212) 243-9090 • www.phippsny.org ▶The nonprofit is continuing to develop its pipeline with both new construction and preservation deals.	<b>Adam Weinstein</b> , president and CEO	<b>642</b> <b>128</b>	<b>New York City</b>	<b>Non-profit</b>
5 (new)	<b>RELATED CALIFORNIA</b> 18201 Von Karman Ave., Suite 900; Irvine, CA 92612 (949) 660-7272 • www.related.com ▶Related closed on five project financings last year and hopes to obtain tax credits for another four this year.	<b>Frank Cardone</b> , COO	<b>621</b> <b>46</b>	<b>California</b>	<b>For-profit</b>
6 (22)	<b>L+M DEVELOPMENT PARTNERS, INC.</b> 1865 Palmer Ave., Suite 203; Larchmont, NY 10538 (914) 833-3000 • www.lmdevpartners.com ▶Specializing in affordable and mixed-income housing, L+M started six projects and completed four in 2009.	<b>Ronald Moelis</b> , CEO and chairman	<b>604</b> <b>529</b>	<b>NE, SC</b>	<b>For-profit</b>
7 (13)	<b>SAN ANTONIO HOUSING AUTHORITY</b> 818 S. Flores; San Antonio, TX 78204 (210) 477-6262 • www.saha.org ▶The housing authority invested \$66.5 million in three new housing developments last year.	<b>Monica Quiroga</b> , intergovernmental affairs liaison	<b>583</b> <b>624</b>	<b>San Antonio</b>	<b>Public housing agency</b>
8 (new)	<b>WASATCH ADVANTAGE GROUP</b> 26440 La Alameda, Suite 370; Mission Viejo, CA 92691 (949) 367-1393 • www.wasatchgroup.com ▶In 2009, Wasatch secured Tax Credit Assistance Program (TCAP) funds to develop two new projects.	<b>Kipling S. Sheppard</b> , president and CEO	<b>540</b> <b>640</b>	<b>W</b>	<b>For-profit</b>
9 (8)	<b>ST. ANTON PARTNERS, LLC</b> 1801 I St., Suite 200; Sacramento, CA 95811 (916) 444-9897 • www.antonllc.com ▶The company started three LIHTC projects and completed four last year.	<b>Peter Geremia and Steven L. Eggert</b> , managing members	<b>533</b> <b>604</b>	<b>W</b>	<b>For-profit</b>
10 (new)	<b>STRATFORD CAPITAL GROUP</b> 100 Corporate Place, Suite 404; Peabody, MA 01960 (978) 535-5600 • www.stratfordcapitalgroup.com ▶Stratford started four new projects and closed about \$70 million in LIHTC equity in 2009.	<b>Richard Hayden</b> , executive vice president	<b>494</b> <b>63</b>	<b>National</b>	<b>For-profit</b>
11 (25)	<b>JONATHAN ROSE COS.</b> 551 Fifth Ave., 23rd Floor; New York, NY 10176 (917) 542-3600 • www.rosecompanies.com ▶All the units closed by the firm in 2009 are targeted for green design certification.	<b>Paul Freitag</b> , director of development	<b>481</b> <b>50</b>	<b>National</b>	<b>For-profit</b>
12 (20)	<b>THE WODA GROUP, LLC</b> 229 Huber Village Blvd., Suite 100; Westerville, OH 43081 (614) 396-3200 • www.wodagroup.com ▶The Woda Group started 11 LIHTC projects last year. Its portfolio also ended 2009 with more than 96 percent occupancy.	<b>Jeffrey Woda and David Cooper</b> , principals	<b>452</b> <b>517</b>	<b>MW, NE, SE</b>	<b>For-profit</b>
13 (17)	<b>CONIFER REALTY, LLC</b> 183 E. Main St., Suite 600; Rochester, NY 14604 (585) 324-0571 • www.coniferllc.com ▶Conifer completed seven projects and placed in service 697 units in 2009.	<b>Andrew I. Crossed</b> , executive vice president	<b>449</b> <b>697</b>	<b>MW, NE</b>	<b>For-profit</b>
14 (23)	<b>MERCY HOUSING, INC.</b> 1999 Broadway, Suite 1000; Denver, CO 80202 (303) 830-3300 • www.mercyhousing.org ▶The owner of 14,501 affordable units, Mercy Housing started five new LIHTC projects last year and has about 49 projects in its pipeline.	<b>Brian Shuman</b> , president and CEO	<b>384</b> <b>941</b>	<b>National</b>	<b>Non-profit</b>
15 (5)	<b>VOLUNTEERS OF AMERICA</b> 1660 Duke St.; Alexandria, VA 22314 (703) 341-5095 • www.voa.org ▶A leader in developing affordable seniors housing, the nonprofit is also active in building multifamily and permanent supportive housing. VOA also preserves housing at risk of losing its affordability.	<b>Patrick Sheridan</b> , senior vice president of housing development	<b>365</b> <b>165</b>	<b>National</b>	<b>Non-profit</b>
16 (24)	<b>ENTERPRISE HOMES, INC.</b> 312 N. Martin Luther King Jr. Blvd.; Baltimore, MD 21201 (410) 332-7400 • www.enterprisehomes.com ▶Enterprise closed on three affordable and mixed-income communities last year.	<b>Chickie Grayson</b> , president and CEO	<b>356</b> <b>460</b>	<b>NE, SC</b>	<b>For-profit</b>
17 (49)	<b>THE GATEHOUSE GROUP, INC.</b> 120 Forbes Blvd.; Mansfield, MA 02048 (508) 337-2500 • www.gatehousemgt.com ▶The company started three new LIHTC projects last year and hopes to start three more this year.	<b>Brian J. McMillin</b> , vice president	<b>344</b> <b>124</b>	<b>NE, SE</b>	<b>For-profit</b>
18 (new)	<b>THE INTEGRAL GROUP, LLC</b> 60 Piedmont Ave. N.E.; Atlanta, GA 30303 (404) 224-1860 • www.integral-online.com ▶Integral closed on two multifamily projects and leased up its first special-needs development in 2009.	<b>Vicki Lundy Wilbon</b> , executive vice president	<b>331</b> <b>26</b>	<b>National</b>	<b>For-profit</b>

### NO. 13

## Conifer Realty, LLC

With a focus on affordable housing, Conifer Realty, LLC, develops, constructs, owns, and manages all of its apartment communities.

That would be 165 affordable housing projects with more than 10,000 affordable units and more on the way.

The Rochester, N.Y.-based company completed seven projects with 697 affordable units last year. It also closed on six Tax Credit Assistance Program projects in 2009.

Looking ahead, Conifer will



A. Crossed

work on maintaining a development pipeline of about 25 projects and building a pipeline of acquisition projects. It plans to deliver another

eight projects with 717 units in 2010 this year.

There will be a keen focus on “doing what we do better,” says Andrew I. Crossed, executive vice president.

During these tough economic times, the firm is being more selective about the projects it pursues and has a concerted effort to mine its portfolio for management efficiencies, he says.

Conifer has also tried to work with local tax credit syndicators.

Key states for the company include Maryland, New York, New Jersey, and Pennsylvania.

The Conifer staff includes a general counsel, a vice president of syndication, four certified public accountants, an engineer, a risk manager, and three owners with more than 80 years of combined affordable housing experience.

—Donna Kimura

RANK 2009	COMPANY INFO	EXECUTIVE CONTACT	STARTS/ COMPLETIONS	REGION(S)	ORG. TYPE
19 (19)	<b>CARLISLE DEVELOPMENT GROUP, LLC</b> 2950 S.W. 27th Ave., Suite 200; Miami, FL 33133 (305) 476-8118 • www.carlisledevelopmentgroup.com ► Carlisle started four LIHTC projects last year and completed construction on 10.	<b>Matthew Greer,</b> CEO	<b>296</b> <b>998</b>	SE	For-profit
20 (30)	<b>NORSTAR DEVELOPMENT USA</b> 200 S. Division St.; Buffalo, NY 14204 (716) 847-1098 • www.norstarcompanies.com ► Norstar has extensive experience working with public housing authorities. The firm started three LIHTC projects in 2009.	<b>Linda Goodman,</b> executive director	<b>284</b> <b>375</b>	MW, NE, SC, SE	For-profit
21 (42)	<b>WABUCK DEVELOPMENT CO.</b> 100 Wabuck Drive; Leitchfield, KY 42754 (270) 259-5607 • www.wabuckdevelopment.com ► The firm has developed more than 3,000 affordable housing units in Kentucky. Wabuck started eight projects in 2009.	<b>Garry Watkins,</b> president	<b>278</b> <b>240</b>	SE	For-profit
22 (11)	<b>COLUMBIA RESIDENTIAL</b> 1718 Peachtree St., N.W., Suite 684; Atlanta, GA 30309 (404) 874-5000 • www.columbiare.com ► Columbia started two LIHTC projects last year and plans to start four this year.	<b>Jim Grauley,</b> president and COO	<b>272</b> <b>880</b>	SE	For-profit
23 (34)	<b>THE PACIFIC COS.</b> 430 E. State St., Suite 100; Eagle, ID 83616 (208) 461-0022 • www.tpchousing.com ► The company will work on developing its pipeline of nearly 750 affordable units this year after starting 268 units in four projects last year.	<b>Caleb Roope,</b> president and CEO	<b>268</b> <b>263</b>	W	For-profit
24 (10)	<b>THE NUROCK COS.</b> 3460 Preston Ridge Road, Suite 175; Alpharetta, GA 30005 (770) 552-8070 • www.nurock.com ► NuRock plans to start about five new projects this year and complete two developments.	<b>Robert Hoskins,</b> managing principal	<b>260</b> <b>668</b>	SC, SE	For-profit
25 (new)	<b>WALLICK-HENDY DEVELOPMENT</b> 6880 Tussing Road; Reynoldsburg, OH 43068 (614) 552-5605 • www.wallickcos.com ► The firm is looking at starting four new LIHTC projects and several more without tax credits this year.	<b>Tom Feusse,</b> CEO	<b>258</b> <b>108</b>	MW, NE, SE	For-profit
26 (37)	<b>COHEN-ESREY REAL ESTATE SERVICES, LLC</b> 6800 W. 64th St.; Overland Park, KS 66202 (913) 671-3332 • www.cohenesrey.com ► The firm, which started two LIHTC developments last year, brought investors into its newly formed tax credit fund.	<b>R. Lee Harris,</b> president and CEO	<b>203</b> <b>123</b>	National	For-profit
27 (new)	<b>EDEN HOUSING, INC.</b> 22645 Grand St.; Hayward, CA 94541 (510) 582-1460 • www.edenhousing.org ► Eden started three new construction projects last year. It also took over management of 11 properties for a nonprofit organization in financial trouble.	<b>Linda Mandolini,</b> executive director	<b>199</b> <b>40</b>	California	Non-profit
28 (new)	<b>THE INGERMAN GROUP</b> 725 Cuthbert Blvd.; Cherry Hill, NJ 08002 (856) 662-1730 • www.ingerman.com ► The firm continues to develop a diversified portfolio of projects across Delaware, Florida, Maryland, New Jersey, and Pennsylvania.	<b>Maria Duque Buckley,</b> director of development	<b>183</b> <b>359</b>	NE, SE	For-profit
29 (new)	<b>HOMES FOR AMERICA, INC.</b> 318 Sixth St., Suite 2; Annapolis, MD 21403 (410) 269-1222 • www.homesforamerica.org ► The nonprofit started three LIHTC projects last year and one non-LIHTC community in 2009.	<b>Nancy S. Rase,</b> president and CEO	<b>171</b> <b>30</b>	NE, SE	Non-profit
29 (9)	<b>REALTEX DEVELOPMENT CORP.</b> 912 S. Capital of Texas Highway, Suite F-200; Austin, TX 78746 (512) 306-9206 • www.realtexdevelopment.com ► The firm completed construction of 872 units in eight projects in Mississippi and Texas last year.	<b>Rick Deyoe,</b> president	<b>171</b> <b>872</b>	SC	For-profit
30 (new)	<b>BISCAYNE HOUSING GROUP</b> 105 S.E. 2nd Ave., Suite 1302; Miami, FL 33131 (305) 372-5795 ► After completing four LIHTC developments and starting construction on two more in 2009, the firm plans to start nine developments this year.	<b>Michael Cox,</b> principal	<b>160</b> <b>414</b>	SE	For-profit
31 (28)	<b>PROGRESSIVE REDEVELOPMENT, INC.</b> 321 W. Hill St., Suite 3; Decatur, GA 30030 (404) 371-1230 • www.prihousing.org ► During its 20th anniversary last year, PRI started construction on three projects. It hopes to start three more this year.	<b>Richelle (Shelly) Patton,</b> vice president	<b>155</b> <b>319</b>	SE	Non-profit
31 (new)	<b>TREK DEVELOPMENT GROUP</b> 130 7th St., Suite 300; Pittsburgh, PA 15222 (412) 688-7200 • www.trekdevelopment.com ► Trek closed all of its LIHTC deals in 2009 through direct equity investment from regional banks.	<b>William Gatti,</b> president	<b>155</b> <b>101</b>	NE	For-profit
32 (39)	<b>AMCAL MULTI-HOUSING, INC.</b> 30141 Agoura Road, Suite 100; Agoura Hills, CA 91301 (818) 706-0694 • www.amcalhousing.com ► The firm is working on the first affordable apartment community in Rancho Palos Verdes, Calif.	<b>Arjun Nagarkatti,</b> president	<b>153</b> <b>232</b>	W	For-profit
32 (3)	<b>NATIONAL COMMUNITY RENAISSANCE</b> 9065 Haven Ave., Suite 100; Rancho Cucamonga, CA 91730 (909) 483-2444 • www.nationalcore.org ► After starting construction on three developments in 2009, National CORE hopes to start seven more this year.	<b>Orlando Cabrera,</b> CEO	<b>153</b> <b>493</b>	National	Non-profit
33 (new)	<b>SPM, LLC</b> 1103 Richard Arrington Jr. Blvd. South; Birmingham, AL 35205 (205) 933-1020 • www.spm.net ► The owner of 4,323 affordable housing units, the firm started one LIHTC project last year.	<b>Allen Smith,</b> executive managing director	<b>150</b> <b>0</b>	NE, SC, SE	For-profit

## NO. 19

# Carlisle Development Group, LLC

Carlisle Development Group is one of the most active developers in Florida.

The firm hopes to close on the financing and break ground on 14 projects totaling more than \$280 million in development costs this year. The transactions include four transit-oriented developments in Miami-Dade County and five green projects that will receive Leadership in Energy and Environmental Design certification.

Carlisle also plans to break ground on Northwest Gardens, the



M. Greer

first phase of a \$100 million redevelopment with the Housing Authority of the City of Fort Lauderdale. Joint-

venturing with housing authorities and nonprofit organizations is one of Carlisle's special areas of focus. Led by CEO Matthew Greer, the company also cites green building and urban infill redevelopment as strengths.

In 2009, Carlisle completed 10 low-income housing tax credit projects with nearly 1,000 units and started four projects with nearly 300 units.

The firm has been able to execute at a time when reliable financing has been a big challenge for many affordable housing developers.

Carlisle leaders say they develop in areas of high demand for affordable housing. Although low-income housing tax credit and lending appetites aren't as strong as a few years ago, the firm has been able to still find financing.

—Donna Kimura

## TOP 50 AFFORDABLE HOUSING DEVELOPERS

RANK 2009	COMPANY INFO	EXECUTIVE CONTACT	STARTS/ COMPLETIONS	REGION(S)	ORG. TYPE
34 (new)	<b>HOUSING AND COMMUNITY SERVICES, INC.</b> 8610 N. New Braunfels, Suite 500; San Antonio, TX 78217 (210) 821-4300 • www.hcscorp.org ▶The nonprofit is working with The NRP Group to build an affordable housing development in San Antonio.	<b>Jose Mascorro,</b> director of corporate administration	<b>144</b> <b>0</b>	<b>SC</b>	<b>Non-profit</b>
35 (21)	<b>HERMAN &amp; KITTLER PROPERTIES, INC.</b> 500 E. 96th St., Suite 300; Indianapolis, IN 46240 (317) 846-3111 • www.hermankittler.com ▶In addition to keeping new deals flowing, the company grew its third-party management business last year.	<b>Jeffrey Kittle,</b> executive vice president and managing director	<b>133</b> <b>698</b>	<b>MW, SC</b>	<b>For-profit</b>
36 (26)	<b>THE COMMUNITY BUILDERS, INC.</b> 95 Berkeley St., Suite 500; Boston, MA 02116 (617) 695-9595 • www.tcbinc.org ▶TCB will focus on the delivery of multifamily starts in distressed neighborhoods utilizing Neighborhood Stabilization Program resources this year.	<b>Patrick E. Clancy,</b> president and CEO	<b>129</b> <b>722</b>	<b>MW, NE, SE</b>	<b>Non-profit</b>
37 (46)	<b>CHELSEA INVESTMENT CORP.</b> 5993 Avenida Encinas, Suite 101; Carlsbad, CA 92008 (760) 456-6000 • www.chelseainvestco.com ▶The company started two LIHTC projects last year and hopes to close six affordable housing transactions in 2010.	<b>James J. Schmid,</b> president and CEO	<b>128</b> <b>167</b>	<b>W</b>	<b>For-profit</b>
38 (35)	<b>USA PROPERTIES FUND, INC.</b> 2440 Professional Drive; Roseville, CA 95661 (916) 773-6060 • www.usapropfund.com ▶USA Properties projects starting as many as seven developments this year.	<b>Geoffrey C. Brown,</b> president	<b>127</b> <b>255</b>	<b>W</b>	<b>For-profit</b>
39 (new)	<b>AHC, INC.</b> 2230 N. Fairfax Drive; Arlington, VA 22201 (703) 486-0626 • www.ahcinc.org ▶In addition to starting two projects, AHC began renovation of 454 units last year.	<b>Stephen Smith,</b> senior vice president	<b>126</b> <b>39</b>	<b>NE, SE</b>	<b>Non-profit</b>
40 (new)	<b>RETIREMENT HOUSING FOUNDATION</b> 911 N. Studebaker Road; Long Beach, CA 90815 (562) 257-5100 • www.rhf.org ▶A faith-based nonprofit, RHF is building its portfolio through acquisitions and development.	<b>Laverne R. Joseph,</b> president and CEO	<b>115</b> <b>40</b>	<b>National</b>	<b>Non-profit</b>
41 (new)	<b>ENHANCED AFFORDABLE DEVELOPMENT CO., LLC</b> 4221 Wilshire Blvd., Suite 260; Los Angeles, CA 90010 (323) 634-0561 • www.enhancedaffordable.com ▶The firm recently completed a 92-unit supportive-housing project in Los Angeles.	<b>Ari Majer,</b> CFO	<b>114</b> <b>92</b>	<b>SE, W</b>	<b>For-profit</b>
42 (new)	<b>DOMINIUM DEVELOPMENT &amp; ACQUISITION, LLC</b> 2355 Polaris Lane North, Suite 100; Plymouth, MN 55447 (763) 354-5500 • www.dominiumapartments.com ▶Dominium is looking at starting four new LIHTC projects with more than 500 units this year.	<b>Paul Sween and Armand Brachman,</b> principals	<b>112</b> <b>149</b>	<b>MW, SC, SE, W</b>	<b>For-profit</b>
43 (48)	<b>RESOURCES FOR COMMUNITY DEVELOPMENT</b> 2730 Telegraph Ave., Berkeley, CA 94705 (510) 841-4410 • www.rcdhousing.org ▶RCD had a big 2009, completing five developments. It hopes to start work on five more in 2010.	<b>Linda Mackey,</b> deputy director	<b>104</b> <b>322</b>	<b>California</b>	<b>Non-profit</b>
44 (47)	<b>JAMBOREE HOUSING CORP.</b> 17701 Cowan Ave., Suite 200; Irvine, CA 92614 (949) 263-8676 • www.jamboreehousing.com ▶Jamboree expects to close six deals in the first half of 2010. Three will use different federal stimulus programs.	<b>Laura Archuleta,</b> president	<b>101</b> <b>172</b>	<b>California</b>	<b>Non-profit</b>
45 (new)	<b>NATIONAL CHURCH RESIDENCES</b> 2335 N. Bank Drive; Columbus, OH 43220 (614) 451-2151 • www.ncr.org ▶The organization received four LIHTC reservations in Ohio in 2009, the highest number of awards it has received from one agency in a single year.	<b>Thomas W. Slemmer,</b> president and CEO	<b>100</b> <b>233</b>	<b>National</b>	<b>Non-profit</b>
45 (16)	<b>PINNACLE HOUSING GROUP</b> 9400 S. Dadeland Blvd., Suite 100; Miami, FL 33156 (305) 854-7100 • www.pinnaclehousing.com ▶Pinnacle completed five LIHTC developments last year. It plans to start another five developments this year.	<b>David O. Deutch,</b> partner	<b>100</b> <b>597</b>	<b>SC, SE</b>	<b>For-profit</b>
46 (new)	<b>BEACON COMMUNITIES, LLC</b> 100 High St., 5th Floor; Boston, MA 02110 (617) 574-1141 • www.beaconcommunitiesllc.com ▶Experienced in all areas of multifamily housing, Beacon has developed nearly 9,000 units over the years.	<b>Howard E. Cohen,</b> CEO	<b>97</b> <b>0</b>	<b>NE, SE</b>	<b>For-profit</b>
47 (31)	<b>BENEFICIAL COMMUNITIES</b> 2206 Jo An Drive; Sarasota, FL 34231 (941) 929-1270 • www.beneficialcom.com ▶The company plans to start three LIHTC projects and two without tax credits this year.	<b>Donald Paxton,</b> president	<b>96</b> <b>432</b>	<b>NE, SE</b>	<b>For-profit</b>
48 (new)	<b>BEYOND SHELTER, INC.</b> 325 Broadway; Fargo, ND 58107 (701) 478-2552 ▶Beyond Shelter started three projects in 2009.	<b>Lynn Fundingsland,</b> COO	<b>95</b> <b>32</b>	<b>MW</b>	<b>Non-profit</b>
49 (27)	<b>COMMON GROUND</b> 505 Eighth Ave., 15th Floor; New York, NY 10018 (212) 389-9300 • www.commonground.org ▶After completing 433 units in 2009, Common Ground plans to open three new permanent supportive-housing projects with 525 units this year.	<b>Tim Marx,</b> executive director	<b>72</b> <b>433</b>	<b>NE, SC, SE, W</b>	<b>Non-profit</b>
50 (43)	<b>MID-PENINSULA HOUSING COALITION</b> 303 Vintage Park Drive, Suite 250; Foster City, CA 94404 (650) 356-2900 • www.midpen-housing.org ▶The nonprofit recently started construction on a 68-unit transit-oriented development in San Mateo, Calif.	<b>Matthew O. Franklin,</b> president	<b>68</b> <b>104</b>	<b>California</b>	<b>Non-profit</b>

REGIONS: MW=Midwest; NE=Northeast; SC=South Central; SE=Southeast; W=West

### NO. 49

## Common Ground

Common Ground hopes to open the doors on three new permanent supportive-housing developments this year.

The projects will provide 525 units to formerly homeless and low-income individuals in New York City, including seniors, veterans, and people with mental illnesses.

Led by Executive Director Tim Marx, the nonprofit's mission is to solve homelessness through several approaches, including outreach, prevention, and building and operating affordable housing.

Common Ground plans to launch the 100,000 Homes Campaign, a three-year project of Common Ground National that takes its successful Street to



T. Marx

Home program into 50 cities nationwide, including 10 this year. The program will work to identify and house the 100,000 most vulnerable chronic street homeless individuals.

Common Ground National provides technical assistance and trains colleagues throughout the country on developing supportive housing and implementing practices to reduce homelessness.

During the economic downturn, the organization is trying to do more with less, according to officials.

It has deferred some hiring, found cost savings through economies of scale, and has changed the design of a project in development to be more cost effective.

—Donna Kimura