

Local Initiatives Support Corporation (LISC) Boston
Community Investment Tax Credit Program

LISC Boston Capacity Building Plan, 2023-2025

The Boston office of Local Initiatives Support Corporation (LISC Boston) is a Community Support Organization dedicated to comprehensive community development and providing capacity building support for community development corporations (CDCs) throughout Massachusetts. Community Investment Tax Credits provide critical funding to enable many of the key components of our capacity building program.

Our capacity building plans for CDCs are also informed by our close partnership with the Massachusetts Association of Community Development Corporations (MACDC) and the Mel King Institute (MKI). Through the Mel King Institute, we regularly survey CDC participants, both formally and informally, regarding their training and capacity building needs. Additionally, our current Local Advisory Council includes the Executive Director of MACDC and multiple CDC representatives.

Section 1. Proposed Workplan

LISC Boston's proposed capacity building workplan for 2023 through 2025 includes initiatives in three primary categories: (1) Organizational and Staff Capacity Building, (2) Real Estate Lending and Asset Management, and (3) Economic Development. Descriptions of our proposed activities, including their applicability to CDC needs and the schedule for providing these activities, supports, and services follows.

A. General Organizational and Staff Capacity Building. LISC Boston plans to support the organizational and staff capacity of CDCs with capacity building grants, LISC AmeriCorps members, training via the Mel King Institute, Community Development Innovation Forums, and other thought leadership and technical assistance. Financial assistance to CDCs under this activity is anticipated to total between \$350,000 and \$550,000 annually -- \$1,050,000 to \$1,650,000 over the three-year term of the workplan. It will include additional support to CDCs to the extent available resources allow.

- **Capacity Building Grants to CDCs.** LISC Boston will continue making capacity building grants to CDCs during the term of the workplan. We anticipate annual capacity building grants of \$25,000 to \$75,000 total among four to six organizations, deployed to build capacity in strategic areas of focus, for a total of \$150,000 to \$450,000 between 2023 and 2025, with additional grantmaking to the extent funds are available. Targeting of capacity building funds is informed by our continual engagement with CDCs, consultation with MACDC, other CDC support organizations, consultants, and stakeholders. LISC raises capacity building grant funds through the federal Section 4 program and other sources, supplementing with CITC and other operating funds, to increase funding and support operational costs of grant programs.

While there are many technical assistance and ecosystem building roles LISC plays, we believe the highest priority needs are (a) expanded access to high quality, relevant training; (2) digital capacity building to increase their organizational capacity, the connectivity of their community and their access to resources; and (3) support for effective, community-driven methods for building the wealth, health and stability of people and communities that have been historically under-resourced.

Recent highlights

- Statewide investments in CDCs lead by people of color, in particular the African Community Economic Development of New England (ACEDONE), Asian CDC, Codman Square NDC, Southeast Asian Coalition of Central Massachusetts, Urban Edge, and WayFinders.
- Supporting ACEDONE's efforts to promote affordable housing in areas with transit access, create economic opportunity in commercial corridors, and build multilingual business support capacity, particularly for African communities in Greater Boston.
- Investing in Lawrence CommunityWorks' Neighborhood Wireless Network project, which addresses the growing digital divide in Lawrence, MA by providing opportunities for increased connectivity and basic computer skills, enhanced digital literacy skills for entry-level and remote employment opportunities, and access to certification training programs. Lawrence CommunityWorks' target population is Lawrence's predominantly immigrant, Latinx and low-income families, as well as surrounding towns that house pockets of Latinx population.

- **LISC AmeriCorps Program.** LISC Boston will continue to fund and support an annual cohort of AmeriCorps members for sponsored positions within local CDCs. Sponsoring organizations have a full-time AmeriCorps member take on a capacity building role for 11 months in housing counseling and services, housing development, economic opportunity, community engagement and more. Participants and sponsors host meetings of the cohort on a monthly rotating basis, and participate in a unique community development training program, consisting of six Mel King Institute trainings and leading to a community development certification. CDCs that are able to sponsor AmeriCorps members find them to be an efficient and effective way to build organizational capacity and develop new programs, and many hire their AmeriCorps members as permanent staff upon completion of service. Members receive a \$21,000 stipend, full benefits, expenses, the training program, travel to and participation in a national LISC Americorps conference, and an education award of just over \$6,000 upon completion. Sponsoring organizations cover \$15,000 of the \$30,500 per member cost, and LISC provides \$15,500 (amounting to \$152,500 to \$305,000 annually for a cohort of 5-10 members).

- **Support for Mel King Institute for Community Building.** LISC is a founding member of the Mel King Institute (MKI or the Institute) for Community Building. MKI supports CDC capacity by sponsoring 30 or more training courses annually, plus special initiatives like the Alliance for Racial Justice's Mentoring Program and a Public Housing Training Program. The Institute advances the

skills, knowledge, peer relationships and leadership ability of CDC staff and other practitioners and volunteer leaders in the community development field. The Institute enables CDCs and other nonprofit organizations and their partners to build and preserve more homes, create more jobs, grow more businesses, nurture more community leaders, and pursue more comprehensive community building strategies that also address issues such as health, transportation, public safety, green space development, workforce development and youth development. Mel King Institute programs are provided throughout the year, scheduled in advance, publicized via an online calendar and catalog and advertised via email newsletters and promotions, social media, and partner promotion. LISC Boston serves on MKI's steering and curriculum committees, provides financial support for the Institute's operations, and collaborates with the Institute regularly. LISC Boston anticipates providing MKI with financial support of approximately \$50,000 annually during the term of the workplan.

- **Community Development Innovation Forums.** LISC Boston and MACDC established the Community Development Innovation Forum to seed innovative thinking about the future of the community development field in the state, and to generate and advance practical ideas and strategies to increase effectiveness and respond to changing conditions or evolving challenges and opportunities in the field. Forums are co-sponsored periodically and administered by the Mel King Institute. We anticipate co-sponsoring one to two forums per year during the term of the Capacity Building Plan.

- **Thought Leadership and Technical Assistance.** LISC regularly convenes leaders and stakeholders to discuss and examine topics relating to general CDC capacity building beyond the programming provided by the MKI. We also disseminate learning and best practices through white papers, research reports, toolkits, webinars, articles, newsletters, and other capacity building tools. Below are some recent examples of the thought leadership work in support of CDC capacity building, demonstrating how we weave local and national tools to support community development capacity building and lift up local practices on a national stage. We anticipate providing at least **five** such tools or opportunities each year of the workplan.

- LISC recently launched ***Bridging the Capital Gap***, a digital curriculum designed to help small business support professionals navigate the financing landscape. In addition to a report, we have made video learning modules available, and will be hosting watch parties with “office hours”, including local convening of CDC staff and other business support professionals to discuss the content and ways to support their work in Massachusetts.
- LISC hosts the ***Small Business Situation Room*** for CDC staff and other business support professionals once/month to lift up best practices, share tools and collaborate across the ecosystem in Massachusetts.
- LISC is part of the ***Massachusetts Coalition for Racial Equity in Housing***, which is working to develop and implement a rubric driving practices, policies and programs to

advance racial equity in all aspects of the housing sector, with CDCs and other housing stakeholders.

- LISC annually hosts the **LISC Story Slam**, a forum for community voices to describe the need for and the impact of our collective work, to highlight the power of the CITC program, and inspire the community development sector by honoring inspiring community development leaders with the **LISC Community Leadership and Impact Awards**.

B. Real Estate Development and Asset Management Capacity Building. LISC Boston supports the real estate development and asset management capacity of CDCs through lending and investment, training and technical assistance, thought leadership and technical assistance.

- **Housing/Real Estate Lending and Investment.** LISC Boston supports community development corporations by providing targeted capital to fund affordable housing, commercial and community space, and other real estate activities. LISC offers acquisition, predevelopment, construction, bridge, and permanent financing. We partner with public and private impact investors to develop, fund, and offer high value lending products, such as low-cost or risk-tolerant financing, or public-private funding partnerships that combine early commitments of subsidy with low-cost, flexible capital. Finally, the National Equity Fund and New Markets Support Corporation, both LISC affiliates, provide tax credit equity investment to support our partners' real estate strategies. LISC estimates approximately \$8 million of lending and \$10 million of tax credit equity investment annually during the term of the Capacity Building Plan, most of which will support CDCs and other nonprofit developers.

LISC is working to develop new tools to drive housing affordability, increase community ownership, support homeownership and embed supportive services, healthy food access, economic empowerment and other social determinants of health in housing developments.

Some examples of how our lending and investment strategies empower CDCs to advance their real estate development goals follow.

- LISC Boston's Equitable Transit-Oriented Transit Oriented Accelerator Development Fund provides low-cost, acquisition and predevelopment financing for affordable or mixed-income housing on sites near transit stops. The Fund can finance up to 120% of acquisition price for community-based developers who lack the equity or capital needed to secure sites in a competitive market and finance early-stage development costs. This popular fund has made or committed 27 loans seeding the development or preservation of 1,772 housing units, approximately 75% restricted affordable, and over 136,000 square feet of community and commercial space. Fourteen of the twenty-

seven projects are within Boston and nine are located in Gateway Cities. Thirteen community development organizations have been supported through this fund.

- LISC/Mass General Brigham Community Acquisition and Predevelopment Initiative is a community-driven initiative to drive the production and preservation of affordable housing and support the growth of community-based developers, particularly those with principals of color seeking to building their capacity to develop affordable housing. The \$1.1M award has seeded investment in 5 projects, preserved or created 192 units of which 157 will be restricted affordable (82%) and supported 2 BIPOC-led development firms.
- LISC renewed a flexible, low-cost \$10 million investment by Harvard University as part of the Harvard Local Housing Collaborative. The initial 20-year loan fund was invested in 69 developments, creating or preserving more than 3,700 homes of which 77% have long-term use restrictions requiring them to remain affordable to low-income households. The investment was renewed for an additional 20 years, and is used to reduce interest rates on loans for low-and moderate-income housing.
- **Commercial Space for Job Creation.** LISC and its affiliate New Markets Support Corporation (NMSC) provide lending and new market tax credits (NMTC) for commercial and community facilities. NMSC awarded more than \$6 million of NMTCs to certified CDC Dorchester Bay Economic Development Corporation to support job creation at their Indigo Block facility. It is difficult to predict the availability of NMTC going forward, but LISC Boston will pursue this subsidy resource to the extent credits are awarded to NMSC by the CDFI Fund.
- **Training and Technical Assistance.** LISC Boston will continue to provide regular real estate development and asset management training opportunities focused primarily on the needs of CDCs and their staff. We anticipate providing between three and five training or technical assistance programs each year during the term of this Capacity Building Plan, and to assist at least 50 CDC staff members and others each year through these programs. Some examples of these training and technical assistance opportunities follow.
- **Real Estate Project Management Training Program.** LISC plans to redesign and relaunch its popular, cohort-based real estate project management training program for community development corporations and other nonprofit developers. The goal of the program is to expand diversity of race, ethnicity and gender identity in real estate development by offering a selected group of young professionals the opportunity to expand their knowledge and build skills. Participants will learn the building blocks of developing and operating affordable housing in the communities they serve. Participants will have 1-3 years of project management experience. LISC will prioritize the recruitment of diverse participants from community development corporations

across Massachusetts. Nearly 100 project managers have completed the program to date.

- **Community Partner Energy Cohort.** LISC and MACDC launched an energy cohort in September 2019, which is a peer learning group for affordable housing professionals interested in energy efficiency, renewable energy, climate resiliency, and resident health to network, learn, and share information. Topics include Solar Options for Affordable Housing, Climate Ready Affordable Housing, and Beneficial Electrification. Since 2019, we have grown to over 270 members, including 150 active members and representatives from 41 CDCs. We convene the Energy Cohort bimonthly.
- **Real Estate/Asset Management Thought Leadership.** LISC regularly convenes leaders and stakeholders, shares learning and best practices in real estate and asset management through white papers, webinars, articles, newsletters and other capacity building tools.

LISC will offer between three and five thought leadership programs, initiatives or tools relating to real estate topics in each year of the Capacity Building Plan. Some recent examples of our gatherings include:

- Blue Hill Ave Action Initiative
- Community Land Trusts & Community Development: Partners Against Displacement Health & Housing
- Transit-Oriented Development
- **Real Estate Project Grant Funding.** LISC offers project-related grants on a periodic basis to support targeted project costs or advance promising practices among CDCs and other nonprofit and affordable housing developers. Current examples of our project-related grants include:
 - **Building Decarbonization Audit Program.** We offer grants to support the cost of comprehensive energy audits prior to project rehab (\$150,000 in 15 grants projected annually). These grants ensure that affordable housing owners consider all cost-effective energy-savings and clean energy upgrades in their properties.
 - **STAR Solar Program.** In collaboration with MACDC and solar provider Resonant Energy, we offer staff time support grants (\$50,000 to 10 CDCs expected in 2023) and in-kind technical and financial analyses of participating organizations' portfolio-wide solar photovoltaic (PV) installation potential.
 - **DHCD/MassHousing/MHP Climate Ready Housing Program.** LISC administers this program, which offers incremental gap funding for properties undergoing a major renovation interested in achieving a deep energy retrofit (50%+ energy savings and significant carbon emissions reductions). This program is providing \$1.6M per year in 2022, 2023, and 2024; approximately half of the funding will support CDCs.

C. Economic Development. LISC supports economic development and economic opportunity in low-income communities through our family income and wealth building programs and our support of minority- and women-owned businesses. Commercial corridor development and placemaking work are also cross-cutting priorities we support across our comprehensive community development programs.

- **Family Income and Wealth Building.** LISC supports economic empowerment of families through two research-tested models: Financial Opportunity Centers (FOCs) and Bridges to Career Opportunities (Bridges) Programs. FOCs provide employment and career counseling, one-on-one financial coaching, and help building credit, savings, and assets. The Bridges to Career Opportunities program fills critical education gaps that keep people from good jobs and provides credentials needed to begin careers in growing fields. LISC raises grants from local and national partners to support FOCs and Bridges programs carried out by our local partners. In 2020-2022, we made approximately \$645,000 of support available. We will target at least \$100,000 annually during the Capacity Building Plan, and will also work to seed sustainable models of financing this work and scaling it through our CDC and other community partners. Additionally, we will expand our newest Bridges to Green Jobs Program, which focuses on supporting targeted training for Black, Indigenous, & People of Color (BIPOC) community members and women to support entry and advancement in the rapidly growing building decarbonization sector.
- **Entrepreneurship Support.** LISC seeks to grow the number and capacity of minority- and women-owned businesses, to increase their revenue and the number of people they employ. We developed a scalable digital growth accelerator to support BIPOC owned small businesses to strengthen their core business, increase their net revenue and digital capacity. This development and increase prepares the target population for future funding opportunities, growth and expansion. We are positioned to support 150 small business in 2023 alone, across the commonwealth's gateway cities through the continued deployment of the accelerator program. We continue to have a range of lending products available for small businesses. We recently launched a Massachusetts Growth Capital Fund to provide flexible capital to BIPOC owners whose networks are limited in friends and family financing. We will re-establish deployment of matching funds for KIVA microloans, which will be available on a revolving basis. During 2023 we will leverage our partners in the small business eco-system to amplify our lending products providing working capital and technical assistance in capital readiness activities. As the manager of Small Business Strong (SBS) a private and public sector partnership set up to help small businesses navigate access to resources for increase revenue and growth, we look to leverage this partnership as a value add in building a strong eco-system aimed at creating equity and inclusion. At a minimum we are prepared to support at least two initiatives and \$100,000 of funding annually during the term of the Capacity Building Plan. We will work with a broad group of

partners to assess and strengthen the minority entrepreneurship ecosystem, including technical assistance, investment/lending, systems change and contract opportunities.

- **Economic Development Thought Leadership.** LISC regularly convenes leaders and stakeholders, disseminates learning and best practices building economic opportunity and racial equity through white papers, webinars, articles, newsletters and other capacity building tools. As co-founders of a Coalition for an Equitable Economy (CEE), we lead the charge in CEE's work building on the foundation of existing assets, a highly collaborative, innovative and effective eco-system that delivers to diverse entrepreneurs the resources necessary to start, stabilize and grow profitable businesses that fuel the MA economy. Through thoughtful leadership we aim to dismantle racist structures that have prevented investment in and growth of diverse businesses. We will continue co-hosting regular open forums that are designed to cultivate connection, collaboration, best-practices and leverage within a statewide network of small business support organizations. LISC expects to offer thought leadership programs, initiatives and/or tools regarding economic development or opportunity during each year of the Capacity Building Plan.

Section 2. Effectiveness of the Proposed Workplan

The proposed workplan was created with significant attention to feedback received from LISC stakeholders regarding the effectiveness of LISC programs and the popularity of programs that have been provided in prior years. LISC's grant programs, trainings, thought leadership events, Financial Opportunity Centers, Bridges to Career Opportunities Programs, and lending programs all have solid reporting and/or evaluation data tracking the impact of our programs over many years of successful operation. In some cases, we seek to build new tools and models to measure and ultimately increase impact, and will work to measure and document the effectiveness of these programs during the term of the Capacity Building Plan. We will continue to adjust our strategies in response to the evaluation feedback and feedback from CDC partners, community members, funders, and other stakeholders.

Section 3. Feasibility of the Proposed Activities

LISC's strategic plan is intentionally ambitious. It seeks to maximize the impact of our work, because we think this is the most valuable role LISC can play. However, this Capacity Building Plan is designed to include achievable results, based on our past performance and reasonable assumptions regarding financial and technical feasibility. LISC's capacity to manage grants and consultants, convene stakeholders, manage programs, deliver technical assistance and training is well-established by our more than 40-year history in Massachusetts. Many of the programs included in this plan are already in place, and quite a few are already funded, or can be reasonably expected to be funded based on past experience.

Section 4. Availability of Staff and/or Expertise to Accomplish the Workplan

LISC Boston's staff includes professionals with the skills, knowledge, relationships and experience to carry out the grantmaking, investment, thought leadership, and capacity building initiatives described in the Capacity Building Plan. Staff biographies are attached.

LISC also works closely with other stakeholders, including nonprofits, other community partners, businesses, and state and municipal government, and works with partners and consultants to leverage our capacity. As an intermediary, this is often the nature of our work - building theories of change with our partners, identifying funders, connecting resources to capable implementation partners, measuring impact, and scaling successful models. Financial Opportunity Centers and Bridges to Career Opportunities are great examples of this model, as are the housing funds we have deployed. Planned entrepreneurship pilots will also leverage local partners, including CDCs, MACDC, Boston Ujima Project, the Boston Foundation, and the Boston Impact Initiative.

LISC Boston is also working to broaden its funding base, to increase our impact and build our staff's capacity. Community Investment Tax Credits are a valuable resource that we use to leverage additional funding and support our internal growth as we continue to build capacity within our CDC partners.

LISC Boston Capacity Building Plan 2020-2022
Attachments

- LISC Boston Capacity Building Plan 2020-2022 Overview
- LISC Boston Staff

LISC Boston Capacity Building Plan 2023-2025 Overview

General Organizational and Staff Capacity Building				
Activity	2023	2024	2025	Total
Capacity Building Grants	\$150,000 to \$450,000, 4-6 grants	\$150,000 to \$450,000, 4-6 grants	\$150,000 to \$450,000, 4-6 grants	\$450,000 to \$750,000, 12-24 grants
LISC AmeriCorps Program (Including cohort-based training program)	5-10 Members \$152,500 to \$305,000	5-10 Members \$152,500 to \$305,000	5-10 Members \$152,500 to \$305,000	15-30 Members \$457,500 to \$915,000
Mel King Institute Support	\$50,000, 30 courses	\$50,000, 30 courses	\$50,000, 30 courses	\$150,000 90 courses
Community Development Innovation Forums	2-3 forums	2-3 forums	2-3 forums	6-9 forums
Thought Leadership and Technical Assistance	5 tools or opportunities	5 tools or opportunities	5 tools or opportunities	15 tools or opportunities
Real Estate Development and Asset Management Capacity Building				
Activity	2023	2024	2025	Total
Housing/Real Estate Lending	\$8 million	\$8 million	\$8 million	\$24 million
Housing/Real Estate Equity (LIHTC and NMTC)	\$10 million	\$10 million	\$10 million	\$30 million
Training and Technical Assistance Programs	1-2 Programs 25-50 People	1-2 Programs 25-50 People	1-2 Programs 25-50 People	1-2 Programs* 75-150 People
Thought Leadership	3-5 Programs or Tools	3-5 Programs or Tools	3-5 Programs or Tools	3-15 Programs or Tools*
Real Estate Project Grant Funding	\$200,000 15 Projects	\$200,000 15 Projects	\$200,000 15 Projects	\$600,000 45 Projects
Economic Development Capacity Building				
Activity	2023	2024	2025	Total
Support for Minority and Women-Owned Businesses	2 Initiatives	2 Initiatives	2 Initiatives	2-6* Initiatives
Bridges to Career Opps and Financial Opp. Centers	\$100,000	\$100,000	\$100,000	\$300,000
Economic Development Thought Leadership/TA	3-5 Programs and/or Tools	3-5 Programs and/or Tools	3-5 Programs and/or Tools	3-15 Programs and/or Tools*

*Totals may include multi-year initiatives that are counted as a single initiative to avoid double- or triple-counting.

LISC Boston Staff

Karen E. Kelleher, Executive Director

Karen provides strategic and operational leadership in her role as Executive Director of LISC Boston. Before joining LISC, Kelleher served as Deputy Director of the Massachusetts Housing Finance Agency and as Senior Vice President and General Counsel of The Community Builders, Inc. She previously practiced affordable housing law at Nixon Peabody LLC and the U.S. Department of Housing and Urban Development, and started her career as a teacher at Nativity Preparatory School, a middle school for boys from low-income families. Kelleher earned her bachelor's degree from Boston College and her J.D. from Georgetown University. She is a member of the Mayor's Supplier Diversity Advisory Council, the Mayor's Housing Task Force in Boston, the Urban Land Institute (Public Private Partnerships Product Council), Real Estate Finance Association, the Massachusetts Bar, and the Board of the Massachusetts Community and Banking Council.

Derek Lumpkins, Deputy Director

As the Deputy Director, Derek oversees and supports LISC's communications, fundraising, and operations. He has been working at the intersection of community engagement and social change in the for-profit, non-profit, and higher ed sectors for over a dozen years in Boston, particularly through communications and program design and development. As a native of Boston's Roxbury neighborhood, Derek has been active on several community boards, including the UU Urban Ministry and Historic Boston Inc, as well as having wider civic participation on Governor Patrick's Public Art Task Force and Mayor Walsh's Arts and Culture Transition Team. He holds a Bachelor's degree in English Literature from Swarthmore College and a Master's in International Studies from University of London, SOAS.

Margaret Keaveny, Senior Program Officer for Lending and Investment

Margaret is responsible for lending and investment activities to foster equitable and inclusive community development initiatives throughout Massachusetts. Prior to joining LISC, Margaret was a Senior Planner at the Cambridge Housing Authority. In this role, she was a project manager for the new construction and renovation of affordable multi-family rental housing. Margaret has a deep knowledge of tax-exempt bond financing, Low Income Tax Credit transactions, financial closings for multifamily housing development and loan conversions. She earned her bachelor's degree from Acadia University in Nova Scotia, Canada and two Master's degrees in Public Administration and Law and Public Policy from Northeastern University in Boston, Massachusetts.

Tina Petigny, Senior Program Officer, Economic Opportunities

Tina creates and manages equitable economic opportunities, all income and asset building, and entrepreneurship activities for underserved and disadvantaged small businesses. She has been in non-profit management serving low-income communities for over 20 years. She has a diverse background in organizational development and experience in urban business improvement and community revitalization. Prior to LISC, Tina served as the Executive Director of Mattapan Square Main Streets, navigating small businesses towards sustainability and growth. She also served Boston's Empowerment Zones through Boston Connects Inc. as Program Manager of Community Partnerships & Programs, allocating funds and resources to Boston's most underserved organizations. Tina holds a Bachelor's degree in Psychology and a Master's in Communications Management both from Simmons University.

Emily Jones, Senior Program Officer, Green Homes and Green Jobs Initiatives

Emily manages LISC Boston initiatives to help affordable housing owners understand energy use in their buildings, implement energy-saving measures, and incorporate clean energy technologies and healthy

and resilient housing measures. She also works on economic opportunity initiatives. Before joining LISC, Emily was Director of Partnerships for Union Capital Boston, a nonprofit that transforms social capital into opportunity. Emily has also served as a Peace Corps Volunteer in Togo, and worked and served as an AmeriCorps Member with City Year Boston. Emily holds a bachelor's degree in Geography and a master's degree in Public Policy.

Silvana Bastante Muñoz, Program Officer, Green Homes and Economic Opportunity

Silvana serves as the Program Officer for LISC Boston's Green Homes and Economic Opportunity. In this role, Silvana co-leads the strategic direction for the local Financial Opportunity Centers (FOCs) and Bridges to Career Opportunities programs, and supports the Green Homes initiatives at the nexus of Affordable Housing and energy efficiency. Prior to joining LISC, Silvana worked as a Research Assistant at the University of Central Florida's (UCF) Downtown Center for Public and Nonprofit Management while working towards her master's degree in Public Administration, and broadly in family and early literacy programs in South Florida, primarily helping immigrant families access local resources for education and financial support, after earning her bachelor's in Sociology in 2015.

Marilyn Sanchez, Assistant Program Officer and Office Manager

Marilyn provides operational support for all of LISC Boston's activities and participates in leadership of our AmeriCorps program. She serves on the board of the Alliance (Advancing Community Development by Confronting Racism), a joint initiative launched by LISC Boston and MACDC and is the Vice President of Nuestra Comunidad Development Corporation's Board of Directors. Prior to joining LISC, Marilyn worked at the Quincy-Geneva Housing Corporation and Dudley Street Neighborhood Initiative. A longtime resident of Boston's Roxbury neighborhood, Marilyn was part of the Academy 1 Tenants' Association that partnered with Urban Edge to renovate Academy 1 property in 1997. She holds an Associate Degree in Liberal Arts.