



A HOUSING AUTHORITY'S GUIDE TO THE PRIVATE SECTOR

What separates successful public-private affordable housing development from projects that stall? Jim Hatfield, former Chief Development Officer at Knoxville's Community Development Corporation, and Todd Lieberman, President of Brinshore Development LLC, share practical strategies for collaborative development.

Start by assessing capacity

Before you take on independent development, at least one person on your team should have experience taking a deal from start to finish—including experience with any capital resources you plan to use, such as Low-Income Housing Tax Credits (LIHTC).

Even organizations ready for solo development can benefit from partnerships that fill gaps, such as experience with specific funding programs.

Know what to look for in a developer

Track record matters, but so do:

- Willingness to share knowledge, not just execute
- Trust and adaptability—when a deal gets complicated, you want a developer dedicated to finding solutions, not pointing fingers

Build your capital stack from certainty outward

Start with committed or highly-probable funding and use early commitments to establish credibility with prospective funders. A city infrastructure commitment, for example, signals local support that can help unlock federal dollars.

Prioritize lenders with affordable housing expertise

Lenders with dedicated affordable housing teams understand agency timelines, program nuances and the give-and-take required at closing.

Treat every project as a chance to build capacity

Repeat partnerships compound in value: tested deal structures, established legal frameworks and strong working relationships make each subsequent project more efficient.



Read the full guide for more tips and tricks

