Community Planning, Community Impact

OUR MISSION
Community Teamwork is a catalyst for social change. We strengthen communities and reduce poverty by delivering vital services and collaborating with key stakeholders to create housing, education and economic opportunities.

OUR VISION
Our vision is a community of opportunity where fewer people live in poverty.

- Clients are aware of opportunities available and how to access them so they achieve their potential for economic independence and personal growth.
- Through teamwork, the community is a committed and knowledgeable partner which results in fewer people living in poverty.
- Community Teamwork exceeds client, funder and employee expectations.
- Clients, staff and community are inspired to lead personal and community change.

OUR VALUES
We will:

- Recognize strengths and treat our clients and fellow employees with respect and honesty in all Community Teamwork dealings.
- Deliver high quality integrated services that result in positive outcomes for clients and respond to changing community needs.
- Collaborate with external organizations to improve outcomes for clients and strengthen the community.
- Recognize our role as stewards of public and private funding.
- Uphold the values of Community Teamwork C.A.R.E.S.
  - Compassionate: Listen well and make sure people feel heard.
  - Accountable: Promptly follow-up on questions and concerns.
  - Respectful: Introduce yourself and make a connection.
  - Empathetic: Put yourself in the place of others. We never judge.
  - Services: Serve others as you would wish to be served.

IN MEMORIAM

On November 24, 2016, Claire Dennis, a 30 year employee of Community Teamwork, passed away after a courageous battle with cancer. Claire worked within the Division of Child and Family Services as a Family Child Care Specialist. She was a life-long resident of Lowell, educated in the Lowell school system and went on to earn her Associate’s Degree in Early Childhood Education from Middlesex Community College. Claire loved working with children and she added great value to the Division. She also enjoyed traveling, playing cards and spending quality time with her family and friends. Claire is survived by her former spouse and life-long friend, Bruce Jefferson who is also a 30 plus year employee. She is sadly missed by her many friends here at Community Teamwork.

On December 21, 2016, Robert (Bob) Tremblay, Community Teamwork’s Assistant Controller for many years, passed away after a long battle with cancer. Bob was a veteran of the United States Air Force. He served as a Chaplain Service Specialist in Dreuix-Louviillers Air Force Base in France until his honorable discharge in 1965. Bob had many talents and was a gifted pianist. After his discharge from the Air Force, Bob remained in France to study piano under the tutelage of Anne Marie Huvey playing up to 12 hours per day at the Dreuix Music Conservatory in France. He was fluent in French. Bob was also meticulously organized and a tremendous asset to Community Teamwork’s fiscal office. He enjoyed reading, gardening, listening to music, and most of all, playing his Baby Grand Piano. He was a true gentleman; a quiet individual with an infectious smile. He is deeply missed by all of his colleagues here at Community Teamwork.
Welcome to Community Teamwork’s 2017 Annual Report.

Last year, Community Teamwork focused much of its efforts on building upon the economic prosperity of our agency, our community and the individuals and families that we serve. Economic prosperity became the theme for our Annual Appeal and the focus of last year’s Annual Report. That theme continued when we launched the first in a series of Community Conversations with former US Secretary of Labor Robert Reich who told us that inequality is not just the widening gap in income, but also in wealth and political power.

This year, Community Teamwork invested hundreds of hours reaching out to residents across Greater Lowell and throughout the Merrimack Valley to ask them what they see as the greatest needs facing our communities today. This process of conducting a Community Needs Assessment is a critical step in charting the direction of our agency as we work together to address the needs that were identified.

As you read through our 2017 Annual Report, you will hear the voices of our stakeholders from across the region and learn about the agency’s efforts to address these concerns. We heard from hundreds of residents including single parents trying to get off public assistance only to have their childcare benefits cut when their income increased. We heard from mothers who were determined that their children would not experience homelessness but lived with the constant worry of making the rent each month. We heard from individuals who had to choose between paying bills or buying food and we heard from parents who were unable to advance to better jobs that paid a living wage due to lack of training and education. The resounding message we heard from the low-income community was that survival in the face of rising costs and stagnating wages is near impossible.

These voices were heard loud and clear. Over the next three years we will work to strengthen workforce, education, and training programs and policies that support the advancement of low-income workers. We will work with communities across the region to increase the availability of affordable housing. And, we will work for mental health and substance abuse policies, programs, and funding that ensure individuals receive the care that they so desperately need.

We will continue to work to bolster the economic prosperity of our community through all of our agency programs and through advocacy efforts that improve tax credits, child care, health care and other policies that assist low-income families to become self-sufficient. We invite you to join us in these efforts to ensure that economic prosperity is shared by not only a select few, but for all who seek to prosper.

Sincerely,

Karen N. Frederick
Chief Executive Officer

Glenn B. Goldman
President, Board of Directors
The Summer Learning Collaborative (SLC) is a nationally recognized model for infusing literacy practices into Out-of-School-Time programs that curtail summer learning loss among children departing Kindergarten through 3rd grade. Since 2010, Community Teamwork has been pleased to participate in the United Way’s Summer Learning Collaborative in partnership with the Build the Out-of-School Time Network (BOSTnet) and Tufts Interdisciplinary Evaluation Research (TIER).

All five of Community Teamwork’s School Age sites participated in this year’s SLC which was packed full of fun and adventures. Whether children were becoming more mindful using GoNoodle, growing some delicious produce with the help of Mill City Grows, or eagerly awaiting to see what Imagination Vacation activity they would be doing that day, they were all engaged and having fun!

The SLC is working to increase literacy skills in children outside of the school environment and it is proving to be quite successful. Research has shown that 64% of children maintained or improved their literacy skills during the summer months.
The Family Self Sufficiency Program (FSS) is designed to help families receiving rental assistance to become self-supporting. This is a voluntary program and is open to all families receiving a housing subsidy such as Section 8. Community Teamwork’s Family Self Sufficiency Program has empowered many graduates to achieve their goals and Aldonsa is one such successful graduate.

While participating in the program, Aldonsa earned her Bachelor’s degree in Business Administration and before long, she had obtained full-time employment as an Administrative Assistant at a prestigious private school. Aldonsa set her sights on homeownership for her and her son and she began to work hard to make that happen. She improved her credit scores and opened a savings account making regular monthly deposits. She completed a first time homebuyer course and began to look for her dream home. With nearly $13,000 in her escrow account, Aldonsa closed on her new home this past year.

Becoming the eighth FSS participant to purchase a home and give up her housing subsidy in the past three years, Aldonsa credits her success with the help and guidance she received from the Family Self Sufficiency Program. In her own words, Aldonsa said, “FSS has helped me with so much, including obtaining a scholarship from One Family Scholars, course selections, budgeting, resume writing, editing cover letters, job negotiations, and mental health by putting me at ease when I felt hopeless….I really appreciate all they’ve done for us.”

Family Self-Sufficiency Successful Graduate

- Rental Assistance
- Family Self Sufficiency Program
- Fuel Assistance (LIHEAP)
- Weatherization and Conservation Programs
- Heating System Repair & Replacement
- Appliance Management Program
- Home Modification Loan Program
- First Time Home Buyers
- Housing Consumer Education Center (HCEC)
- Emergency Housing Assistance
- New Horizons (Domestic Violence)
- Family Homeless Shelters
- Common Ground Development Corp.
- Merrimack Valley Youth Homeless Consortium

<table>
<thead>
<tr>
<th>霍</th>
<th>9,025 Hous</th>
<th>462 Families</th>
<th>16 Disabled Individuals</th>
<th>47 Families</th>
<th>641 Individuals</th>
<th>63 Individuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAYED SAFE AND WARM LAST WINTER</td>
<td>AVOIED HOMELESSNESS</td>
<td>MAINTAINED THEIR INDEPENDENCE THROUGH HOME MODIFICATION</td>
<td>OBTAINED SAFE AND STABLE HOUSING</td>
<td>COMPLETED FIRST TIME HOMEBUYER SEMINARS</td>
<td>PURCHASED A HOME</td>
<td></td>
</tr>
</tbody>
</table>
FOOD AND NUTRITION IMPACT

- Women, Infants and Children
- Lowell Farmers' Market
  – Lucy Larcom Park

Since 1979, Community Teamwork has sponsored the Lowell Farmers’ Market, offering fresh, locally grown produce from area farmers, as well as meats, fish, honey, baked goods, prepared meals, hand-crafts and more. Open every Friday from July through October, the Lowell Farmers’ Market enjoyed a very successful year with nearly 20 vendors offering seasonal fruits, vegetables as well as many artisan offerings. Visitors to the Farmers’ Market enjoyed live entertainment, cooking demonstrations and fun activities for the whole family.

New this year was an amazing incentive to increase the consumption of fresh fruits and vegetables for our SNAP recipients. In partnership with the USDA, the Lowell Farmers’ Market participated in the first of a three-year pilot called the Healthy Incentive Program (HIP). Through the HIP, our farmers received equipment from the USDA to authorize SNAP transactions that allowed families to have their purchase of fresh produce instantly credited back to their EBT card. This was not only a big benefit to our low-income families receiving SNAP, but also to our local farmers who doubled, or in some cases tripled, their proceeds over last year.

Celebrate 38 Years of the Lowell Farmers’ Market!
Volunteers from across the agency have a tremendous impact on our programs and on those we serve. From the seniors in our Senior Corps programs who contributed 150,328 hours of volunteer service to countless agency programs to the youth in our Spindle City Corps and YouthBuild Programs who provided 10,568 hours of service to the community, their contribution is meaningful and invaluable.

This year, a group of community volunteers from Fred C. Church Insurance Company donated their time and expertise to the Merrimack House, one of three CTI Family Shelters. These extraordinary volunteers worked tirelessly on landscaping the shelter yard, significantly improving the aesthetics of the property with flowering plants and shrubs. The crew also took to the inside of the shelter organizing the basement storage area where donations are stored, sorting through children’s books and organizing the toys so the children at the shelter could easily access them. We are grateful to the staff from Fred C. Church who gave of their time to volunteer with our shelter program.

COMMUNITY AND VOLUNTEERING IMPACT

- Big Brothers Big Sisters of Greater Lowell
- Spindle City Corps
- Toys for Tots
- Coats for Kids
- SuitAbility
- Volunteer Income Tax Assistance
- Senior Companion Program
- Foster Grandparent Program
- Retired Senior Volunteer Program

201 HOMEBOUND SENIORS WERE ASSISTED TO MAINTAIN THEIR INDEPENDENCE
150,328 HOURS OF COMMUNITY SERVICE WERE PROVIDED BY SENIOR VOLUNTEERS
8,160 HOURS OF COMMUNITY SERVICE WERE PROVIDED BY YOUTHBUILD STUDENTS
Gainful employment is critical to a family’s ability to maintain housing stability. The Secure Jobs initiative provides job readiness skills training, eliminates barriers to employment, and connects individuals with suitable employers in jobs with defined career paths. The program provides job training, job search services and a year of stabilization services for its participants.

Recently, four Secure Jobs participants graduated from Middlesex Community College’s (MCC) Phlebotomy Program. In partnership with the International Institute, MCC and the Career Center of Lowell, Community Teamwork’s Secure Jobs initiative provided the four recent graduates with personalized employment services, job readiness and job skills training, and helped them connect with the medical community at a recent job fair sponsored by the Career Center of Lowell. All four women are now embracing their careers in the medical industry.
National Community Action Conference in Washington

Community Teamwork staff participated in the National Community Action Foundation’s Conference held annually in Washington, DC.

Staff visited Congresswoman Niki Tsongas in her Washington office to thank her for supporting many of the programs that are essential in our efforts to combat poverty. Programs such as LIHEAP (Fuel Assistance), Weatherization, Head Start and CSBG are all at risk in the upcoming budget and the conference helped to shine a light on the advocacy efforts throughout the Community Action network to help keep these critical programs alive.

CTI staff were fortunate to hear Congressman John Lewis address the Community Action Agencies from across the country - reminding us that we are one people and we will not be divided...to be brave, bold and courageous. He spoke of our moral obligation to speak up and fight when we see things that are not right. Congressman Lewis is an amazing leader and civil rights hero with a rich history of fighting for the poor.

Advocacy and YouthBuild

YouthBuild students, once again, participated in the annual Massachusetts White Ribbon Day event entitled “MEN FOR CHANGE.” This event marked the tenth year for raising awareness in our community about domestic violence. The students proudly showed their support to end violence against women and helped build a display that was showcased in Lowell’s City Hall Lobby. The display stated a commitment to ending Domestic Violence from people across our community. Community members, including all of our YouthBuild students, pledged their support to promote safety and respect in all relationships and vowed to part of the solution to ending domestic violence.
A YEAR OF COMMUNITY PLANNING

Our Planning Process…
Beginning in January 2017 and continuing through the month of August, Community Teamwork conducted a comprehensive Community Needs Assessment and Internal Needs Assessment to help inform the direction of the agency and establish our strategic goals over the next three years.

Survey Instruments were at the heart of our assessment process and served as a primary tool in which to hear from community members. We heard from residents across 24 communities from Lowell, throughout the Merrimack Valley and the North Shore. In total, 282 surveys were completed and returned.

Focus Groups were central to our qualitative data collection process. Throughout the months of February, March and April, six focus groups were conducted with the Cambodian Mutual Assistance Association, the African Community Center, YouthBuild, the Centralville Neighborhood Association, the Veterans’ Services Department within the city of Lowell and the Head Start Policy Council. The focus group results provided us with rich data and told the “story” of what we were learning from our surveys and secondary data.

Key Informant Interviews were conducted with 22 leaders from across sectors representing community based and faith-based organizations, the private sector, public sector, labor, health and educational institutions.

Two SWOT Analyses were performed of both the community at-large and the agency to determine Strengths, Weaknesses, Opportunities and Threats.

Collaboration with the Greater Lowell Health Alliance and our common goal to address the Social Determinants of Health together in a coordinated and intentional way so that we can make a lasting impact on people’s ability to achieve both economic prosperity and positive health and well-being.

Our Findings and our Goals...

Affordable Housing and Homelessness
The shortage of affordable housing and rising rents has a big impact on individual and family stability. Studies show that one in four renters in Massachusetts need to spend more than 50% of their income on housing alone. Community Teamwork will work to increase the stock of affordable housing, help communities to increase their housing production, and decrease necessary shelter stays for homeless families.

GOALS

Low-income families and individuals facing housing instability have increased access to quality affordable housing.

An increased number of communities across the region expand their affordable housing options.

Housing stability is increased for low-income families and youth.

Lack of Jobs
The lack of jobs, specifically jobs that pay livable wages, was cited as a top need in the community. According to the Workforce Investment Board, the most profound challenges in our region include attempting to close the skills gap between current job seekers and the requirements of employers and businesses. Despite a decline in unemployment, too many people are still without jobs or jobs that pay enough to meet basic needs.

GOALS

Unemployed or underemployed individuals become gainfully employed.

An increased number of area employers are able to hire skilled workers and create jobs.

Early Education and Care
Families need access to quality affordable child care for without it, they simply cannot work. Quality Early Education and Care provides a foundation for school readiness and a child’s future school success.

GOALS

Communities will provide access to quality, affordable child care.

Children are “school ready” to enter kindergarten.

Systems Change/Advocacy
Root causes of poverty such as mental health, substance abuse, homelessness and lack of other essential services are social problems that require systems to work together in order to affect change. Breaking down barriers to self-sufficiency through advocacy and systems change will be a priority over the next three years.

GOALS

Strategic community collaborations are leveraged to develop community level strategies to address root causes of poverty while setting aside institutional interests.

Barriers to services not offered within the agency, such as substance abuse and mental health, are broken down so all clients have increased access.

A system of care model is developed and integrated across all agency divisions.

Affordable Housing and Homelessness
The shortage of affordable housing and rising rents has a big impact on individual and family stability. Studies show that one in four renters in Massachusetts need to spend more than 50% of their income on housing alone. Community Teamwork will work to increase the stock of affordable housing, help communities to increase their housing production, and decrease necessary shelter stays for homeless families.

GOALS

Low-income families and individuals facing housing instability have increased access to quality affordable housing.

An increased number of communities across the region expand their affordable housing options.

Housing stability is increased for low-income families and youth.

Lack of Jobs
The lack of jobs, specifically jobs that pay livable wages, was cited as a top need in the community. According to the Workforce Investment Board, the most profound challenges in our region include attempting to close the skills gap between current job seekers and the requirements of employers and businesses. Despite a decline in unemployment, too many people are still without jobs or jobs that pay enough to meet basic needs.

GOALS

Unemployed or underemployed individuals become gainfully employed.

An increased number of area employers are able to hire skilled workers and create jobs.

Early Education and Care
Families need access to quality affordable child care for without it, they simply cannot work. Quality Early Education and Care provides a foundation for school readiness and a child’s future school success.

GOALS

Communities will provide access to quality, affordable child care.

Children are “school ready” to enter kindergarten.

Systems Change/Advocacy
Root causes of poverty such as mental health, substance abuse, homelessness and lack of other essential services are social problems that require systems to work together in order to affect change. Breaking down barriers to self-sufficiency through advocacy and systems change will be a priority over the next three years.

GOALS

Strategic community collaborations are leveraged to develop community level strategies to address root causes of poverty while setting aside institutional interests.

Barriers to services not offered within the agency, such as substance abuse and mental health, are broken down so all clients have increased access.

A system of care model is developed and integrated across all agency divisions.

Lack of Jobs
The lack of jobs, specifically jobs that pay livable wages, was cited as a top need in the community. According to the Workforce Investment Board, the most profound challenges in our region include attempting to close the skills gap between current job seekers and the requirements of employers and businesses. Despite a decline in unemployment, too many people are still without jobs or jobs that pay enough to meet basic needs.

GOALS

Unemployed or underemployed individuals become gainfully employed.

An increased number of area employers are able to hire skilled workers and create jobs.

Early Education and Care
Families need access to quality affordable child care for without it, they simply cannot work. Quality Early Education and Care provides a foundation for school readiness and a child’s future school success.

GOALS

Communities will provide access to quality, affordable child care.

Children are “school ready” to enter kindergarten.

Systems Change/Advocacy
Root causes of poverty such as mental health, substance abuse, homelessness and lack of other essential services are social problems that require systems to work together in order to affect change. Breaking down barriers to self-sufficiency through advocacy and systems change will be a priority over the next three years.

GOALS

Strategic community collaborations are leveraged to develop community level strategies to address root causes of poverty while setting aside institutional interests.

Barriers to services not offered within the agency, such as substance abuse and mental health, are broken down so all clients have increased access.

A system of care model is developed and integrated across all agency divisions.
A YEAR OF COMMUNITY PLANNING

Our Planning Process…

Beginning in January 2017 and continuing through the month of August, Community Teamwork conducted a comprehensive Community Needs Assessment and Internal Needs Assessment to help inform the direction of the agency and establish our strategic goals over the next three years.

Survey Instruments were at the heart of our assessment process and served as a primary tool in which to hear from community members. We heard from residents across 24 communities from Lowell, throughout the Merrimack Valley and the North Shore. In total, 282 surveys were completed and returned.

Focus Groups were central to our qualitative data collection process. Throughout the months of February, March and April, six focus groups were conducted with the Cambodian Mutual Assistance Association, the African Community Center, YouthBuild, the Centralville Neighborhood Association, the Veterans’ Services Department within the city of Lowell and the Head Start Policy Council. The focus group results provided us with rich data and told the “story” of what we were learning from our surveys and secondary data.

Key Informant Interviews were conducted with 22 leaders from across sectors representing community based and faith-based organizations, the private sector, public sector, labor, health and educational institutions.

Two SWOT Analyses were performed of both the community at-large and the agency to determine Strengths, Weaknesses, Opportunities and Threats.

Collaboration with the Greater Lowell Health Alliance and our common goal to address the Social Determinants of Health together in a coordinated and intentional way so that we can make a lasting impact on people’s ability to achieve both economic prosperity and positive health and well-being.

OUR FINDINGS AND OUR GOALS...

Affordable Housing and Homelessness

The shortage of affordable housing and rising rents has a big impact on individual and family stability. Studies show that one in four renters in Massachusetts need to spend more than 50% of their income on housing alone. Community Teamwork will work to increase the stock of affordable housing, help communities to increase their housing production, and decrease necessary shelter stays for homeless families.

Lack of Jobs

The lack of jobs, specifically jobs that pay livable wages, was cited as a top need in the community. According to the Workforce Investment Board, the most profound challenges in our region include attempting to close the skills gap between current job seekers and the requirements of employers and businesses. Despite a decline in unemployment, too many people are still without jobs or jobs that pay enough to meet basic needs.

Early Education and Care

Families need access to quality affordable child care for without it, they simply cannot work. Quality Early Education and Care provides a foundation for school readiness and a child’s future school success.

Systems Change/Advocacy

Root causes of poverty such as mental health, substance abuse, homelessness and lack of other essential services are social problems that require systems to work together in order to affect change. Breaking down barriers to self-sufficiency through advocacy and systems change will be a priority over the next three years.

COMMUNITIES WILL PROVIDE ACCESS TO QUALITY, AFFORDABLE CHILD CARE.

CHILDREN ARE “SCHOOL READY” TO ENTER KINDERGARTEN.

UNEMPLOYED OR UNDEREMPLOYED INDIVIDUALS BECOME GAINFULLY EMPLOYED.

AN INCREASED NUMBER OF AREA EMPLOYERS ARE ABLE TO HIRE SKILLED WORKERS AND CREATE JOBS.

COMMUNITIES WILL PROVIDE ACCESS TO QUALITY, AFFORDABLE CHILD CARE.

CHILDREN ARE “SCHOOL READY” TO ENTER KINDERGARTEN.

STRATEGIC COMMUNITY COLLABORATIONS ARE LEVERAGED TO DEVELOP COMMUNITY LEVEL STRATEGIES TO ADDRESS ROOT CAUSES OF POVERTY WHILE SETTING ASIDE INSTITUTIONAL INTERESTS.

BARRIERS TO SERVICES NOT OFFERED WITHIN THE AGENCY, SUCH AS SUBSTANCE ABUSE AND MENTAL HEALTH, ARE BROKEN DOWN SO ALL CLIENTS HAVE INCREASED ACCESS.

A SYSTEM OF CARE MODEL IS DEVELOPED AND INTEGRATED ACROSS ALL AGENCY DIVISIONS.
Despite a torrential rain storm, Community Teamwork held an inaugural gala event in a tent outside of our James A. Houlares Early Learning Center and it was a huge success! Guests poured into the tent to take part in our Come Play With Us event.

Over 200 attendees enjoyed wonderful appetizers, great music, and got to play the many games that were set up inside the tent for a chance to win some big prizes. The event also set the stage for our Key Players Awards in which groups and individuals were honored as Key Players for the work they do in the community. Honorees included Rita O’Brien Dee, Big Brothers Big Sisters Advisory Council and Merrimack Valley Housing Partnership including Jim Wilde (ED) and Board President Michael Breda.

Fittingly, the event was held on national Red Nose Day, a cause that helps fight child poverty across the United States and in some of the poorest communities in Latin America, Asia and Africa. CTI guests donned their red noses in support of our common goal; to alleviate poverty among children and families.
EVENTS

AFRICAN COMMUNITY CENTER WALK-A-THON

BBBS GOLF TOURNAMENT DEDICATED TO STEVE JONES

BBBS GOLF TOURNAMENT

BBBS GOLF TOURNAMENT

BBBS COMEDY NIGHT WITH TONY V & RICK JENKINS
CTI BOARD OF DIRECTORS

Glenn Goldman  
President

Dennis E. Piendak  
Vice President

James B. Hogan  
Treasurer

Richard Lemoine  
Assistant Treasurer

Sheila Och  
Clerk

Catherine M. Maynard  
Director Emeritus

Carleen Gavin  
Director Emeritus

Dr. Leland K. Ackerson  
Khien Awasom-Nkimberg

Marci Barnes  
Priscilla Barry  
Atty David A. Brown  
Mickey Cockrell  
Marty Conway  
Robert M. Correnti  
Patricia Doherty  
Councilor Rodney Elliott  
Lois M. Hartley  
Laura Hodgson  
James Leary  
Bopha Malone  
Councilor Rita Mercier  
Rita O’Brien Dee  
Lynn Roderick  
Marie P. Sweeney  
Germaine Vigeant-Trudel  
Bernadette Wheeler

BIG BROTHERS BIG SISTERS OF GREATER LOWELL ADVISORY COUNCIL

Brenda Maille  
Co-Chair

Robert Flynn  
William Gilet

Bud Mercuri  
Co-Chair

James B. Hogan  
Stephen Irish

Laurie McPhee  
Philip Sisson

Carl Wiley

BBBS GOLF COMMITTEE

Bill Gilet  
Nick Timm

Kaelagh Haley  
Stephen Irish

Bud Mercuri  
Laura McPhee

BBBS COMEDY COMMITTEE

Carl Wiley  
Brenda Maille

Shirley Rokosz  
Laura McPhee

HEAD START POLICY COUNCIL

Jennifer Surprenant  
Chair

Laura Hodgson  
Vice Chair

Jessica Marion  
Treasurer

Amy Harris  
Secretary

Thomas Basnar  
Ashley Hiraldo  
Jacqueline Krozy  
Nicole Spoto  
Racheal Walker  
Pamela Wolfe

CTI BOARD OF DIRECTORS
STAFF AND LEADERSHIP

Executive Management

Karen N. Frederick  
Chief Executive Officer

Penny Judd  
Chief Financial Officer

Michael Collins  
Chief Program Officer

Lisa Wholey  
Director of Human Resources

Bill Lipchitz  
Director of Real Estate  
Operations & Special  
Assistant to the CFO

Carl Howell  
Division Director  
Housing & Homeless Services

Connie Martin  
Division Director  
Energy & Community Resources

Meghan Siembor  
Division Director  
Child & Family Services

Leadership Team

Solange Acevedo  
Lianne Linlavong

Michael Bacigalupo  
Mary McKenney

Connie Barker  
Tanya Mead

Lawrence Bevere  
Brian Nestor

Melanie Bixby  
Deanna Nole

Susan Brittain  
Bridget Quinn

John Cave  
Julia Ripa

Gene Cordes  
Terence Ryan

James Eichhorst  
Kristin Ross-Sitcawich

Gina Ferrante  
Renata Rourke

Jay Fitzgerald  
Christina Santos-Gordon

Leanne George  
Peggy Shepard

Eileen Healey  
Ann Sirois

Denise Hough  
Charlene Urbanek

JoAnn Howell  
Barbara Warren

Amy Kulberg  
Vanessa White-Duquette
NOTE: These are unaudited financial results.

You may request a copy of our audited financial statements and IRS Form 990 by contacting our Chief Financial Officer, Penny Judd at 978-459-0551 or at pjudd@commteam.org

### EXPENSES BY DIVISION

<table>
<thead>
<tr>
<th>Division</th>
<th>Expenses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child &amp; Family Services</td>
<td>$20,404,429</td>
<td>24%</td>
</tr>
<tr>
<td>Energy &amp; Community Resources</td>
<td>$15,084,954</td>
<td>18%</td>
</tr>
<tr>
<td>Housing &amp; Homeless Services</td>
<td>$45,784,788</td>
<td>55%</td>
</tr>
<tr>
<td>Local Initiatives</td>
<td>$2,174,492</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$83,448,663</td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### REVENUE BY FUNDING SOURCE

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Revenue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal (direct)</td>
<td>$16,010,466</td>
<td>19%</td>
</tr>
<tr>
<td>Federal (through State)</td>
<td>$41,290,149</td>
<td>49%</td>
</tr>
<tr>
<td>State (direct)</td>
<td>$17,695,778</td>
<td>21%</td>
</tr>
<tr>
<td>City</td>
<td>$1,685,312</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>$7,583,905</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$84,265,609.94</td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
FEDERAL FUNDING
U.S. Department of Health & Human Services
U.S. Department of Labor
U.S. Department of Housing & Urban Development
U.S. Small Business Administration
U.S. Department of the Interior
U.S. Department of Homeland Security
U.S. Department of Agriculture
Corporation for National and Community Service
U.S. Department of Energy
U.S. Department of Justice
U.S. Department of the Treasury

STATE FUNDING
Department of Housing & Community Development
Department of Elementary & Secondary Education
Department of Public Health
Office of the State Treasurer
Department of Transitional Assistance
Executive Office of Health & Human Services

LOCAL FUNDING
City of Lowell
City of Lawrence
City of Haverhill
Greater Lowell Workforce Development Board
Lowell Public Schools

PRIVATE FUNDING
Amelia Peabody Foundation
Greater Lowell Community Foundation
Bedford Housing Authority
United Way of Mass Bay & Merrimack Valley
Lowell Sun Charities
Mass Growth Capital Corporation
Nstar Electric
National Grid
MassCAP
Charles Farnsworth Trust
Fallon Charitable Foundation
CEDAC
Mass Housing Partnership
Franklin Square House Foundation
Mass Mentoring
Aramark Building Community
Align Credit Union
The Ayer Home
TD Bank Charitable Foundation
Working on Wellness
DCU Federal Credit Union - DCU for Kids
People's United Foundation
Eastern Bank Foundation
Santander Bank Foundation
Corning Foundation
Florian Bartlett Foundation
Citizen's Bank Foundation

FUNDING SOURCES

2017 SPONSORS AND CONTRIBUTORS
AIM Mutual Insurance Company
Al Fresca Ristorante Inc.
Align Credit Union
Amazon Smile
Anstiss & Co.
Bags 4 Mycause
Belanger & Co.
Big Brothers Big Sisters of America
Bob's Discount Furniture Charitable Foundation, Inc.
BPB Realty
Central Congregational Church, UCC
Chelmsford Rotary Foundation
Chiungos Properties, Inc.
Ciccarelli Homes LLC
Citizens Bank
Cobblestones of Lowell
COMECC/ABCD
Committee to Elect Connie Martin
Committee to Elect James Eldridge
Committee to Elect Kevin J. Murphy
Corning Incorporated Foundation
CRS Commercial Refrigeration
Demoulas Market Basket Foundation
Dick Lepine Real Estate, Inc.
Digital Federal Credit Union
Dracut Knights of Columbus Council 4225
D’Youville Senior Care Foundation
Eastern Bank Foundation
Element Care
Enterprise Bank
Farmer & Dee Funeral Home
Four Sisters Owl Diner
Fred C. Church Insurance
Gallagher & Cavanaugh LLP
Gervais Lincoln Mercury, Inc.
Gilet Brothers, Inc.
Greater Lowell Community Foundation
GreenPages Technology Solutions
Heritage Properties
Horizon Air Services
HR Management Corporation
HUB International New England
IBM Employee Services Center
Interior Resources of New England
J.P. Rivard Trailer Sales, Inc.
J.R. Management
Jean D’Arc Credit Union
John Paul Construction
Joncas Associates
Lenzi Catering Company, Inc.
L’Hussier Insurance Agency, Inc.
LMP-Lowell Realty, LLC
Lowell Community Health Center
Lowell Development & Financial Corp.
Lowell Festival Foundation
Lowell Five Cent Savings Bank
Lowell General Hospital/Circle Health
Lowell Plan
Lowell Sun Charities, Inc.
Lupoli Companies
Madison Security Group
Merrimack Inn Realty Trust
Merrimack Valley Housing Partnership
Merrimack Valley Oil
Michelle Rivera Properties, Inc.
Middlesex Community College
Mill City Environmental
Missionary Oblates of Mary Immaculate
MLS Property Information Network, Inc.
Nashoba Valley Ski Area
Network for Good
New England Medical Insurance Agency
New England Transit Sales, Inc.
Nicholas C. Sarris, Inc.
North Middlesex Savings Bank
Northern Essex Community College
O’Donnell Funeral Home
Owl Diner Charities
Patriot Ambulance Inc.
Peabody Properties, Inc.
Philadelphia Insurance
Pridestar EMS
Pro Pest Control
Rebecca’s Café
Sage Bank
Santander Bank
Sito Legacy Fund, Inc.
Soucy Industries, Inc.
Square One
St. Joseph the Worker Shrine
Stronge Family Foundation
Talty & Talty, PC
Talty Floors, Inc.
Ten Men Inc.
Tewksbury County Club
Tewksbury Rotary Club
The Wish Project
Theodore Edson Parker Foundation
Tracker Systems, Inc.
Trinity EMS, Inc.
Trustees of the Ayer Home
UMASS Inn and Conference Center
United Way of Mass. Bay & Merrimack Valley-Summer Experiences in Gr. Lowell
Washington Savings Bank
We Share A Common Thread Foundation
480 McClellan
TRUIST

**WE HAVE MADE EVERY EFFORT TO INCLUDE ALL OF OUR CONTRIBUTORS AND FUNDING SOURCES. WE APOLOGIZE FOR ANY OMISSIONS.**
THANK YOU TO OUR INDIVIDUAL 2017 DONORS

Leland Ackerson
Joanne Adduci
Denise Aggott
Peter & Rosemary Aucella
Donald & Dorothy Ayer
Walter Bacigalupo
Marina Balkas
Connie Barker
Bryan Bateson
Mitchell & Nancy Baumoe
Susanne Beaton
Eleanor Beattie
Robert & Joan Bedford
Donna Bell
Mark & Jo-Ann Beltramello
Carolyn Bennett
Beverly Beno
Kenneth Berard
Judy Berube
Nancy Berube
Robert & Theresa Berube
Berube-Davis Family
Purna Bhagavathula
Theofanis Booras
Lynne Bourque
Janyce Breton
Alexander Brigham
Susan Brittain
Clarke Brooks
Christine Brown
Steven Bucchianeri
John & Deb Bukala
Tom & Ann Buskey
David Caplan
Jayson Cardenas
Robert Caruso
Mary Casazza
Michael Casey
Barbara Chandler
Margaret Chase
John & Mary Chiesa
Yun-Ju Choi
Linda Clark
Doris Clegg
Eugene Clerkin
Michelle Cockrell
Ray & Mary Ann Coffin
Ariadna Cohen
Diana Cole
Michael Collins
Judith Colman
Kim Conway
Kevin Correia
Robert Correnti
James Curran
Edward Curtin
Barbara Dickinson
Maureen DiPalma
Stephen & Nancy Ditullio
Nancy Donahue
Anita Downs
Patricia Doyle
George & Carol Duncan
Cathy Dywer
William Ecklund
Elliott Feldbau
Gina Ferrante
Brian Flanders
Donna Foley
Donna Fortunato
Gregory Frederick
Karen Frederick
Donna Funch
Meg Gaffney
Julia Galvin
David & Lorna Garey
William Garr
Carleen Gavin
John & Susan Gavriel
William & Mary Gilet
Joseph & Donna Gill
Glenn Goldman & Tracey Demmons
Pauline Golec
James Goode
Yvonne Hall
Gordon & Beatrice Halm
Cheryl Hamilton
Susan Hanson
James Harmon
Lois Hartley
Wayne Henshaw
Linda Hill
Jim Hogan
Jean M. Holmes
Michael Hood
James & Pamela Houlares
Vanna Howard
Christian Hunt
Marilee Kenney Hunt
Ann Marie Hurley
Tracy Ingersoll
Francis Inglass
Stephen Irish
Diane Jeray
Tom Joyce
Penny Judd
John & Maureen Kelley
Thomas Kennedy
Michael Klein
Adrian & Erin Knyff
Mark Kratman
Henry Kucharzyk
Amy Kullberg
Laura Kurzok
Richard & Judith Lalime
Gerald LeBlanc
Richard Lefferts
Richard Lemoine
William Lipchitz
Katherine Lopez
Phuong Luong
Cynthia Lynch
John Mahoney
Shelagh Mahoney
Brenda Maille
Craig Mainman
Bill Manning
David Marcus
Alice Marderosian
Paul Marion & Rosemary Noon
Connie Martin
Leslie Martin
Margaret Martin
Marisabel Martinez
Jay Mason
Frederick & Marian Massaro
John & Diane McCarthy
Shaun McCarthy
Thomas & Donna McDonald
Carol McNelley
Marcy McWilliams
Denise Mercer
Rita Mercer
George Mercuri
Tina Mercuri
Johana Mian
Jayne Miller
N. Carlile Miller
David Nastasia & Pamela Waggner
Brian Nestor
Adam Nichols
David & Pamela Nolan
Mary O'Brien
Rita O'Brien Dee
William O'Brien
Jack & Terry O'Connor
Daniel Oleks
Michael Paglia
Steven Panagiokatos
Michael Payette
Patricia Payette
Jan Pendleton
Pedro A. Perez
Joshua Perrine
Dennis & Sharon Piendak
Kathleen Plath
Joshua Poitras
Peter Porcello
H. Powell
Leo Proulx
Bridget Quinn
William & Joan Quinn
Kevin Regan
Laura Reis
William Reis
Paulaite Renault-Caragianes
Kendra Reynolds
Michael Ridlon
Salvador Rivas
Kathleen Roche
Theresa Rogers
Tom Rogers
Joe Russo
Terrence & Kerry Ryan
Darryl Sampson
Christian Santiago
Christina Santos-Gordon
Nicholas Sarris
Joseph & Nancy Savy
Peter & Marina Schell
Jerome & Marianne Selissen
Bryan Shanley
Dennis Sheehan
Peggy Shepard
Jack & Ruth Silk
Phyllis Silk
Fred & Elaine Simon
Julie Simon
Ann Marie Sirois
Colleen Sullivan
William & Marie Sweeney
Michael Talty
Patricia Talty
Thompson Family
Ramesh Thottempudi
Nathan Timm
Abigail Tourville
Alan Trebat
Joan Tremblay
Charlene Urbanek
Tony V.
Iris Valentin
Jeanette Veras
Germaine Vigeant-Trudel
Jill Vinci
Carolyn Walsh
William Walsh
Elizabeth Warren & Bruce Mann
Donald & Donna Washburn
Susan West Levine
Bernadette Wheeler
Janice Woodside
Gregory Worthen
Laura Zehr
Community Planning, Community Impact

**OUR MISSION**
Community Teamwork is a catalyst for social change. We strengthen communities and reduce poverty by delivering vital services and collaborating with key stakeholders to create housing, education and economic opportunities.

**OUR VISION**
Our vision is a community of opportunity where fewer people live in poverty.
- Clients are aware of opportunities available and how to access them so they achieve their potential for economic independence and personal growth.
- Through teamwork, the community is a committed and knowledgeable partner which results in fewer people living in poverty.
- Community Teamwork exceeds client, funder and employee expectations.
- Clients, staff and community are inspired to lead personal and community change.

**OUR VALUES**
We will:
- Recognize strengths and treat our clients and fellow employees with respect and honesty in all Community Teamwork dealings.
- Deliver high quality integrated services that result in positive outcomes for clients and respond to changing community needs.
- Collaborate with external organizations to improve outcomes for clients and strengthen the community.
- Recognize our role as stewards of public and private funding.
- Uphold the values of Community Teamwork C.A.R.E.S.
  - Compassionate: Listen well and make sure people feel heard.
  - Accountable: Promptly follow-up on questions and concerns.
  - Respectful: Introduce yourself and make a connection.
  - Empathetic: Put yourself in the place of others. We never judge.
  - Services: Serve others as you would wish to be served.

---

**IN MEMORIAM**

On November 24, 2016, Claire Dennis, a 30 year employee of Community Teamwork, passed away after a courageous battle with cancer. Claire worked within the Division of Child and Family Services as a Family Child Care Specialist. She was a life-long resident of Lowell, educated in the Lowell school system and went on to earn her Associate’s Degree in Early Childhood Education from Middlesex Community College. Claire loved working with children and she added great value to the Division. She also enjoyed traveling, playing cards and spending quality time with her family and friends. Claire is survived by her former spouse and life-long friend, Bruce Jefferson who is also a 30 plus year employee. She is sadly missed by her many friends here at Community Teamwork.

On December 21, 2016, Robert (Bob) Tremblay, Community Teamwork’s Assistant Controller for many years, passed away after a long battle with cancer. Bob was a veteran of the United States Air Force. He served as a Chaplain Service Specialist in Dreux-Louvilliers Air Force Base in France until his honorable discharge in 1965. Bob had many talents and was a gifted pianist. After his discharge from the Air Force, Bob remained in France to study piano under the tutelage of Anne Marie Huvey playing up to 12 hours per day at the Dreux Music Conservatory in France. He was fluent in French. Bob was also meticulously organized and a tremendous asset to Community Teamwork’s fiscal office. He enjoyed reading, gardening, listening to music, and most of all, playing his Baby Grand Piano. He was a true gentleman; a quiet individual with an infectious smile. He is deeply missed by all of his colleagues here at Community Teamwork.