



November 22, 2021

Dear Mayor-elect Adams:

It's with great excitement and anticipation that we congratulate you on your victory in the New York City Mayoral Election. Here at LISC NYC, we've been encouraged and motivated by your focus on addressing the root causes of racial inequality. As an economic development non-profit whose mission is to close the racial wealth gap by fostering equitable development in underinvested communities, we are eager to collaborate and partner with you to advance solutions to these challenges.

To help provide some context about the work that we undertake, I'm attaching to this letter an outline of our organization's programs aimed at supporting the city's disadvantaged communities and businesses.

Of the programs outlined in the attached, there are three we want to call your attention to:

- **LISC NYC's partnership with the Dormitory Authority of the State of New York**
Backed by a \$10M commitment from LISC's Black Economic Development Fund, LISC NYC launched a program to help MWBEs bid for DASNY construction contracts. Recognizing historic inequities these businesses face in competing for public contracts, this agreement – which we're confident can be replicated across other City and State agencies -- provides lines of credit to help qualified MWBEs successfully bid on and execute DASNY construction contracts.
- **LISC NYC's Developers of Color Training Program**
An initiative to expand the capacity of MBE developers and help them compete for more market share in the development industry. This first-of-its-kind initiative is connecting MBE firms to the training, resources, and networks needed to expand their portfolio of businesses and contracts.
- **LISC NYC's Small Business Relief and Recovery Fund**
Launched at the height of the pandemic, this fund provided more than \$3 million in grants to 284 of the city's minority-owned small businesses that were financially devastated by the crisis. In addition to immediate financial relief, this program also connected businesses to the networks, business supports, and technical resources necessary to grow into the future.

As we move beyond the public health crisis and direct our full attention to supporting the city's economic recovery, as we see it, there are three priority items critical to the recovery of underinvested communities.

- **Robust Public-Private partnerships to fill service gaps in disinvested neighborhoods and minority-owned businesses.**
- **Equitable access for BIPOC-owned businesses in government contracting – and necessary programming/resources to ensure their competitiveness.**
- **Policy and legislation that prioritizes opportunities for LMI New Yorkers that closes the racial wealth gap and puts an end to "A Tale of Two Cities."**

We truly look forward to working with you and your administration, and we will always make ourselves available to serve as a resource when our experience and expertise can be of use. Please never hesitate to reach out or request our support.

Sincerely,

A handwritten signature in dark ink, appearing to read "Valerie White".

Valerie White
LISC NYC, Executive Director



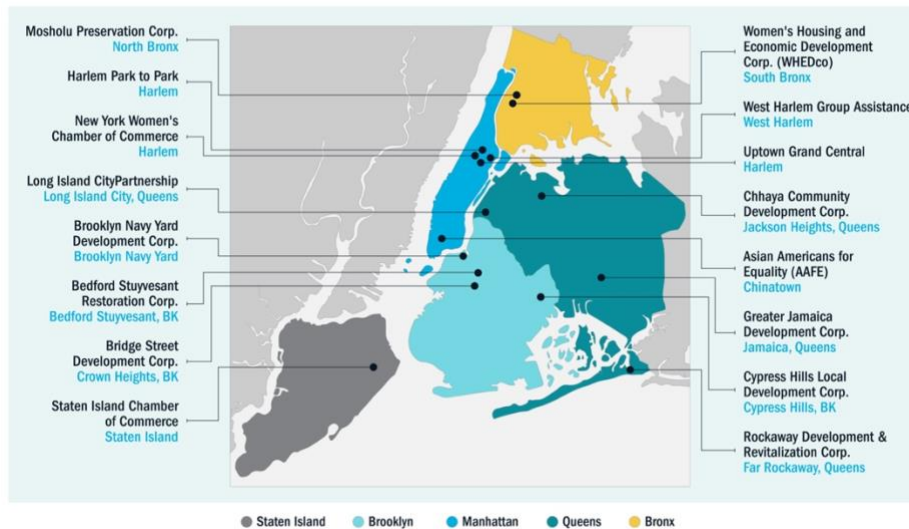
Over 40 years, LISC NYC has invested over **\$3.1 billion** and leveraged an additional **\$7.6 billion** to support a platform of racial equity and to remove the barriers of economic inequities. LISC NYC supports local partners whose services and programs aim to create a more equitable, inclusive, and sustainable New York City. With an energized focus on our three pillars: **radical healing**, **inclusive economic transformation**, and **sustainable wealth generation**; the platform of the incoming administration and LISC NYC's work aligns on an array of subject areas.

As an intermediary, we deploy capital to the communities we serve quickly and efficiently. By annually assessing our partners at the highest level, we are able to disburse funds and roll out programs in a way that reaches those who need it most. We are committed to the same thinking that will make NYC a smarter, safer, fairer, more educated city that is prepared for the future.

The first bank of steps includes a focus on efficiency (specifically to government) but this can also be applied to partnerships. LISC NYC has a network of nearly 70 community partners across the five (5) boroughs who we engage regularly. When we receive critical funding, we are able to get it out quickly due to our high engagement with community partners and knowing the full breadth of their work through our assessments. Through this process, we were able to quickly mobilize resources and deploy much needed capital into the most vulnerable NYC communities that were immediately devastated at the onset of COVID.

- Example: During the height of Covid-19, we were able to secure **over \$13 million in PPP loans**. The average award size being **\$346K**.
 - **38 loans awarded to businesses and nonprofits**
 - **61% small businesses**
 - **39% nonprofit entities**
 - **984 jobs retained**
- **Small Business Relief and Recovery Fund:** The COVID-19 pandemic, and the resulting economic downturn, had a severe impact on New York small businesses' ability to survive and thrive. Businesses owned by people of color, in low-wealth communities, were especially hard hit. These businesses were largely left behind by government emergency aid programs. LISC NYC embraces an inclusive economic development agenda that prioritizes targeted investments in public infrastructure, human talent, innovation, diverse enterprises, and community organizations. To respond to the critical needs of local BIPOC small businesses, LISC NYC launched the Small Business Relief & Recovery Fund. We worked with **16 community-based organizations in highly impacted neighborhoods across the five (5) boroughs to distribute subgrants**. The results are as follows:

LISC NYC Small Business Relief Community-based Partners



LISC NYC was able to provide **\$3.83 million** in grants to a total of **284 businesses** with an average grant size of **\$13,486**. The demographic breakdown is as follows:

- **98.5% Entrepreneurs of Color**
- **62.2% Woman-Owned**
- **859 Jobs Retained**

Efficiency is key in partnerships between non-profits and government. The communities who need our attention do not have time for the systems at work to figure out its process during times of crisis. Being proactive in setting up a system that allows resources to get out is critical.

The 100-step plan's next bank of implementable changes focuses on creating a safer city through public health investments. LISC NYC understands that the current delivery of healthcare needs to pivot toward racial equity as a metric in all outcomes. We have taken the time implement programs that work through some of those inequities.

- **Uber Vaccine Fund:** Uber, PayPal and Walgreens donated \$11 million dollars to the Vaccine Access Fund to provide free rides for people in underserved communities to get to a vaccination sites. The Vaccine Access Fund was managed by Local Initiatives Support Corporation (LISC). LISC identified and work with local nonprofits and other partners that coordinated free rides for people in their communities, as part of a broader effort around vaccine education and equity. In NYC alone, **we were able to provide resources for 6,500+ Uber rides.**
- **Bridges to Health Equity** – LISC advances health opportunities by investing in communities, health systems can achieve improvements in:
 - Population health
 - Patient experience
 - Reductions in health care cost

Program Context: Health care providers and payers recognize the need to prevent costly use of the health care system and invest in strategies which address social determinants of health. They must look beyond the hospital walls, and reach patients where they live, in their

communities. CBOs are expert at providing services and strategies which impact social determinants of health, but often have not collaborated with the health care system.

Program Goals

- Strengthen referral pathways between health care sector and CBOs to address social determinants of health needs.
- Create a sustainable financing mechanism to support CBO programs that improve health outcomes.
- Provide New Yorkers with evidence-based, home-based asthma services delivered by Community Health Workers.

Program participants experienced a decrease related to multiple Social Determinants of Health concerns (as of October 2021):

- 14% reported food insecurity compared to 35% at the baseline
 - 2% reported being worried about losing their home compared to 25% at the baseline
 - 32% reported childcare issues compared to 49% at the baseline
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- **Peloton – WhedCo:** Through Peloton's \$100 million investment in the fight against racial injustice and inequity and the promotion of health and well-being for all, became one of [LISC NYC](#) and nonprofit [WHEDco](#)'s funding [partners](#) in the Bronx. WHEDco's Bronx Commons fitness space will be equipped with Peloton equipment and programming. Bronx Commons is a 12-story, 100 percent affordable building with studio, one-, two- and three- bedroom apartments serving formerly homeless families and individuals, including victims and survivors of domestic violence, as well as low- and moderate-income households earning between 30 percent and 110 percent of area median income.

These are just a sample of programs and investments made by LISC NYC toward closing the gap in health outcomes. Government providing the framework for public-private partnerships to form and alleviate targeted burdens on a thinly stretched system is crucial in making sure all New Yorkers have equal access as it pertains to their health.

The outline for creating a fairer city directly aligns with LISC NYC's three pillars that encompasses all of our work. Our advocacy and capital focus parallels the steps laid out in the plan that touch on workforce training, access to capital, housing, and digital equity.

- **Advancing Real Estate Opportunities:** The NYC real estate sector drives economic growth and wealth creation; however, structural barriers— especially to accessing capital and networks of leaders/ decision-makers—prevent Black & Latina women entrepreneurs from breaking into and achieving economic success in this sector. To build wealth while contributing to an equitable economic recovery in NYC, LISC NYC will build out the ecosystem needed for Black & Latina women-owned small businesses in real estate. LISC NYC's collective expertise, lived experience and track record of success in creating wealth building opportunities for MWBEs will enable Black & Latina women to build out businesses connected to the real estate sector, including development, construction, marketing, energy retrofitting, maintenance and other skilled trades and professional services.

Convened by LISC NYC, our collaborative will include top Black/ Latina women leaders in real estate from the government, nonprofit, and private sectors and ten (10) partner organizations:

- Department of Housing Preservation and Development
- South Bronx Overall Economic Development Corporation
- NYS Homes and Community Renewal
- Velez Organization
- Columbia University
- R.F. Wilkins Consultants
- BOS Development LLC
- Greater Jamaica Development Corporation
- McKissack & McKissack

The collaborative will create a network of 375 Black and Latina women-led small businesses; a subset of 150 small businesses will receive more intensive and tailored support through new and existing programs offered by the collaborative partners. We will position these firms at the forefront of NYC's economic recovery and enable them to address the City's critical need for decent affordable housing, thriving commercial space, and infrastructure improvements necessary for sustainable growth, including retrofitting existing buildings for climate change.

To plan the proposed project, LISC NYC directly consulted with and secured the collaboration of Black/ Latina women leaders. Black/ Latina women leaders will lead our program evaluation and market analysis including direct surveys and focus groups with Black/ Latina women in real estate. We will also integrate the voices and perspectives born out of the lived experience of Black and Latina women by regularly conducting surveys and focus groups to gather feedback on our program and approach.

Our proposed Year 3 outcomes:

- 1) At least 30% (50) of these businesses are awarded new contracts;
 - 2) As a result, the total annual revenue of these firms is increased by 10%;
 - 3) Undertake one major systems change in the private or government sector through advocacy, policy or partnership development that results in a measurable increase in the number of Black and Latina-led small businesses in real estate who have secured new contracts.
 - 4) Assess the marketplace to identify key barriers and opportunities for Black/Latina small businesses to secure contracts in the real estate sector.
 - 5) Plan at least three public convening to share our program progress and findings.
- **Inclusive Creative Economy Fund:** Program provided loans to nonprofit and mission-driven organizations that own, lease and manage affordable spaces for businesses in creative industries, so that these businesses can get started, take root and thrive. By establishing and preserving affordable spaces for light manufacturing, business incubation, maker/artist studios, and cultural activities, the Fund fostered quality middle-skill job opportunities for low- and moderate-income New Yorkers.
 - The NYC Inclusive Creative Economy Fund raised just over **\$6.2 million**
 - Investor proceeds, combined with additional capital from LISC's balance sheet, have funded over **\$18 million in loans across four projects:**
 - Greenpoint Manufacturing & Design Center (GMDC) Ozone Park Industrial Center
 - Brooklyn Navy Yard Development Corporation (BNYDC) Building 127
 - La MaMa Experimental Theater Club's project at 74 East 4th Street

- Evergreen Inc at 500 Stagg Street, Brooklyn.
 - The four projects will bring **over \$111 million in total investment** for their communities from public, private, philanthropic, and other sources
 - A total of **205,500 square feet of new or renovated space** to support quality jobs in the creative economy
 - Construction of these projects will result in approximately **350 jobs created and 107 additional jobs** indirectly created throughout the supply chain.
- **DASNY Deal:** The program, supported by a **\$10 million commitment** from LISC's Black Economic Development Fund (BEDF), will provide critical lines of credit and other supports to help qualified Minority- and Women-owned Business Enterprises (MWBEs) and Service-Disabled Veteran Owned Businesses (SDVOB) successfully bid on and execute DASNY construction contracts as prime contractors. This funding will enable NYS Certified MWBE/SDVOB contractors to qualify for required surety bonding and, through a line of credit, pay project-related costs while awaiting reimbursement. In addition, The Cayemitte Group will provide these contractors with back-office supports, including financial management and funds control, to ensure timely payments on all project-related expenses. **This program is the first of its kind in the nation and will serve as a model for increasing MWBE/SDVOB participation in public works through public-private partnerships.**
- **LISC NYC Developers of Color:** In October 2021, LISC NYC launched the [LISC NYC Developers of Color Training Program](#). The goal of the program is to help Minority-owned Business Enterprise (MBE) developers expand their capacity and project access, while becoming more competitive as the city's affordable housing project pipeline grows and more market opportunities arise. In order to support more inclusive and equitable wealth generation, the program will help developers of color to:
 - Enhance their networks;
 - Gain access to capital; and
 - Build their capacity to expand their existing portfolio of business and contracts.
- **HPD Marketing Agent Training Program (Pathways to Opportunity):** HPD, in partnership with LISC NYC and Enterprise, developed a series of free trainings to bolster the number of Minority- and Women-Owned Business Enterprises (M/WBEs) and non-profit firms performing marketing activities in the Housing Connect lottery process for affordable housing projects. LISC and Enterprise secured generous funds from Goldman Sachs to offer trainings that are prerequisites for firms seeking to become Qualified Marketing Agents.

To join the list of Qualified Marketing Agents, firms completed three trainings and two of these trainings have substantial costs for each participant. In order to reduce the financial barriers that M/WBEs and non-profits face in meeting these requirements, eligible firms were able to apply for free marketing agents training for up to three staffers to take all required courses.

On July 22, 2021, HPD, Goldman Sachs, LISC NYC, and Enterprise celebrated the first two graduating classes of Pathways to Opportunity. **Nearly 60 individuals across 34 firms have received the trainings.**

- **NYCHA PACT Planning Fund:** Public Works, LISC NYC, Public Policy Lab and Pratt Center for Community Development are partnered in facilitating the **\$6 million** technical assistance program for NYCHA residents whose developments are being included in the PACT program.

PACT (Permanent Affordability Commitment Together) allows NYCHA to modernize homes, and provide enhanced community services and amenities. The goal of the Resident Planning Fund is to ensure that residents can plan for the future of their communities with the support of independent, third-party professionals. LISC NYC is responsible for managing subcontractor services to ensure the timely and high-quality delivery of technical assistance.

We view the real estate sector as an opportunity for sustainable wealth building and workforce development opportunities for BIPOC-owned firms.

In all advocacy that LISC NYC participates in, our focus is consistent on issue of racial equity and addressing/removing systemic barriers. Our mission focus is to constantly enforce that in programs/legislation proposed to address areas we directly work in and where our partners are involved. Several programs/pieces of legislation we have been very vocal on:

- ERAP/Landlord Relief
- Affordable Housing Sustainability - ROFR
- Build Back Better – Housing is Infrastructure

Digital Equity: In an increasingly digital world, digital inclusion is a necessity to be economically and socially included in society, but in New York City, 40% of households lack home or mobile broadband. For the City's most disinvested communities, the digital divide is even greater, with 44% of those living under the poverty line lacking broadband access, and Black and Hispanic residents being 10% more likely to lack access. Government leaders must prioritize digital access as they would any other public utility, and enact legislation towards the development of a comprehensive digital infrastructure across the city. In order for all New Yorkers to be connected in this digital world, the following must occur:

- Robust infrastructure investments by the federal government to make all neighborhoods broadband accessible; American Rescue Plan earmarked **\$7 billion** to closing the digital divide
- Minimum requirements for internet access speeds that are both useful and usable at affordable rates; and
- Investment in digital literacy assistance that is community-based.

We believe in investing in the next generation of leaders of this great city, especially through education in the community development space. Programs such as these are crucial to the work organizations do in helping to create capacity for their mission focus to grow and thrive. Through our programs that place young adults in community-based organizations, like Cashin Fellows and LISC Americorps, we are able to grow the next generation of community leaders while assisting community-based organizations in increasing their capacity in the communities they serve.

LISC NYC has a demonstrated history of investing directly into the neighborhoods and people that make the foundation of this city. The framework of the incoming Adams administration's planning and the active agenda of LISC NYC has parallels that reveal areas for collaboration. We have current programs with NYC agencies, and longstanding relationships with all housing related agencies through our Community Capital Investments. When we include our national framework, we include an array of programs dedicated to safety & justice, as well as increased investment in closing the racial wealth gap.

- **Project 10X:** Project 10X is a **\$1 Billion** investment effort to close the wealth, health, and generational gaps between BIPOC and white individuals. Our investments will target four fundamental approaches to building equity:
 - Generating enduring wealth and equity through homeownership and small business ownership
 - Building credit and savings and strengthening financial institutions led by Black, Indigenous and People of Color
 - Investing in community wellness, digital access, education, arts, and justice reform
 - Supporting quality jobs with good wages and benefits
- **Safety & Justice:** LISC's approach to crime reduction focuses on high crime places – neighborhoods and the specific streets or intersections where crime is a serious problem. It brings together partners with different information, perspectives and resources relevant to those problems.
 - **We offer guidance, training and peer networking.** In addition to direct training, we share lessons and tools culled from successful community-oriented crime reduction programs across the country.
 - **We help build community-law enforcement partnerships.** These include collaborations with prosecutors, sheriffs and judges, in addition to police forces, dedicated to collaborating with residents.
 - **We support pre- and re-entry programming and criminal justice reform initiatives.** These run the gamut from youth mentoring and violence prevention programming to probation reform to our network of Financial Opportunity Centers, which help formerly incarcerated people stabilize their finances and train for good jobs.
 - **We help communities** create and maintain playing fields and courts, redevelop parks and offer quality after-school and summer programs for youth through our [sports and recreation](#) programs.