

# Community Teamwork

**ANNUAL REPORT 2020** Dedicated to Our Staff...

...all of whom are essential care workers supporting the mission of Community Teamwork—to be catalysts for social change by advocating for equal access to critical services while working to improve the quality of life for all residents, each on their own path to success.





## 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.

## 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.*

### Programs & Services

#### FAMILY & CHILDREN

- Early Learning Programs: Head Start and Early Head Start ■ Family Child Care Programs ■ School Age Programming
- Mill City Mentors ■ YouthBuild of Greater Lowell ■ Coordinated Family and Community Engagement (CFCE)
  - Community Teamwork Resource Center

#### FINANCE & BUSINESS

Financial Education Center: Financial Education Programs [*Financial Literacy Academy, One-on-One Coaching, Workshops & Special Events*], Asset Development Programs [*Individual Development Account (IDA) & Volunteer Income Tax Assistance (VITA)*], Secure Jobs, Benefit Enrollment Assistance [*Supplemental Nutrition Assistance (SNAP)*] ■ Representative Payee Program ■ SuitAbility ■ Entrepreneurship Center @CTI: Small Business Administration (SBA) Microlender, Business Coaching

#### HOUSING & UTILITIES

- Rental Assistance [*Section 8 & MA Rental Voucher Program (MRVP), Family Self Sufficiency Program (FSS) & Supporting Neighborhood Opportunity in MA (SNO Mass)*] ■ Fuel Assistance – Low Income Home Energy Assistance Program (LIHEAP) ■ Weatherization Conservation Programs ■ Heating System Repair & Replacement
- Appliance Management Program ■ Home Modification Loans ■ First Time Homebuyer Classes
  - Housing Consumer Education Center [*Rental Assistance for Families in Transition (RAFT) and Emergency Rental and Mortgage Assistance (ERMA)*] ■ Emergency Housing Assistance ■ Family Homeless Shelters
  - Youth and Young Adult Services ■ Common Ground Development Corporation

#### FOOD & NUTRITION

Lowell Farmers' Market ■ WIC (Women Infants & Children)

#### COMMUNITY & VOLUNTEERING

- Foster Grandparent Program (FGP) ■ Retired Senior Volunteer Program (RSVP)
- Senior Companion Program (SCP) ■ Spindle City (Urban Peace Corps) ■ Mill City Mentors
  - VITA ■ SuitAbility ■ Sun Santa ■ Toys for Tots (with the US Marine Corps)



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# Message from the Chief Executive Officer

October 2020



**Karen N. Frederick**  
*Chief Executive Officer*



**Dennis Piendak**  
*President, Board of Directors*

FISCAL YEAR 2020 STARTED OFF JULY 1st 2019, like any other year. Community Teamwork's Planning Department was busy working on our Community Needs Assessment that would inform our next three-year Strategic Plan. Over that summer, Community Teamwork, under the leadership of City Manager Donoghue, along with the Greater Lowell Community Foundation and the Lowell Plan, took a lead role in working with a national consultant to develop a plan to address individual homelessness, a growing concern in the City.

Then, in March 2020, the world changed. From the pandemic to the horrific murders of George Floyd, Brionna Taylor and Ahmaud Arbery, the racial inequities in our country were laid bare. Community Teamwork Board and staff rose to meet unimaginable challenges. We recommitted to being a "catalyst for social change" and began immediate work internally and in the community responding to new needs.


We dedicate this annual report to Community Teamwork's (over 500 strong) staff, our essential workers. The teamwork, dedication and commitment we saw—and continue to see—under stressful and frightening circumstances has been amazing. Our family shelters have remained open and staffed throughout the pandemic with staff working hard to keep everyone safe. When the Governor closed early learning programs, Transportation and Food Service staff shifted to delivering over 800 meals per day, diapers and essential hygiene products to our families. Major programs began remote operations immediately to insure access to fuel assistance, WIC nutritious food and formula, leased housing opportunities, financial education, small business support, and so much more. Teachers and case managers called and Zoomed with families until July 8th, when our classrooms re-opened to our children. IT and Facilities continue to keep our systems running, adding more laptops, cell phones and hot spots, and offering technical assistance for working in a remote environment. Facilities quickly stepped up cleaning, added disinfecting

and adapted spaces with Plexiglas, air purifiers and ultraviolet light where needed. Fiscal and administrative staff never missed a step, continuing all operations to ensure a strong and accountable agency.

I am still amazed at the work accomplished. Internal and External Communications were increased to keep people informed. Executive Management met every morning and Grant writing went into double-time to fill all the gaps in funding caused by the pandemic and increased needs. Our staff needs grew and our staff increased to meet exploding demand for services. Human Resources delivered in recruiting and working through difficult situations caused by the pandemic.

Our Resource Center and Housing Consumer Education Center, our front door to all services, became our hub of operations and even more essential during these months. Staff worked so hard (and overtime) to ensure all calls and emails were responded to promptly, understanding that each inquiry was a call for help in a stressful time.

Ending the Fiscal Year in June, the future still unknown, Community Teamwork staff continue to step up. Every day, I see our mission come to life in the people I work with who truly care. THANK YOU, Community Teamwork Staff; you are the very best!

  
Karen N. Frederick, CEO

*\*\* Special thanks this year to:*

*Dr. Joseph Allen, T.H. Chan School of Public Health, Harvard, the City of Lowell Management Team, and the City of Lowell Health Department.*



*“Very often a lack of jobs and money is not the cause of poverty, but the symptom. The cause may lie deeper—in our failure to give our fellow citizens a fair chance to develop their own capacities, in a lack of education and training, in a lack of medical care and housing, in a lack of decent communities in which to live and bring up their children.”*

*—Lyndon B. Johnson*

## What does it mean to be a Community Action Agency?

**In 1964, President Lyndon Johnson** set out on a plan to improve the lives of all Americans, regardless of their circumstances. Inspired by President Kennedy, Johnson pledged to fulfill his promise of opportunity for all by enacting several comprehensive changes within the federal government on his “War on Poverty.” In August of that same year, the Economic Opportunity Act was signed into law, creating the nationwide Community Action Network.

At its core, Community Action equips low-income individuals with the tools and potential for becoming self-sufficient. It is unique in that federal dollars are used locally to offer specialized programming in communities. It is a coordinated effort to address the root effects of poverty and to ultimately move families and individuals to self-sufficiency. Although Community Action Agencies, like Community Teamwork, were federally funded at first, the current model of funding requires many sources: federal funding, state grants, private grants, and other financial contributions from individual and corporate donors.

Right: Melanie Bixby, Deputy Division Director and her staff attend the 2020 Advocacy Day for Early Education & Care and School Age Programs. Pictured with Representative Tom Golden in front of the Massachusetts Statehouse.

**There are now over 1,000 Community Action Agencies throughout the United States, and 23 in Massachusetts.**

In its early years, Community Teamwork provided advocacy, job training, pre-school education, nutrition programs and elderly volunteer activities to communities in Greater Lowell. Later, services such as early care and education, fuel assistance and weatherization assistance were added, along with affordable housing and shelters for the homeless. Community Teamwork continued to grow by providing multiple services to large areas of the state including Section 8 in all of the Merrimack Valley, Fuel Assistance as far away as Waltham, Child Care programs in Wakefield, and Child Care Referral Services in the area west and southwest of Boston.

In the 1980’s, Community Teamwork opened two Homeless Family Shelters

and expanded Child Care operations. By the 1990’s, Community Teamwork was able to buy and convert a 67,000 square foot building into a 24 classroom state-of-the-art Head Start Facility. Most recently, Community Teamwork renovated 167 Dutton Street to create our Mill You and Youth Services Opportunity Center for homeless and at risk Youth, and expanded our resources to provide referral and wrap around services for patients presenting in Hospital emergency rooms.

Today, Community Teamwork is a \$100M agency, providing services to more than 54K individuals and families in more than 71 communities. We continue our mission as a Community Action Agency, which includes the recognition of our leadership role as a change agent and the critical value of forming strong partnerships within the communities we serve.





## Racial Justice Work

**To address our own diversity within our organization**, in 2019, Community Teamwork established a Diversity and Inclusion initiative aimed at improving and growing the agency's commitment to a diverse workplace. Initially, we worked with a consultant to examine our HR practices. We then conducted a survey of staff specifically in regard to Diversity and Inclusion, which was followed by specific training for leadership and a full-day all staff training. Also, as a result of the survey, we established a Diversity and Inclusion committee tasked with addressing the outcomes of the survey and guiding the agency's Executive Management team in developing and implementing diverse and inclusive policies and practices.

Following the murder of George Floyd by police in Minneapolis in May 2020, we have a renewed focus on racial equity and the ways in which institutional racism impacts our staff and clients. In June 2020, we again surveyed staff and asked them about the ways they were being impacted by ongoing civil unrest around the country as well as how staff wanted the agency to respond. Staff requested the following: training and education, discussions and town hall events, advocacy, and for the agency to directly support protests and racial justice organizations. Additionally, staff indicated the need for internal changes

at the agency including hiring, recruitment, staff training, and better paths to handle racism experienced at work.

Our Executive Team, in conjunction with our Diversity and Inclusion Committee, is working to develop a roadmap of concrete action to address racial equity both within the organization and in the community as a whole. We have convened a staff of color from all levels of leadership

and programs, as well as board members. This JEDI Advisory board will be the liaison between the Diversity and Inclusion Committee and the Executive Management team, and will hold the Executive Management and Board accountable for taking action toward creating a more just and equitable Community Teamwork.

**"As a Community Action Agency, we must continue to advocate for equal access for all members of our community to housing, education, employment and healthcare. We will continue to work closely with our partners in local government, elected officials and local service providers to support initiatives that work to improve the quality of life for all residents."**

**—Karen Frederick, CEO**

### **The Diversity and Inclusion Committee**

is also hiring a consultant to review hiring practices and advise leadership on ongoing initiatives. And, in keeping with the response to the June 2020 survey, we will conduct training with leadership and front-line staff, and report back on our progress through our strategic planning process.

#### **Diversity & Inclusion Committee**

Miranda Allan  
Rafael Cotto  
Sandra Diaz  
Nicholas DiGiammo  
Rebecca Dill  
Amanda Dubois  
Anayra Greenwood  
Denise Hough  
Carl Howell  
JoAnn Howell  
Joel Irizarry  
Yolanda Kuilan  
Jonathan Lunde

Tara Media  
Alexis Ploss  
Wendy Rubio  
Diana Santana  
Vernon Smith  
Sofia Stavradi  
Pipheak Sun  
Lornablair Syesta  
Chinterina Vong  
Barbara Warren  
Lisa Wholey

#### **Board Members**

Lee Ackerson  
Marty Hogan  
Sheila Och



*"Do not get lost in a sea of despair. Be hopeful, be optimistic. Our struggle is not the struggle of a day, a week, a month, or a year, it is the struggle of a lifetime. Never, ever be afraid to make some noise and get in good trouble, necessary trouble."*

**—John Lewis**

## Community Teamwork, Inc. Overall Services in Response to the COVID-19 Emergency

On March 16th, 2020, Community Teamwork, Inc. followed the guidelines set forth by the Governor and Commonwealth of Massachusetts and shut down all non-essential services to protect staff and constituents at the start of the COVID-19 Emergency. During the initial stages of the pandemic response, CTI and its programs quickly moved to remote and online service provision where possible. A centralized emergency phone number and emergency COVID-19 email addresses by department were set up. As the agency was inundated with calls and emails for assistance, staff were re-routed and trained to respond to requests for assistance and to move these centralized requests to the correct department and programs. There were immediate impacts on programs, but CTI worked closely with its local and state funders, quickly moving applications to remote submissions, updating as necessary the requirements around document submission, providing a drop-box and other efforts to ensure applications, forms, required eligibility documents, could be sent to our teams through uploads, contact-less drop-offs, and revised application processes.

Highlighted below are the areas where increased need has been identified due to the COVID-19 Emergency, CTI has seen the need to rapidly pivot to address issues of food insecurity, income insecurity, and

to support to families sheltering at home with children.

## Emergency Housing Support

Community Teamwork, Inc. (CTI) operates the Housing Consumer Education Center (HCEC) for the region. This is a program specifically geared to providing counseling, housing search, and other housing services (including financial support), to tenants and homeowners and individuals experiencing or at risk of homelessness.

Through our Housing Consumer Education Center (HCEC), we've seen an increase in Rental Assistance for Families in Transition (RAFT) applications, which help pay rent and mortgage arrears, from 100 a month (pre-COVID) to nearly 150 applications a week. To give you a sense of the need, CTI received Emergency COVID-19 Residential Assistance for Families in Transition (RAFT) funds, specifically focused on RAFT for families impacted by COVID-19, and with unemployment rates increasing so rapidly, our work to proactively prevent homelessness and the known increase in COVID-19 exposure and health risks associated with homelessness.

From April 1st to June, 2020, approximately 12 weeks, CTI has utilized 100% of the additional COVID RAFT funds, over \$1 million, assisting 499 households comprised of nearly 1,050 individuals.

In mid-June, CTI received additional philanthropic support for our

Housing and Homelessness prevention programming, and we assisted an additional 54 households, (132 family members) of which nearly 80% needed help with rents and mortgage arrears.

Another area where Community Teamwork, Inc. provided emergency housing support was based in our Resource Center and focused on those individuals who are experiencing homelessness, and with the de-population of the local Transitional Shelter. As individuals were being discharged from the Hospital, with no shelter availability, Community Teamwork supported these vulnerable constituents by placing them into local hotels, providing them with food and transportation to medical appointments. In partnership with the House of Hope, Community Teamwork set up ten hotel rooms, and supported individuals through this crisis.

## Food Insecurity

From the beginning of the pandemic, families are reaching out to CTI through our COVID-19 hotline and email, and are asking for food support. As unemployment rose so significantly, food prices rose, and families were having to balance costs with reduced income, CTI saw increases in requests for food support. Our Resource Center is fielding an average of 360 calls and 350 emails weekly for assistance and general information about COVID-19. As of the end of June, our Resource Center provided over 496 households with more than \$22,000 in food gift cards. Our staff ensure the following happens:



connection with SNAP (Food Stamps); referral to WIC if possible (Formula and nutritional help for Mothers); information about other food resources in Lowell; and review of family to ensure other needs are being met.

We've experienced a 150% Increase in calls to our WIC (nutritional and formula services to Mothers and Children from 0 to 5) Program, and a 200% increase in applications from pre-covid times. We are at 100% of our caseload at this time for WIC. We are also looking at other ways to support these families.

Through this COVID-19 emergency, Community Teamwork has kept the Mill You, our at-risk youth and homeless youth site, open and staffed, although not

full time. The Mill You is open Monday, Wednesday, and Friday, from 9 to noon, and youth can come to utilize the shower and laundry facilities on-site. The Mill You also houses a small food pantry, in partnership with the Merrimack Valley Food Bank (MVFB), and youth can pick up food supplies here. Since the start of the food support in February, the team has seen an increase in May with 18 visits. The Food support from the Mill You is serving 31 unduplicated Young Adults. Through all of its services, this team is assisting over 150 youth at this time.

Community Teamwork, Inc. recently received funding through the MA COVID-19 Relief program. Our support provided funding for emergency staffing and hazard pay; for additional food relief,

including supporting our partnerships with the Merrimack Valley Food Bank for the provision of food bags. Our Youth Services program has helped youth experiencing homelessness or at-risk of homelessness with food bags; and our YouthBuild Lowell (YBL) program has provided weekly food bags to approximately 35 YBL families per week, addressing food insecurity to over 140 community members each week.

For our Shelter Families, living in scattered site apartments, CTI provided grocery gift cards to address food needs, due to loss of income and increasing food costs. For the 15 week period from mid-March to the end of June, nearly \$9,000 in food grocery gift cards were provided to families we are supporting.

The funding also supported the implementation of a weekly dinner program. Through this effort, our Child and Family Services Food Services staff are creating dinners for Early Learning families, families from our Youth Programming, and nearly 82 Senior Citizens, who are Volunteers of CTI. The nearly 6 week program provided dinners to over 200 households during the height of the pandemic, aligned with the goal of keeping high-risk individuals sheltering in their homes.

## COVID Grant Supports

### Rental Assistance, Housing Support, and Mortgage Assistance:

- United Way of Massachusetts Bay and Merrimack Valley
- Greater Lowell Community Foundation – MA COVID RELIEF FUND
- Essex County Community Foundation – MA COVID RELIEF FUND
- RAFT COVID Response Funding

### Homelessness Prevention and Quarantining Support

- Massachusetts Department of Housing and Community Development – Emergency Solutions Grant (ESG) COVID

- Greater Lowell Community Foundation – MA COVID RELIEF FUND
- Essex County Community Foundation – MA COVID RELIEF FUND

### Food Insecurity

- United Way of Massachusetts Bay and Merrimack Valley
- MassCAP
- Massachusetts Department of Housing and Community Development – Emergency Solutions Grant (ESG) COVID
- Fallon Health COVID Grant

### Overall Community Teamwork, Inc. General Operations and COVID Specific Support

- Eastern Bank Charitable Foundation
- Greater Lowell Community Foundation – MA COVID RELIEF Fund
- Greater Lowell Health Alliance (GLHA)
- Massachusetts Department of Housing and Community Development – Emergency Solutions Grant (ESG) COVID
- Massachusetts Department of Housing and Community Development HCVP COVID

- Executive Office of Health and Human Services – Youth Services
- Hannaford Helps – Hannaford Supermarket, Regional Office
- LIHEAP CARES Act
- Federal Community Services Block Grant (CSBG) CARES Act





## Children and Families

- 1,912 children participated in child care and early education programming, enabling their parents to work or attend school.
- 1,128 WIC participants demonstrated increased nutrition skills.
- 902 children in early education and care programs demonstrated skills for school readiness.
- 32 parents demonstrated increased knowledge of their role in supporting their child's development.
- 492 Head Start children received a dental exam during the school year.
- 319 children in Lowell and 165 children in Wakefield received child care through The Family Childcare Program.



Above: A call to action – WIC staff and families advocate for extending WIC waivers.

Left/side bar: Community Team-work's Transportation department delivered more than 250 daily meals to Early Education and School Age families.





## Community Resources, Energy Assistance & Volunteering

### Community Resources and Energy Assistance

- 106 patients were referred to CTI for services through our partnership with Lowell General Hospital.
- 8,142 households received Fuel Assistance.
- 315 households had their inoperable heating systems replaced.
- 484 households' power was restored after disconnection.
- 2,081 households avoided a utility shut-off.



### Volunteering

- 374 seniors participated in Bone Builders classes to improve their strength, flexibility, and balance.
- 82 low-income seniors had increased income from their work in the community.
- 33 children had an ongoing, supportive relationship with a mentor.
- 1230 youth received holiday gifts through Toys 4 Tots.



Above, top: Deb Enman, Headquarters Receptionist and heart of the Resource Center.

Above, bottom: Serving meals to our many Senior Volunteers.

Side bar: Ed Banks, Mill City Mentors Program Coordinator.



## Education and Employment

- 49 Secure Jobs/Career Services participants gained employment.
- 21 Secure Jobs participants maintained employment over 90 days.
- 8 youth earned their HiSET.
- 24 youth obtained employment upon completion of the YouthBuild program.
- 32 youth completed the YouthBuild program, gaining employment skills and credentials.
- 9 Secure Jobs participants participated in job training.
- As one of the area's largest employers, CTI increased its staff from 499 in FY'19 to 526 in FY'20.

Right, top, and bottom (right): Youth Build students from the Construction and Culinary programs hard at work.

Right, bottom (left): Janet O'Brien and Alicia Phok from MassHire.

Side bar: Mohammed Hakari – a happy Secure Jobs graduate!





## Emergency and Housing Assistance

- 513 households who were at-risk of eviction avoided eviction through services in the Housing Consumer Education Center.
- \$4.9M was provided for rent and security deposits through the HCEC.
- 6,912 referrals were made to households seeking services in the Resource Center.
- 13 families with Section 8 Vouchers were assisted to move into areas of higher opportunity.
- 4,399 households maintained safe and affordable housing with ongoing rental vouchers.
- 1,893 housing units were inspected to ensure tenant safety.

- 70 families living in family shelters were placed into permanent housing.
- 42 adults living in family shelters gained employment.
- 37 families were provided resources and case management and prevented from having to enter emergency shelter.

- Common Ground secured funding to renovate 29 units of affordable housing.
- The SNO Mass Mobility Team successfully moved and housed 13 families into areas of high opportunity.

Community Teamwork's Leadership Team gives a special thanks to the essential front line workers from the Emergency Family Shelter Staff.



## Financial Education & Economic Development

- 277 individuals increased their understanding of budgeting and financial management through individual financial coaching.
- 485 tax returns were filed, with an average of \$2,634 refund per household.
- 57 families in the Family Self-Sufficiency Program have escrow accounts, in which they save money to put towards a home, car, tuition, or other item that will make them more financially secure.
- 70 small businesses received long-term coaching.
- The Entrepreneurship Center @CTI facilitated 14 Direct loans for \$330,000 and 17 Indirect loans for \$200,000 for area small businesses.
- 8 Small Business Administration (SBA) loans were paid off.
- 198 Clients received Technical Assistance.

Side bar: Rafaela Gonzalez, an Immigrant from the Dominican Republic and a SBA Microloan recipient. Her business is "Glory Scent Beauty, LLC"; a start-up on-line store offering specialized skincare products designed to meet the unique beauty needs of today's African-American women.



Lt. Governor Karyn Polito and Massachusetts Growth Capital Corporation (MGCC) President & CEO Larry Andrews joined Lowell City Manager Eileen Donoghue, Lowell Mayor John Leahy, Community Teamwork CEO Karen Frederick, Director Franky Descoteaux, and grant recipients to announce \$550,000 in awards to seven organizations through the Community Development Capital and Microlending programs.



Left: Christina Santos-Gordon, Director of the Financial Education Center (FEC), teaches a Financial Literacy Academy class on personal finance, budgeting, debt management, and ways to increase income, etc. The classes at the Financial Literacy Academy are offered once a week in the evening, for six weeks.



## Youth Services

- 257 youth who were experiencing or at-risk of homelessness received case management and housing services.
- 12 youth experiencing homelessness received safe transitional housing while working to find permanent housing.



Above: Karen Frederick, CEO speaking at the January Grand Opening of the Youth Opportunity Center and Mill You at 167 Dutton Street, Lowell.



Carl Howell, Division Director, Housing and Homeless, cuts the Ribbon to celebrate the opening of the Youth Opportunity Center and Mill You, joined by Marylou Sudders, Secretary of Health and Human Services, Mayor John Leahy, City Manager Eileen Donahue, CTI Board Member Dennis Piendak, Emily Byrne, District Director, Congresswoman Lori Trahan's office, CEO Karen Frederick, Chief Program Officer Michael Collins, and CTI Youth Services Staff.



Side bar: Brittany Hill – Youth Outreach worker and Brett Doran, Intake Case Manager for Youth Services.

# Update of Strategic Goals

## Affordable Housing and Homelessness

**Strategic Goal #1** Low-income families and individuals facing housing instability have increased access to quality affordable housing.

*Progress Made/Milestones through FY20*

- Common Ground has applied for funding from DHCD for 31 units of Senior Housing in Acton.
- Funding has been secured to renovate 29 units of affordable housing in Lowell. Construction began in September 2020.

**Strategic Goal #2** An increased number of communities across the region expand their affordable housing options.

*Progress Made/Milestones through FY20*

- Common Ground has applied for funding from DHCD for 60 units in Dracut. This project will substantially increase Dracut's portfolio of affordable housing for seniors, who are historically a very at-risk population.

**Strategic Goal #3** Housing stability is increased for low-income families and youth.

*Progress Made/Milestones through FY20*

- The CTI Youth Homeless Services team opened the Mill You, a drop-in center with facilities such as laundry, showers, and pantry. The Mill You, which is one of the first of its kind in Massachusetts, served 20 young people (unduplicated) via shower and laundry facilities, and 27 young people (unduplicated) utilized the food pantry.
- The Youth Homeless Services staff increased by 2 FTEs; an intake case manager was added and an additional housing support case manager.

- The CTI Emergency Assistance shelter program for families experiencing homelessness served 238 families and placed 70 families in stable housing.

- The SNO Mass Mobility Team completed the pilot phase on June 30th, 2020. In FY20, we successfully moved and housed 13 Families into areas of high opportunity (DHCD goal was 10 moves) and enrolled 50 participants (DHCD's goal was 25). A total of 102 Program Orientations were completed (DHCD's goal was 100). Additionally, in FY20 a total of 242 families reported they were interested in the program and 43 asked for more information.

## Jobs

**Strategic Goal #4** Unemployed or underemployed individuals become gainfully employed.

*Progress Made/Milestones through FY20*

- Secure Jobs continued its partnerships in Haverhill and Lawrence, including outreach to DHCD shelter providers and connecting with potential participants through RAFT workshops held at Greater Lawrence Community Action Council (GLCAC).
- The Secure Jobs program expanded to include a Career Services option, offering employment services and job search skill development for individuals who are not eligible for Secure Jobs. In FY'20, 26 participants received support and 17 have obtained employment to date.
- In FY'20, the YouthBuild program was awarded a new Department of Labor grant, with increased enrollments that will result in employment outcomes for at-risk youth. The new program will offer services to 40 youth each year.

- The YouthBuild 2019 –2020 cohort had 30 students successfully graduate, resulting in 25 (83%) obtaining employment and 2 moving on to post-secondary education at Middlesex Community College.

**Strategic Goal #5** An increased number of area employers are able to hire skilled workers and create jobs.

*Progress Made/Milestones through FY20:*

- As one of the area's largest employers, CTI increased its staff from 499 in FY'19 to 526 in FY'20.
- CTI was awarded a Workforce Training Fund grant to support training and promotional opportunities for CTI staff. To date, 75 employees have participated in a training workshop, and CTI anticipates up to 40 employees will receive wage increases as a result of the training.
- The Entrepreneurship Center @CTI continued its growth and, through funding increases, was able to add an additional full-time staff person, providing additional outreach and marketing expertise.
- In FY20, the Entrepreneurship Center @CTI received \$400,000 in SBA funds, and \$200,000 in the ACRE Catalyst Fund available to lend to eligible small businesses.
- Financing for small business facilitated by the Entrepreneurship Center @CTI continued, resulting in 14 Direct Loans for \$330,000 and 17 Indirect Loans for \$200,000, completed.
- From its inception in FY'18, the YouthBuild Catering business has grown, from 30 events to 77 events this fiscal year. These included lunches for 300, gala events for local partners, and drop-off lunch services for area businesses.

- As a component of its internships, YouthBuild also expanded its employer partnerships, and now has eight active employers working with YouthBuild students through internships and work experiences.

## Early Education and Care

**Strategic Goal #6** Communities will provide increased access to quality, affordable child care.

*Progress Made/Milestones through FY20*

- The School Age Program opened two new sites last year at Lowell Community Charter Public School and Shaughnessy School. We offered before and after school care at Lowell Community Charter Public School, and after school care at Shaughnessy. We were also open for full day care during vacation weeks. In total, these additional sites serve 104 children.
- The Early Learning Program worked closely with DCF to educate the case workers on programs offered at CTI. We also created an agency task force to focus on young parents' needs and recruitment.
- The Family Child Care program provided childcare to 319 children in the Lowell programs and to 165 children in the Wakefield programs.

**Strategic Goal #7** Children are "School Ready" to enter kindergarten.

*Progress Made/Milestones through FY20*

- The School Age Program implemented the DESSA, a social-emotional assessment tool, during the month of October. The DESSA was halted during the shutdown necessitated by the COVID-19 crisis. The assessment resumed in April.
- 12 children were referred to the Lowell Public Schools for special education



services to ensure they have necessary services in place to meet educational benchmarks.

## Systems Change and Advocacy

**Strategic Goal #8** Strategic Community Collaborations are leveraged to develop community level strategies to address root causes of poverty while setting aside institutional interests.

*Progress Made/Milestones through FY20*

- The City Manager's Task Force for Sustaining Housing First Solutions use of a Consultant resulted in a plan for the City, a roadmap to move forward and address the chronic homelessness issues in Lowell. A Director of Homelessness Initiatives was hired by the City, to work with the Task Force to implement the plan strategies and goals. The Coordinating Committee continues to support these Initiatives, and this strategic collaboration is even more vital during the COVID pandemic.

- As a result of strong collaborative partnering on chronic homelessness, CTI worked with the House of Hope to coordinate a group of ten Hotel Rooms to be used as quarantine spaces for chronically homeless individuals with a COVID diagnosis, with no shelter for quarantine post-Hospital discharge, or for those individuals with co-morbidities and at high risk for COVID to safely shelter.

- CTI actively participates in the Greater Lowell Health Alliance's task forces, which were formed in response to the data-driven Community Health Improvement Plan. Agency representatives are active members of the Housing and Built Environment

(formerly Social Determinants of Health), Health Equity, and Maternal-Infant Health Task Forces.

- The Lowell Youth Action Board (LAB) continued to thrive in FY'20 and worked on strategies to support increased advocacy and education around youth at-risk or experiencing homelessness.

- CTI and Lowell General Hospital completed the first full year of the Community Benefits program, resulting in 106 referrals for services, an expansion of the program from just the Emergency Room to support for all high-risk discharge patients, and increased connectivity and efficiency through allowing CTI staff to use the Tiger Connect system, a HIPAA Compliant methodology to discuss discharge barriers.

- CTI held its Second Youth Homelessness Summit in September of 2019, with an exceptional turn out. More impressive, however, was the leadership by members of the Lowell Youth Action Board (LAB) who not only assisted in the design of the event itself, but who also actively participated. The LAB youth held their own Youth Panel, to inform and educate the attendees on the challenges of youth who are at-risk of homelessness and the structural barriers placed in their way.

**Strategic Goal #9** Barriers to service not offered within the agency, such as substance abuse and mental health, are broken down so all clients have increased access.

*Progress Made/Milestones through FY20*

- The National Emergency Grant for those impacted by the Opioid crisis was funded, and CTI provided

financial literacy training and coaching to participants. CTI Staff supported residents at Zach's Place, a local Sober Living facility, by going onsite and delivering a series of workshops focused on personal financial management.

- The Youth Homeless Services program has partnered with Vinfen, a leading behavioral intervention service provider, which expands the scope of the program to include supports for young adults who are experiencing mental health or emotional barriers **towards** success. This means that Youth Services is not geared **towards** only homeless or at-risk young people, but has opened their doors to expand into mental health.

- Partnerships were solidified among the Merrimack Valley Food Bank and two youth programs of CTI, that of YouthBuild Lowell and the Mill You. Both programs set up contracts with the MVFB, and created small pantries within their program space to provide food to youth and their families. This partnership became increasingly critical at the onset of the COVID-19 pandemic, with families reticent about going to grocery stores, and the increased cost of food.

- The COVID-19 pandemic emergency highlighted the issue of Food Insecurity. In addition to the partnership in place with the MVFB, the CTI Child and Family Services Department worked with the Lowell Public Schools and Aramark to support grab and go meals, with CTI Transportation staff delivering food bags community-wide. Increased dissemination of Grocery Gift Cards occurred, with over 500 households supported in the last quarter of FY'20, through the Youth Services, Residential,

and Secure Jobs programs, with the primary point of distribution being through the Resource Center.

**Strategic Goal #10** A system of care is developed and integrated across all Agency Divisions.

*Progress Made/Milestones through FY20*

- YouthBuild and the Financial Education Center received joint funding to provide Financial Education to YouthBuild students, proving students with valuable skills and increasing their connections across the agency.

- Staff across the agency were cross-trained to support increased demand in the Resource Center and HCEC during COVID. Staff screened clients to identify their needs and made referrals to appropriate internal and external programs. The increased training staff received in this process is being brought back to their programs and used to increase their ability to connect clients to programming across the agency and community.

- The Diversity and Inclusion Committee, made up of staff from across the agency, meets regularly and is working with the Executive Management Team to develop Anti-Racism efforts at Community Teamwork and in the Greater Lowell Community.

## CTI Board of Directors *(Serving between July 1, 2019 and June 30, 2020)*

### Officers

Dennis E. Piendak, *President*  
Sheila Och, *Vice President*  
Germaine Vigeant-Trudel, *Treasurer*  
Lynn M. Roderick, *Assistant Treasurer*  
Bernadette Wheeler, *Clerk*

### Low-Income Sector Representatives

Mickey Cockrell, *Town of Dracut/St. Francis Parish*  
Patricia Doherty, *Billerica Public Housing*  
Marty Hogan, *Centralville Neighborhood Action Group*  
Atty. Linda Neary, *Northeast Legal Aid (replaced Atty. David Brown)*  
Rita O'Brien Dee, *Tewksbury Council on Aging*  
Sheila Och, *Lowell Community Health Center*  
Hannah Phan, *Cambodian Mutual Assistance Association (replaced Sovanna Pouw)*  
Lynn Roderick, *Westford Council on Aging*  
Jose Rodriguez, *North Common Tenant Council*  
Lyndsey Vincent, *Head Start Policy Council*

### Public Sector Representatives

*City of Lowell*  
City Councilor Rodney Elliott  
Sidney Liang *(apptd. as Councilor Vesna Nuon's permanent designee in Feb. 2020)*  
City Councilor Rita Mercier

### Towns

Kate Cohen, *Chelmsford-Westford (apptd. by State Rep. Jim Arciero)*  
Bob Correnti, *Billerica (apptd. by BHA Commissioner J. O'Donnell)*  
Dennis E. Piendak, *Dracut (apptd. by Selectperson Alison Hughes)*  
Richard Reault, *Tyngsboro (replaced Rich Lemoine, apptd. by Selectman Rbt. Jackson)*  
Marie P. Sweeney, *Tewksbury (apptd. by Selectman Todd Johnson)*

### Private Sector Representatives

Dr. Leland Ackerson, *University of Massachusetts, Lowell*  
Marty Conway, *Greater Lowell Central Labor Council*  
Glenn Goldman, *Lowell Five*  
James Hogan, *Mill City Mentors Advisory Council*  
Germaine Vigeant-Trudel, *Merrimack Valley Housing Partnership*  
Bernadette Wheeler, *Former Head Start Parent Director Emeritus – Carleen Gavin*

*Below: Pictured back row: Dennis Piendak, President; Bernadette Wheeler, Clerk; Bob Correnti; Marty Conway; Mickey Cockrell; Glenn Goldman; Marty Hogan; Dr. Leland Ackerson.*

*Pictured front row: Lindsey Vincent; Marie Sweeney; Lynn Roderick, Assistant Treasurer; Germaine Vigeant-Trudel, Treasurer; Sheila Och, Vice President; Kate Cohen.*

*Not pictured: Patricia Doherty; Rodney Elliot; James B. Hogan; Sidney Liang; Rita Mercier; Atty. Linda Neary; Rita O'Brien Dee; Hannah Phan; Richard Reault; Jose Rodriguez; and Carleen Gavin, Director Emeritus.*

Side bar: Long time Directors, Marie Sweeney and Rita Dee O'Brien attend CTI's Annual Staff Appreciation Day.





# Staff & Leadership

## Our Staff

### 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 CEO*

Carl Howell  
*Division Director  
Housing & Homeless Services*

Connie Martin  
*Division Director  
Energy & Community  
Resources*

Meghan Siembor  
*Division Director  
Child & Family Services*

Kathleen Plath  
*Director  
Development and Marketing*

Ann Sirois  
*Director  
Planning and Quality  
Improvement*

### Leadership Team

Melissa Berrio  
Lawrence Bever Jr.  
Melanie Bixby  
Susan Brittain  
Gene Cordes  
Nestor DeJesus Jr.  
Frankie Descoteaux  
James Eichhorst  
Lynne Eriksen  
Lorraine Gustafson  
Denise Hough  
JoAnn Howell  
Amy Kullberg  
Lianne Linlavong  
Amanda Mallardo

Mary McKenney  
Tanya Mead  
Brian Nestor  
Kelly Poindexter  
Bridget Quinn  
Julia Ripa  
Kristin Ross-Sitcawich  
Christina Santos-Gordon  
Siobhan Sheehan  
Charlene Urbanek  
Barbara Warren  
Amy Weatherbee



Community Teamwork takes its Annual Meeting on the road to Dracut. From left to right, Dracut Town Manager Ann Vandal, CTI Board Chair, Dennis Piendak, CEO Karen Frederick and Steve Joncas, Director of Real Estate Development.

Community Teamwork Staff – more than 500 strong!





# Funding Sources



*“Community Teamwork has an exceptional sense of the community needs in Greater Lowell. An organization’s impact really matters to funders and Community Teamwork delivers on a holistic approach to services that is built on a solid foundation of data.”*

*—Jay Linnehan  
President and CEO of the  
Greater Lowell Community  
Foundation*

## 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  
U.S. Department of Education  
Corporation for National and Community Service  
U.S. Department of Energy  
U.S. Department of Justice

## State Funding

Department of Housing & Community Development  
Department of Early Education & Care  
Department of Elementary & Secondary Education  
Department of Public Health  
Department of Transitional Assistance  
Department of Children and Families (DCF)  
MA Executive Office of Education  
Executive Office of Health & Human Services  
Executive Office of Labor and Workforce Development

## Local Funding

City of Lowell  
MassHire Greater Lowell Workforce Development Board  
Lowell Public Schools

## Private Funding

Aldrich Family Foundation  
Align Credit Union  
Amelia Peabody Charitable Fund  
Amelia Peabody Foundation  
Aramark Building Community  
Bedford Housing Authority  
CEDAC  
Charlesbank Homes  
Commonwealth Corporation  
Cummings Foundation  
DCU - Digital Federal Credit Union  
Eastern Bank Charitable Foundation  
Fallon Health Charitable Foundation  
Greater Lowell Community Foundation  
Hannaford Helps

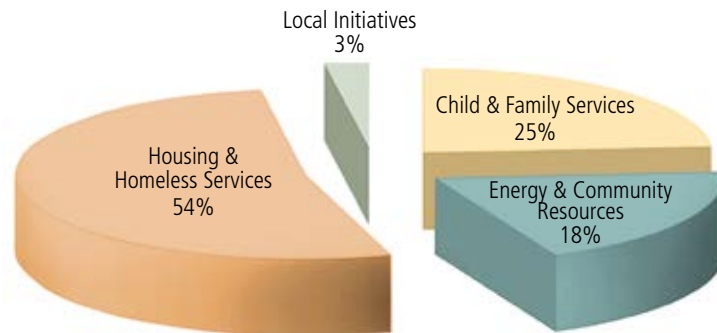
Lowell General Hospital – Community Benefits  
Mass Growth Capital Corporation  
Nora Roberts Foundation  
Mass Housing Partnership  
Mass Mentoring Partnership  
MassCAP  
National Grid  
Nstar Electric  
Theodore Edson Parker Foundation  
People’s United Foundation  
Saab Family Foundation  
Santander Bank Foundation  
Smith Family Foundation  
TD Bank Charitable Foundation  
United Way of Mass Bay & Merrimack Valley  
YouthBuild USA



The Baker Polito Administration awarded a \$182,572 Mass Capital Skills Grant to YouthBuild at Community Teamwork to support its Lowell Culinary Arts vocational program. From left to right, Governor Charlie Baker, Lt. Governor Karyn Polito, Siobhan Sheehan, Youth Build Program Manager, Amy Weatherbee, CTI Grants Manager, Secretary Rosalin Acosta, Executive office of Labor and Workforce Development, and Mike Kinnealy, Secretary, Housing and Economic Development.

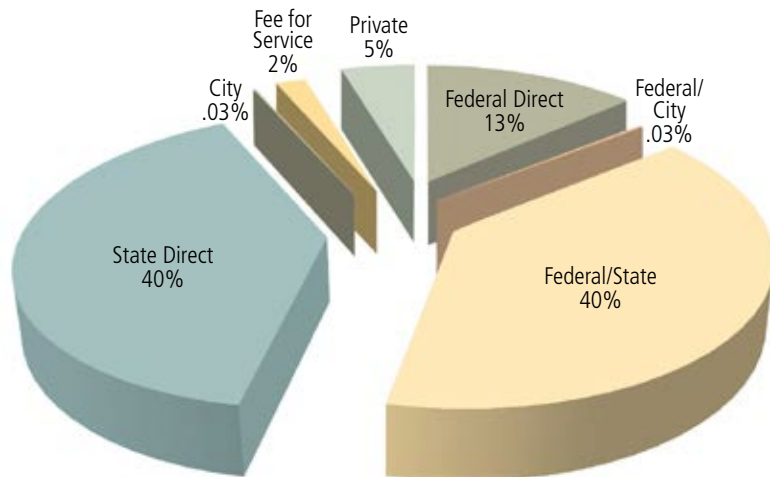


## Community Teamwork, Inc. FY20



### Expenses by Division

Child & Family Services	\$ 25,395,350
Energy & Community Resources	\$ 18,108,204
Housing & Homeless Services	\$ 54,163,243
Local Initiatives	\$ 3,019,059
	<b>\$100,685,856</b>



### Revenue by Funding Source

Federal Direct	\$ 13,756,782
Federal / City	\$ 267,479
Federal / State	\$ 40,906,939
State Direct	\$ 40,948,077
City	\$ 278,074
Fee for Service	\$ 1,895,717
Private	\$ 4,722,628
	<b>\$102,775,696</b>

These are unaudited financial results. You may request a copy of CTI's audited financial statements and IRS Form 990 by contacting Chief Financial Officer, Penny Judd at 978-459-0551 or [pjudd@commteam.org](mailto:pjudd@commteam.org)

## Join Donors who took advantage of this year's Community Investment Tax Credit (CITC) Program.

The CITC program is a unique Massachusetts state program designed to inspire giving to non-profit community development corporations like Community Teamwork.

It's more than a donation – it's good for you and great for our community!

### How it Works

Let's say you, or your business, contribute \$1000 to Community Teamwork. We receive the full amount of your gift, yet the cost to you is just \$500. That's because you will get a \$500 reduction in your state tax bill. Foundations and Donor Advised funds can also take advantage of the program and receive a refundable credit in the form of a check.

### Donor Benefit Highlights

- 50% Tax Credit on donations of \$1000 or more
- Excess state tax credit is refundable
- Your gift is leveraged to produce more impact in our local community

Since 2014, Community Teamwork has leveraged more than \$900K in donations through the CITC program, enabling Community Teamwork to initiate new programs and fill funding gaps.

For more information visit,

[www.macdc.org/citc-organizations](http://www.macdc.org/citc-organizations) or  
contact [kplath@commteam.org](mailto:kplath@commteam.org)

### Organizational Donors 2020

Actors, Inc.  
Aldrich Family Charitable Foundation  
Aloysius Productions  
Anstiss & Co., P.C.  
ASAP Fire & Safety Corporation  
Bags 4 My Cause Program – Hannaford Supermarkets  
Benevity Community Impact Club  
BlueHub Capital  
Bob's Discount Furniture Charitable Foundation, Inc.  
Boston Private Bank & Trust Co.  
Bowser Law  
BPB Realty  
Central Congregational Church, UCC  
Central Plaza Realty, LLC  
City Of Lowell - Community Opioid Outreach Program  
Cobblestones Restaurant  
Colonial Oil Co. / Leo Marchand Inc.  
COMECC/ABCD  
Crystal Warehouse Corporation  
Cummings Properties - Cummings Community Giving  
D.G. Marketing, LLC - DBA Dixon Challenge  
Digital Federal Credit Union  
Direct Fuel Inc.  
Dolan Funeral Home  
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Eastern Salt Company  
Enterprise Bank  
Facebook  
Fallon Community Health Plan  
Fifth Generation, Inc.  
Franklin Square House Foundation, Inc.  
Gallagher & Cavanaugh, LLP  
Gilbride Enterprises LLC  
Dba George's Textile  
Highland Street Foundation

Interior Resources Of New England / Ideal Residences of New England  
Interior Resources USA LLC  
International Association Of Fire Fighters Local 853  
J. R. Management  
J.W. Data, LLC - DBA Aurelius Golf  
Jeanne D'Arc Credit Union  
Joann Weber Charitable Fund  
Joncas Associates  
Joann Weber Charitable Fund – Drew Weber  
Kazanjian Enterprises, Inc. – Kaitlin Ashley Kazanjian Memorial Fund  
Keller Williams Realty / Merrimack Valley: Kevin Correia  
Klein Hornig LLP | Counselors At Law  
Lenzi's Catering Co., Inc.  
Lowell Five Cent Savings Bank  
Lowell General Hospital / Circle Health  
Lowell Sun Charities, Inc.  
Lowell Sun Charities, Inc.  
Middlesex Community College  
Mill City Environmental  
Missionary Oblates Of Mary Immaculate  
MLS Property Information Network, Inc.  
N.E. Heritage Properties, Inc.  
New England Medical Insurance Co./Steve Mallette  
New England Transit Sales, Inc.  
Nicholas C. Sarris, Inc.  
O'Connor Portraiture, Inc.  
O'Donnell Funeral Home  
Owl Diner Charities, Inc. – Tom Shanahan  
Philadelphia Insurance Plumbers and Gasfitters Local Union #12  
Rebecca's Cafe  
Sandi A. Wilson Youth

Homelessness Endowment Fund  
Springman Corp.  
Stop & Shop Community Bag Program  
Talty Floors, Inc.  
The Beantown Softball League, Inc.  
The Caleb Group, Inc.  
The Daly Holding Company, Inc.  
The Greater Lowell Community Foundation  
The Megan House Foundation, Inc.  
The Wish Project  
Trinity Emergency Medical Services  
Washington Savings Bank  
We Share A Common Thread Foundation

### Individual Donors 2020

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Committee To Elect Connie Martin  
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Warren, Barbara  
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Weatherbee, Amy  
Wheeler, Bernadette  
Wholey, Lisa

*We have made every effort to include  
and recognize all of our donors and  
apologize for any unforeseen omissions.*



# Celebrating Retirees

Community Teamwork cannot fulfill our mission without the dedicated service of our staff, many who have been with us for decades. We extend our sincere gratitude and well wishes to these special women who retired this past year.

Enjoy your retirement –

*We will miss you!*



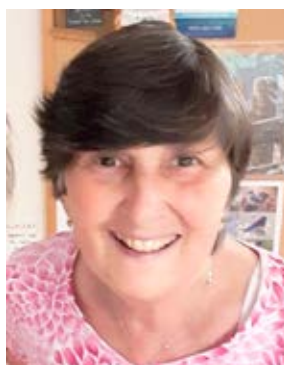
Barbara Okejie, Child Care Provider, 25 plus years and 83 years young!



Lynne Eriksen, Director of Family Child Care Programs, with Vanessa Knowlten, Child Care Provider, 45 years.



Mary Renn, Intake Specialist among many other jobs over the years, 42 years.



Maria Francione, Teacher, 29 years.



Lynne Eriksen, Director of Family Child Care Programs, with Ilda Santos, Child Care Provider, 19 years.





## How You Can Help Support CTI's Mission

There are a variety of meaningful ways to make a financial contribution to Community Teamwork to help those in our community:

- Contribute as an individual, business or family foundation
- Community Investment Tax Credit – Double your impact when you make a gift of \$1000 or more. A monthly gift of \$85 qualifies!
- Matching Gift – Maximize your gift with a matching gift from your employer.
- Event Sponsorship
- Planned Gift/Bequest

Each of these options is available to you through our secure online donation page or you can send your donation to:

Community Teamwork, Inc.  
Attn: Penny Judd  
155 Merrimack Street  
Lowell, MA 01852  
[www.commteam.org/you-can-help/donate/](http://www.commteam.org/you-can-help/donate/)

Thank you to all of Community Teamwork's funders and contributors for supporting our mission to alleviate the effects of poverty on people's lives.

All gifts to Community Teamwork are 100% tax deductible. For more information please call 978-654-5640, or email [kplath@commteam.org](mailto:kplath@commteam.org).





### **Administration**

*Human Resources, Planning and Program Development, Fiscal, IT, Community Relations*

155 Merrimack Street  
Lowell MA 01852

**978.459.0551**

FAX: 978.453.9128  
[www.commteam.org](http://www.commteam.org)

**Karen N. Frederick**  
Chief Executive Officer

**Penny Judd**  
Chief Financial Officer

**Michael Collins**  
Chief Program Officer

**Lisa Wholey**  
Director, Human Resources

**Bill Lipchitz**  
Director, Real Estate Operations

**Kathleen Plath**  
Director, Development and Marketing

**Ann Sirois**  
Director, Compliance and Quality Improvement

### **Division of Child and Family Services (CFS)**

*Administrative Office, Early Learning Program (Head Start, Early Head Start and Child Care)*

#### **Meghan Siembor**

Division Director, CFS  
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[msiembor@commteam.org](mailto:msiembor@commteam.org)

#### **Early Learning Programs**

##### **Melanie Bixby**

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#### **Family Child Care and School Age Programs**

##### **Maria Lucci**

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#### **School Age Programs**

##### **Tanya Mead**

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#### **Family Child Care Programs**

##### **Lynne Eriksen**

Director, 978.654.7173  
[leriksen@commteam.org](mailto:leriksen@commteam.org)

#### **Early Learning Locations:**

James Houlares Early Learning Center, The Children's Village at the Mill, Lowell Collaborative Preschool Academy, Parker Avenue Elementary, Home Visiting Program, Toddler Corner

#### **School Age Locations:**

Dr. Gertrude Bailey Elementary School, Greenhalge Elementary School, Abraham Lincoln Elementary School, S. Christa McAuliffe Elementary School, Charlotte M. Murkland Elementary School, Pawtucketville Memorial Elementary School, Rogers STEM Academy

---

### **Division of Housing and Homeless Services (HHS)**

#### **Carl Howell**

Division Director, HHS  
978.654.5806  
[chowell@commteam.org](mailto:chowell@commteam.org)

#### **Emergency Shelter / Residential Programs**

##### **Barbara Warren**

Director, 978.654.5803  
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#### **Rental Assistance**

##### **Denise Hough**

Director, 978.654.5624  
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#### **Youth Services**

##### **Amanda Mallardo**

Director, 978.654.5801  
[amallardo@commteam.org](mailto:amallardo@commteam.org)

#### **YouthBuild of Greater Lowell**

167 Dutton Street  
Lowell MA 01852

#### **Siobhan Sheehan**

Program Manager, 978.905.7379  
[ssheehan@commteam.org](mailto:ssheehan@commteam.org)

### **Division of Energy and Community Resources (E&CR)**

#### **Connie Martin**

Division Director, 978.654.5636,  
[cmartin@commteam.org](mailto:cmartin@commteam.org)

#### **Energy Programs / Lowell Farmers' Market / WIC**

45 Kirk Street  
Lowell MA 01852

#### **Susan Brittain**

Deputy Division Director  
978.654.4905  
[sbrittain@commteam.org](mailto:sbrittain@commteam.org)

#### **Energy and Weatherization**

978.459.6161

#### **Mary McKenney**

Director, Fuel Assistance  
[mmckenney@commteam.org](mailto:mmckenney@commteam.org)

#### **Larry Bevere**

Director, Weatherization  
[lbevere@commteam.org](mailto:lbevere@commteam.org)

#### **WIC Program**

978.454.6397

#### **Meghan Missett**

Director, WIC Program  
[mmissett@commteam.org](mailto:mmissett@commteam.org)

---

#### **Resource Center**

17 Kirk Street  
Lowell MA 01852

#### **JoAnn Howell**

Director, CTI Resource Center  
978.654.5607  
[jhowell@commteam.org](mailto:jhowell@commteam.org)

### **Homelessness Prevention & Home Ownership Program (HCEC)**

#### **Christina Santos-Gordon**

Director, 978.654.5675  
[csantosgordon@commteam.org](mailto:csantosgordon@commteam.org)

#### **Community Teamwork Volunteer Center**

##### **Bridget Quinn**

Director, 978.654.5679  
[bquinn@commteam.org](mailto:bquinn@commteam.org)

#### **FEC/Entrepreneurship Center**

165 Merrimack Street  
Lowell MA 01852

#### **Financial Education Center (FEC)**

##### **Christina Santos-Gordon**

Director, 978.654.5675  
[csantosgordon@commteam.org](mailto:csantosgordon@commteam.org)

#### **Entrepreneurship Center**

##### **Franky Descoteaux**

Director, 978.654.5731  
[fdescoteaux@commteam.org](mailto:fdescoteaux@commteam.org)

---

### **Affordable Housing Development/Common Ground Development Corporation (CGDC)**

#### **Steve Joncas**

Director of Real Estate Development, 978.654.5647  
[cdefeo@commteam.org](mailto:cdefeo@commteam.org),  
[www.commongroundhousing.org](http://www.commongroundhousing.org)

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*Design:* Higgins & Ross