SOLUTION BRIEF · SEPTEMBER 2026

Conductor for Housing Development

LIHTC, HOME, HTF, CDBG, and bond rounds, with one record for each project from Notice of Intent to compliance monitoring.

Affordable housing development is twenty years of work. Most software handles twenty months.

$1.4B+
annual multifamily rental development investment supported

$2.61B
annual housing investment at MSHDA

12,414
housing units produced, preserved, or financed

Live at MSHDA, Michigan's state housing finance authority. FY2025 published figures.

kinetech

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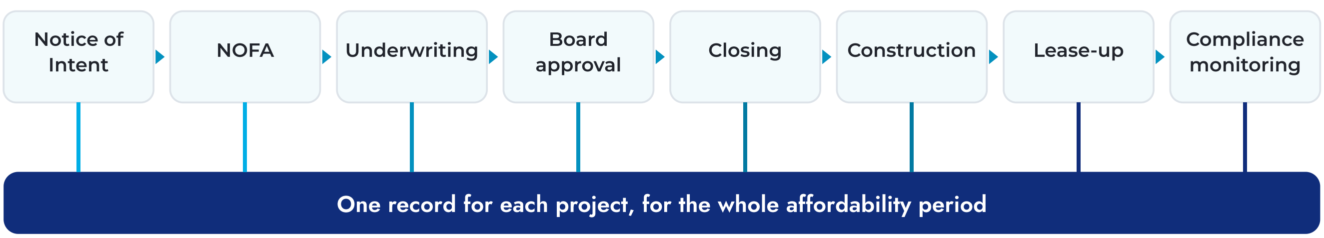
What it is

Conductor for Housing Development is a purpose-built solution for the agencies that finance affordable housing: state housing finance agencies, and the city and county departments that administer LIHTC, HOME, HTF, CDBG, bond, and housing trust fund programs. It runs on the Kinetech Conductor platform and handles the funding round, developer intake, underwriting, certifier review, committee and board approval, closing, and compliance monitoring across the full affordability period, with one record for each project, in a system that adapts to federal, state, and local program rules. Rounds, scoring criteria, document requirements, and workflows are configured, not coded, so the program you run for a state trust fund runs the same way the federal ones do. And once a round is live, your team keeps it current. When the QAP changes between cycles or a new funding source arrives, your staff update the criteria, forms, and workflows themselves, without a developer or a vendor change request. Conductor works alongside the systems an agency already runs, not as a rip-and-replace.

Affordable housing development is twenty years of work. Most software handles twenty months. The lifecycle runs through Notice of Intent, NOFA, underwriting, board approval, closing, construction, lease-up, and compliance monitoring across affordability periods that stretch 20 to 30 years. Most software handles one stage well, and the work falls through the seams between stages. Conductor was built for the seams. It starts with the project, not the stage.

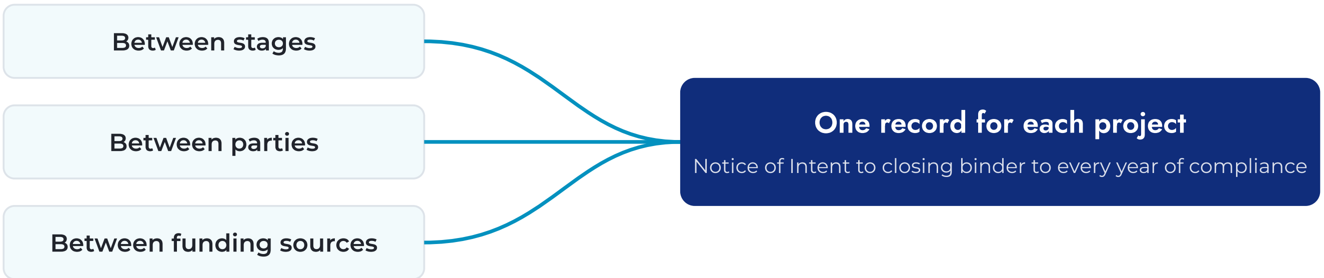


Most software handles one stage well. Conductor was built for the seams between them.

Three seams show up in almost every agency:

- **Between stages** Underwriting lives in one tool, closing in another, compliance in a third. The same project is re-entered at each handoff, and the same data is reconciled by hand for the federal reports. Nowhere is the gap wider than between an approved deal and a closed one: six months to a year of legal work, tracked in email and three-ring binders.
- **Between parties** Developers submit, housing development officers manage the pipeline, certifiers in legal, marketing, and environmental review in their own queues, committees gate decisions, and counsel and title companies assemble the closing. With no shared way into the work, coordination happens over email and phone, and nobody can see where a deal is sitting or with whom.
- **Between funding sources** A single deal pairs a direct loan with 4% tax credits, or combines 9% LIHTC with HOME and Housing Trust Fund resources, each with its own rules, its own affordability period, and its own report to the funder. Tracked in spreadsheets, that pairing is where the reconciliation work and the audit findings live.

Conductor closes all three. One record for each project, carried from the first Notice of Intent through the closing binder and every year of compliance, a role-appropriate way in for everyone the deal touches, and every funding source tied to the project and the units it financed, all in one system that sits above the ones already in place.



The three seams, and the one record that closes them.

Who it is for

The common pattern is an agency running more than one financing program for overlapping developers, reporting to a federal funder or a board, and reviewing every deal through several internal specialists as well as its own program staff.

State housing finance agencies

Administering LIHTC, HOME, HTF, bond rounds, and state-funded development programs, often on overlapping schedules with the same developers in each.

City and county housing and community development departments

Administering CDBG, HOME, HOME-ARP, and locally funded affordable housing development.

Regional bodies and development authorities

Councils of government, quasi-governmental development authorities, and community development financial institutions administering public funds for affordable development and preservation.

Within each, Conductor gives a seat to everyone the work touches: developers and their counsel, housing development officers, the certifiers in legal, marketing, and environmental review, the committees and board that gate decisions, and the asset management and compliance staff who carry the project for decades after closing. A developer, a lender, or a title company sees exactly the deal they are part of, admitted by invitation and scoped to that deal and nothing else.

For developers

Transparency replaces black box.

- Submit a Notice of Intent through a guided digital form, not a PDF packet.
- See which stage of internal review your project is in, in real time.
- Track post-review rankings inside the application, not on a separate agency site.
- Communicate with housing development officers and certifiers inside the project record, not over email.
- Upload documents and proforma versions once; every reviewer sees the same data.

For housing development officers

Pipeline visibility. Workflow control. Less spreadsheet wrangling.

- Manage every project across every funding round from one dashboard.
- Route components to certifiers (legal, marketing, environmental) automatically.
- Track proforma changes with full version history.
- Aggregate certifier inputs into staff reports automatically.
- Run pipeline analytics from live data, not exported reports.

For program administrators and executives

Configure the program. Watch the pipeline.

- Stand up new NOFA rounds from templates, without engineering.
- Adjust scoring criteria, document requirements, and workflow rules in production.
- Watch board-ready dashboards on pipeline health, allocation efficiency, and project velocity.
- Run compliance monitoring across 20 to 30 year affordability periods from the same platform.
- Hand auditors and federal monitors live data, not data extraction projects.

For legal and closing teams

From board approval to closing binder, in one record.

- Track every document a deal needs to close, from Notice of Intent through the closing binder, in one place instead of five.
- Move redlines out of email. Every version and every comment lives against the document, not a message thread.
- Route board packets through manager and legal-director review before they reach the docket.
- See cycle time and bottlenecks across the portfolio: whose desk something is sitting on, and for how long.
- Give developers, their counsel, and their lenders a scoped window into their own deal. Nothing else.

Program coverage

The solution ships pre-configured for the program families below. Most agencies run several at once, with shared developer records and overlapping compliance requirements.

- **LIHTC** 9% competitive and 4% non-competitive rounds, QAP-driven scoring, placed-in-service tracking, and compliance monitoring across the extended use period.
- **HOME and HOME-ARP** rental development, CHDO set-asides, HOME affordability periods, and HUD compliance reporting.
- **HTF** National Housing Trust Fund deep-affordability rental development with HUD-specific intake and reporting.
- **CDBG and CDBG-DR** entitlement, state, and disaster recovery program administration, including housing activity categories.
- **Multifamily tax-exempt bond programs** bond allocation, 4% tax credit coordination, and compliance period tracking.
- **State housing trust funds and matching programs** configurable round structures, eligibility rules, and compliance frameworks for state and locally funded gap financing, preservation, and predevelopment programs.

Long-term compliance monitoring and asset management run on the same record: affordability periods of 20 to 30 years, tenant income certification, physical inspections, reserve monitoring, and Capital Needs Assessment workflows.

Core capabilities

What follows is what a housing development program needs to run end to end, from the day a round opens to the last year of an affordability period. All of it is configured rather than coded, which is what lets an agency absorb a QAP change or a new funding source without waiting on a development cycle.

Configurable NOFA rounds

Every round is different, and most software makes the agency pay for that in engineering time. In Conductor, administrators define Notice of Funding Availability rounds with question sets that change with the project type, so new construction surfaces different requirements than acquisition and rehabilitation. New rounds stand up from templates. Scoring criteria are configured in the admin interface and versioned, so a project decided under last cycle's matrix keeps that scoring on its record.

- **Round structures** open and close windows, capacity limits, priority geographies, and set-aside categories, configured by program staff.
- **Round-specific scoring** aligned to the QAP or local plan in effect, with threshold checks that confirm basic eligibility before scoring resources are engaged.
- **Multi-round coordination** LIHTC, HOME, and state programs on overlapping schedules with shared developer records.

Developer Notice of Intent and portal

Developers submit a Notice of Intent through a guided digital form rather than a PDF packet. Logic-driven forms surface only the questions and document requirements that apply to the project. The same developer record carries through every subsequent stage, and the developer can see which stage of internal review the project is in without calling anyone.

- **Structured application** project team, site control, financing structure, unit mix, and scoring narrative, with related-party disclosure.
- **Draft-and-submit** applicants save, collaborate, and submit final packages, with the submission state preserved under version control.
- **Rankings inside the application** post-review rankings publish in the system rather than on a separate agency site, so developers see the same data reviewers see.

The hybrid proforma engine

Keep your Excel models; the numbers flow into the database. Finance teams continue to run what-if scenarios in the spreadsheets they trust, while the high-value data (unit counts, rents, sources and uses, cash flow projections) is extracted into the central record for cross-deal analysis and reporting. Every iteration is versioned for audit, and post-approval revisions carry strict version control, so the reason a cost or a rent moved during development is on the record.

Multi-party, role-based collaboration

External developers, their counsel, and their lenders see only their own cases, admitted by invitation. Housing development officers manage the pipeline. Certifiers in legal, marketing, and environmental review are assigned tasks by workflow triggers rather than by email. In-app communication against the project record replaces the email chains, which also turns a public records request into a query rather than an archaeology project.

Parallel certifier workflows

In practice, marketing, legal, and environmental reviews run at the same time. Bolt-on tooling forces them back into sequence, and that is where the timeline pain comes from. Conductor routes each component to its specialist without holding the whole application, and the next decision surfaces the moment its dependencies are ready.

Staff reports, committee gates, and board approval

The staff report a board needs is a substantial document that aggregates every certifier's data and narrative with the underwriting. Conductor generates it from live case data, so weeks of manual compilation become review and refinement. Three gates structure the approval: an Underwriting Committee check that stops unviable projects early, Loan Committee review of viable ones, and Board approval with formal tracking and strict version control on post-approval revisions.

- **Board docketing** staff compile board packets from live case data, route them through manager and legal-director review, and track the docket through approval, conditions, or a send-back.
- **Conditional approval tracking** pre-closing conditions cleared through workflows that route back through staff.
- **Decision documentation** committee actions, conditions, and public-record output captured on the project.

Closing and legal workflow

Board approval is not the finish line. What follows is six months to a year of legal work, and it is worked document by document: the dozens of documents a closing requires, each with its own status, its own version history, and its own review record. Conductor tracks every one of them to the project record, so anyone can see what is outstanding and whose desk it is on. Redlines that used to go back and forth over email move into the system, with every pass logged. E-signature and wet-signed documents are both tracked to completion, and when the deal closes, the documents compile into the closing binder.

- **Closing checklists** every document a deal needs to close, in one place instead of five, with each entry linked to the document itself.
- **Scoped external access** developers, their counsel, and their lenders exchange documents and see status on their own deal, nothing else.
- **Cycle-time visibility** where the waiting happened, by stage and by party, across the portfolio.

Long-term compliance monitoring and asset management

After closing, the same record carries through 20 to 30 years of compliance monitoring. Asset management runs from the platform that ran underwriting, against the original underwriting and the funding sources that paid for the project, so the affordability commitment is tracked where it was made.

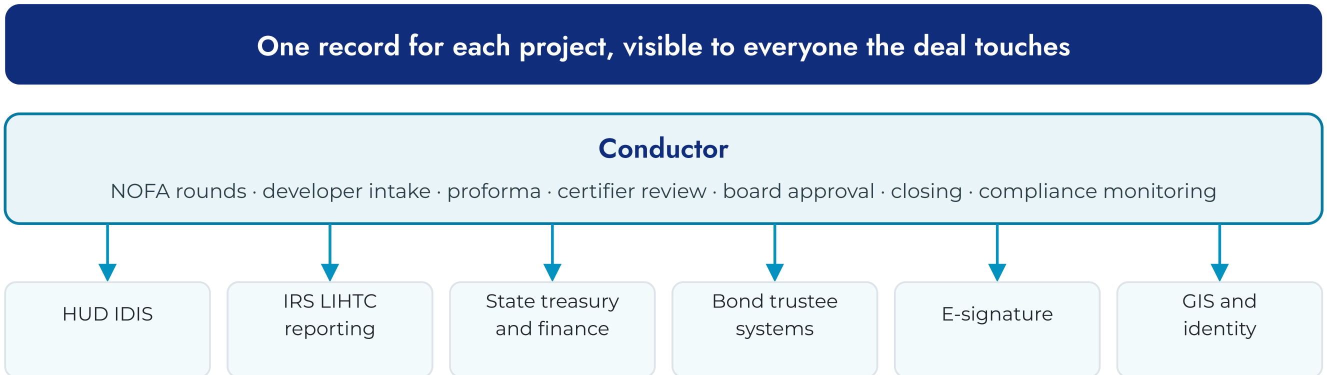
- **Placed-in-service and 8609 workflows** for LIHTC projects moving from construction into the compliance period.
- **Affordability monitoring** HOME affordability periods, LIHTC extended use agreements, and HTF restrictions, with tenant income certification and recertification, physical inspections, and reserve monitoring.
- **Noncompliance and corrective action** including 8823 reporting for LIHTC projects.
- **Capital Needs Assessments** planned from live data through the OData feed, not from re-keyed extracts.

Live analytics and cycle-time tracking

Configurable dashboards show pipeline health, allocation efficiency, and where a deal is sitting, and with whom: board-ready views for executives, working views for housing development officers. The OData feed surfaces live data for Excel, Power BI, and Tableau, so analysts work from the record rather than from exports.

Integrations

Conductor sits above the systems an agency already runs. Common integrations: HUD IDIS for CAPER and draw submission where supported, IRS reporting for LIHTC allocating agency filings, state treasury and financial systems for disbursement, bond trustee systems for draw coordination, e-signature for commitment letters, regulatory agreements, and closing documents, GIS services for site verification and opportunity area scoring, the agency's identity provider for staff single sign-on, and the OData feed for Power BI, Tableau, and Excel.



Conductor sits above the systems an agency already runs, not as a rip-and-replace.

Program reporting

Reporting is a byproduct of the work, not a separate reconciliation project. HUD IDIS artifacts (CAPER, CHAS, and activity-level reporting for HOME, HTF, and CDBG) draft from live case data, alongside LIHTC allocating agency reporting to the IRS, Uniform Guidance and Single Audit support, state QAP and legislative reports, configurable public dashboards, and an immutable audit trail on every scoring, approval, version, and closing action.

Security, compliance, and accessibility

The posture below is standard for every deployment. Engagement-specific requirements, such as a federal authorization, a state security plan, or a business associate agreement, are handled through the applicable contract.

- **Certifications and frameworks** SOC 2 Type II; ISO 27001, 27017, 27018; NIST SP 800-53; StateRAMP Moderate where required by state contract. Built on a FedRAMP Moderate authorized platform. Applications can be deployed into FedRAMP Moderate or High environments where a contract requires it; commercial cloud as standard.
- **Data protection** TLS 1.2 or 1.3 in transit, AES-256 at rest, an isolated database per environment, and permissions enforced at the data model, so a restricted user cannot reach protected data even through an API.
- **HIPAA** BAAs supported, aligned to the Security and Privacy Rules where an application processes protected health information.
- **Accessibility** WCAG 2.1 AA and Section 508, designed in from the first sprint: automated scanning every sprint, screen-reader testing with NVDA, JAWS, and VoiceOver on critical workflows, and an ACR in VPAT format provided as a delivery artifact.
- **Hosting** cloud agnostic: AWS, Azure, Google Cloud, or agency-controlled.

Data ownership and exit

Agencies retain full ownership and control of their data throughout the engagement and at its conclusion.

- **Ownership** the agency retains exclusive ownership of all data, metadata, documents, configuration data, and audit logs. Kinetech claims no rights to any of it, and does not use agency data for marketing or product development.
- **Access during the engagement** real-time access to agency data through an OData connector for use in external tools such as Power BI or Tableau, without a separate export process. Kinetech provides the data dictionary.
- **Secure decommissioning** after the agency confirms receipt and integrity of final exports, application environments are securely decommissioned and data purged from production and backup. A Certificate of Data Destruction is provided on request.

Getting to production

Most agencies reach initial production in three to six months for a focused first scope, such as NOFA through board approval, with later phases extending into closing, asset management, and compliance monitoring. Work is delivered in two-week sprints with working software you can see at the end of each one. Your team configures alongside ours and owns the configuration at go-live, so the system does not depend on us to keep running.

Your data comes with you. We have migrated from spreadsheets, desktop databases, paper files, and legacy vendor systems, staged against a copy of production and reconciled against your source before cutover.

You are supported after launch. Every subscription includes support and a 60-day post-production warranty, with enhanced tiers for programs that need extended hours and tighter targets.

Purchasing vehicles. Conductor is available through the TXShare Cooperative MSA (#2025-018), Texas DIR-CPO-5958 (DBITS Software Services), the GSA Multiple Award Schedule (GS-35F-160CA), and the TIPS Contract (#220105).

Proven across the public sector

Kinetech has been building public sector and nonprofit programs since 2014, for more than 150 organizations, from statewide agencies processing hundreds of thousands of applications to community nonprofits serving a single county. The housing development deployment below sits within a practice that also runs production systems for household assistance, utility regulation, statewide transit, elections, and juvenile justice. The platform and delivery model behind Conductor for Housing Development are proven across that full range, well beyond any single program.

$1.4B+	$2.61B	12,414
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Live at MSHDA, Michigan's state housing finance authority. FY2025 published figures.

HOUSING DEVELOPMENT IN PRODUCTION

- **Michigan State Housing Development Authority** Statewide rental development and direct lending. MSHDA is one of the largest state housing finance agencies in the country: $2.61 billion invested in housing in fiscal year 2025 and 12,414 housing units produced, preserved, or financed, of which more than $1.4 billion was multifamily rental development investment. Conductor runs the multifamily rental development workflow, including the Direct Lending Program and the LIHTC, HOME, HTF, and state-funded financing paired with it.

How MSHDA replaced three-ring binders with a configurable housing development platform.

The challenge. MSHDA needed a modernized digital ecosystem to manage the end-to-end lifecycle of affordable housing loans. Fragmented manual processes, paper-heavy review cycles, and disconnected systems made collaboration between external developers, housing development officers, and internal certifiers (legal, marketing, environmental) slow and error-prone. Housing policies evolve continuously; the system had to evolve with them.

What changed. A configurable, role-based platform built on runtime configurability: MSHDA administrators define and modify workflows, questions, and required documents in real time without code changes. The platform unified NOFA rounds, Notice of Intent intake, the hybrid proforma engine (the Excel models stay; the numbers flow into the database, with full version control), certifier workflows, automated staff report generation, committee gate approvals, closing document generation, and asset management reporting. Every stage on the same record, one per project.

The outcomes. Weeks of manual staff report compilation reduced to automated generation. Email-chain coordination replaced with in-app communication. Public rankings migrated from external PDFs into the centralized workflow with full transparency for developers. Post-approval revisions tracked with strict version control. Asset management runs Capital Needs Assessments from live data via OData feed.

> *"Overall, this system is fantastic. It was pretty easy to follow, it is visually well designed and was fairly intuitive to follow. I am really looking forward to seeing how the implementation of this continues to improve workflow and communication. This is a HUGE step forward for MSHDA. Very different than our old days of huge three-ring binders."*
>
> Michigan State Housing Development Authority, May 2026

> The same agency runs its household assistance programs on Conductor: more than 500,000 applications processed and $1.2 billion distributed across CERA, MIHAF, MI-HOPE, and related programs, with federal performance targets met ahead of schedule.

We never forget why we made this solution

Behind every deal is a building, and behind every building are the households waiting to move in. A round that takes longer to score, a staff report that takes weeks to compile, a closing that stalls for a year in email: each one is affordable housing that opens later than it should. The developer did not choose the way programs are funded and reviewed, and navigating that structure should not be the job. When the work is orchestrated in one place, deals close sooner, compliance holds for the life of the building, and less is asked of the people trying to build it.

About Kinetech

Kinetech Cloud is a US-based technology firm founded in 2014 and headquartered in San Antonio, Texas. We build purpose-built applications for government agencies and nonprofits, replacing legacy systems, spreadsheets, and off-the-shelf software that does not fit how an agency works. Public sector and nonprofit programs are our largest practice, our team is entirely US-based, and our mission is to be a catalyst for good through our people and our work.

Conductor is our configurable case management and workflow platform for the public sector, handling intake, eligibility, casework, fund tracking, document processing, audit, and engagement, configured by the agencies that run it rather than coded for them.

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