Thank you to our Partners... without you, our mission would be far from complete!

Community Teamwork is a catalyst for social change. We leverage our programs, our partnerships, and our collective voice to foster equity, compassion, and community engagement by creating housing, education, and economic opportunities.
Programs & Services

**FAMILY & CHILDREN**
- Early Learning Programs: Early Head Start and Head Start
- Family Child Care Programs
- School Age Programming
- Coordinated Family and Community Engagement (CFCE)
- Mill City Mentors
- YouthBuild of Greater Lowell: Construction and Culinary Tracks
- Community Teamwork Resource Center

**FINANCE & BUSINESS**
- Financial Education Center: Financial Literacy Academy, One-on-One Coaching, Trainings and Conferences, Volunteer Income Tax Assistance (VITA), Secure Jobs, Representative Payee, First-Time Home Buyer, Home Modification Loan
- Entrepreneurship Center @CTI: Business Coaching/Consulting/Funding including Small Business Administration (SBA) Microlender and Grant Sponsorships (MGCC Empower Digital & Biz M Power Program), Lowell Farmers’ Market

**HOUSING & UTILITIES**
- Housing Consumer Education Center: Rental Assistance for Families in Transition (RAFT) and Emergency Rental and Mortgage Assistance (ERMA) and Emergency Rental Assistance Program (ERAP), Housing Provider Services, Tenant Education, First-Time Home Buyer, Home Modification Loan
- Rental Assistance/Subsidized Housing: Section 8 & MA Rental Voucher Program (MRVP), HUD-VASH and Housing Choice Voucher Program (HCVP) Vouchers, Targeted/Referral based subsidy programs, Family Self-Sufficiency Program (FSS), Supporting Neighborhood Opportunity in MA (SNO Mass), Self-Sufficiency Program (SSP)
- Emergency Individual and Family Shelters
- Youth and Young Adult Services: Intake and Assessment, The Mill You, Youth Housing Pathways, Youth Family Foundations, The LAB
- Common Ground Development Corporation
- Fuel Assistance – Low Income Home Energy Assistance Program (LIHEAP)
- Weatherization and Energy Conservation Programs: Weatherization Assistance Program (WAP) Services, Heating System Weatherization Repair and Replacement Program (HEARTWAP) Services, Appliance Management Program (AMP) Services

**FOOD & NUTRITION**
- Lowell Farmers’ Market
- Women Infants and Children (WIC)

**COMMUNITY & VOLUNTEERING**
- AmeriCorps Senior Programs: Foster Grandparent Program (FGP), Retired Senior Volunteer Program (RSVP), Senior Companion Program (SCP)
- Mill City Mentors
- Spindle City Corps (Urban Peace Corps)
- Toys for Tots (with the US Marine Corps)
- VITA

**OUR COVID PARTNERS**
- Advantage Cleaning, Aramark, Anonymous Funder, City of Lowell, Community Action Inc., Dracut House of Pizza, Essex County Community Foundation, Fusion Church, Greater Lowell Community Foundation, Greater Lawrence Community Action Council, Harvard PH Chan School of Public Health’s Dr. Joseph Allen, Lawrence Community Works, Life Connection Center, Lowell Health Department, Lowell General Hospital, Lowell Memorial Auditorium, Lowell School Department, Merrimack Valley Food Bank, Middlesex Community College, Northeast Legal Aid, Stones Hospitality Group, Town of Chelmsford, Town of Dracut, United Way of Mass Bay and Merrimack Valley.

**OUR VISION**
Our vision is a community whose institutions, systems, and people support everyone’s opportunity to thrive.

**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.

**COMMUNITY TEAMWORK**
978.459.0551  www.commteam.org
Last year, we dedicated our annual report to Community Teamwork’s Staff—essential workers who kept Housing and Homeless Services, Early Education, and Community Resource Programs going strong throughout the pandemic. Some programs remained operating in person (our shelters and early education programs) and others were remote or hybrid through most of the year. Through it all—changing regulations, spikes in COVID cases, quarantines, uncertainty and fear—Community Teamwork Staff (our numbers grew to 570) again stepped up to provide high quality services to 54,000 individuals in 70 communities. THANK YOU, Community Teamwork Staff!

This year, we thank and focus our report on the many partners who stepped up to provide funding, knowledge, support, ideas, and encouragement during this difficult year. While some have partnered with us for years, new partnerships also grew from the challenges of the pandemic. Over the year, we reached out to our communities many times. We needed new locations for our Remote Learning support programs, we needed assistance to find housing for individuals experiencing homelessness as the winter approached, we needed partners to help assist us in outreach and completing applications for rental assistance, and we needed ongoing medical advice as we dealt with spikes and access to tests and vaccines for COVID. We graciously acknowledge the role of our many partners in our ongoing work and in our successes. We are very, very grateful.

Our Executive Management Team changed this year, with the retirement of Michael Collins, Chief Program Officer. Carl Howell was promoted to that position. Barbara Warren also joins the Team as Division Director of Housing and Homeless Services, along with Connie Martin (Division Director, Energy and Community Resources), Meghan Siembor (Division Director for Child and Family Services), Penny Judd (Chief Financial Officer), Lisa Wholey (Chief Human Resources Officer), Ann Sirois (Director of Compliance and Quality Improvement), Kathleen Plath (Director of Communications and Development) and Bill Lipchitz (Director of Real Estate Operations), who is celebrating his 50th year at Community Teamwork! The agency is in strong, capable hands and our ongoing succession planning work is paying dividends with talented agency staff moving into new positions, providing strong leadership and stability.

Along with our committed Board of Directors, who freely give their time and talents to lead the organization toward its mission, we will be implementing our 2021-2023 Strategic Plan this year, rolling out our new website, continuing to build on the technology improvements and on-line access to our programs developed during COVID, and building new units of affordable housing. We have an ambitious agenda, but the needs in our communities are even greater. We have much to be thankful for—and much to do.

Karen N. Frederick, CEO
In Memoriam

**John Mahoney (1931-2021)**

John Mahoney was the first Executive Director of Community Teamwork, Inc. when it was established in August 1965 as a non-profit 501(C)(3) entity as part of President Lyndon Johnson’s War on Poverty and funded by the Economic Opportunity Act of 1964.

John had been working as the Director of the Neighborhood Youth Corps which at the time was funded federally directly to the City of Lowell when he was hired to run CTI, the new Community Action Agency covering Greater Lowell, by the new Board of Directors. The NYC was the first program to be assigned to CTI, in addition to Office of Economic Opportunity funding in 1965. He was wonderfully suited to the job of dealing with the creation of local Community Action Neighborhood Councils and establishing an administrative structure for Community Teamwork, Inc., but he was first and foremost a skilled Social Worker with an empathy to help people and see them thrive.

John was hired to run the new Regional Welfare Office in Lawrence in 1968 and, after a long successful career there, he “semi-retired” and came back to CTI to head up the Homeless Shelter program in the 2000’s.

John was truly emblematic of the CTI mission of helping people to help themselves and he will be missed by so many.

“John was tireless in his efforts, often spending weekends and extra hours on the needs of homeless clients. During the holidays, he packed and delivered baskets, toys and food to shelter residents and children in our programs and worked with the Advocacy staff to find housing and other necessities for walk-in clients as well.”

—Bill Lipchitz, Director, Real Estate Operations

“John was a fierce advocate his entire career. He never hesitated to take a difficult stand if it would benefit his staff, his clients, or his community. I am fortunate that John was a colleague and a friend. As our first Executive Director, John launched Community Teamwork... after his long, successful career in a State Agency, John returned to Community Teamwork to oversee our Residential Programs for Homeless Families, continuing his passion for our mission. Thank you JOHN, you will be greatly missed.”

—Karen Frederick, CEO

“John was tireless in his efforts, often spending weekends and extra hours on the needs of homeless clients. During the holidays, he packed and delivered baskets, toys and food to shelter residents and children in our programs and worked with the Advocacy staff to find housing and other necessities for walk-in clients as well.”

—Bill Lipchitz, Director, Real Estate Operations
2021 continued to be a challenging year for us all. During the COVID-19 Emergency, in addition to quickly moving to remote and online service provision, Community Teamwork saw the need to rapidly pivot to address continued issues of food insecurity, income insecurity, housing insecurity, childcare needs, and to support families sheltering at home with children. Our incredible staff worked tirelessly with our community partners to meet the exponential increase of community members in need of help.

The most important aspect of our work has been to keep staff actively connecting with our constituents, to think creatively about how to provide services, and to continue to provide empathy, value, and support to our community.

Below are highlights of our work and the impact we have made in 2021 to support our community through the pandemic.

**LIHEAP – Fuel Assistance**

March 2020 - October 2020
818 Households
Impacting 2,130 Individuals

November 2020 - April 2021 (Winter)
6,043 Households
Impacting 13,058 Individuals

**Small Business Support**

The release of Federal PPP funds and other grants for Small Businesses provided an opportunity for the Entrepreneurship Center @ Community Teamwork to support many more small businesses, despite our own limited staffing capacity. Our program served 7 times more businesses—from 51 in 2019 to over 380 small businesses from March 2020 to March 2021.

**Food Support**

The COVID-19 pandemic introduced a new problem to our community—increased Food Insecurity. With families having to limit community spread, remaining at home early on was important. Job loss impacted both paying for housing and paying for food. With an eviction moratorium in place, and increased federal support, renters and home owners had some resources. Not so for paying for food. Utilizing primarily private funding, Community Teamwork was able to support our families (see sidebar).

**Remote Learning/ Education**

With School Site closures, Community Teamwork had to expand its Before and After School programming to a Remote Learning Design, offering full day care for children attending school remotely. Our team partnered with three (3) community sites and redesigned space in one building to set up new Remote Learning centers, and supported 362 children including 30 in a Family Child Care Setting.

**Housing Support: Rental/ Mortgage Payments and Eviction Prevention**

Additional support provided through Federal CARES Act and other Federal funding increased the Community Teamwork Housing Consumer Education Center’s (HCEC) ability to help residents obtain housing, but more critical through the COVID crisis, maintain their housing. The HCEC manages and distributes rental and mortgage assistance, and provides eviction prevention services. To date, more than 6,000 households were assisted by the HCEC staff.

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In the early months of the pandemic, 724 households received prepared meals and 133 households regularly received food bags (groceries and PPE supplies). Additionally, nearly 800 households (over 2,600 individuals) received grocery gift cards to help pay for food.

—Impact statement for Food Support

Side bar: Bridget Quinn, Volunteer Center Director and Ed Banks, Mill City Mentors Program Coordinator deliver food to Seniors during the pandemic.
Thank you to our Partners

Recognizing COVID Partnerships
We are so fortunate to have so many partners in our community who stepped up and worked with us to ensure those who were the most in need were able to get the help and resources they needed during the pandemic. We thank and salute our many partners who help us fulfill our mission each and every day.

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<th>Partner</th>
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<td>Dr. Joseph Allen, Harvard T.H. Chan School of Public Health</td>
<td>COVID Consultation</td>
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<td>Middlesex Community College</td>
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<td>Fusion Church</td>
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<td>Dracut House of Pizza</td>
<td>Providing food to Shelters/homeless</td>
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<td>Homelessness RAFT partner</td>
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<td>Life Connection Center</td>
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<td>Northeast Legal Aid</td>
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<td>Essex County Community Foundation (ECCF)</td>
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<td>United Way of MassBay and Merrimack Valley</td>
<td>Grants</td>
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*By partnering with the City of Lowell and Life Connection Center, CTI was able to develop a new program to support and house chronically homeless individuals who were at severe risk due to COVID-19.*

*Over 80 individuals have been provided safe and secure temporary shelter through these efforts, with the focus now on increasing supportive permanent housing for these individuals."

—Carl Howell,
Chief Program Officer
“There is no power for change greater than a community discovering what it cares about.”
—Margaret Wheatley
The top needs identified in this 2021-2023 Community Needs Assessment are as follows:

**Individual Level Top Needs**
1. Housing Affordability
2. Living Wages
3. Education and Training
4. Employment Supports
5. Affordable Childcare

**Community Level Top Needs**
1. Creation of Quality, Affordable Housing
2. Industry and Employment
3. Mental Health and Counseling

Every three years, in its capacity as the Community Action Agency, Community Teamwork conducts a Community Needs Assessment. Through a variety of data collection tools, Community Teamwork gathers information on the causes and conditions of poverty directly from the communities we serve. It is these causes and conditions of poverty and the greatest needs facing our community that drives our Strategic Plan and ensures that our progress is community-informed.

Engaging the community is critically important to the work of the agency. Through the Community Needs Assessment process, we collect and analyze the community’s perception of Greater Lowell’s unmet needs, and combine their feedback with data gathered from a variety of public data sources.

In conducting the Community Needs Assessment, we targeted a wide range of businesses, organizations, and public offices across many sectors of our community action service footprint. We are deeply grateful for all the individuals and organizations who lent their time, talents and expertise, whether as a participant in our assessment tools or as a collaborator in this work. In particular, we would like to extend our sincere gratitude to all members of the Strategic Planning Committee, Dr. Leland Ackerson of UMass Lowell, Gisela Yeboah, and MASSCAP.

The bulk of our assessment took place before COVID-19 and the current conversation on racism. Therefore, we conducted two targeted assessments, each specifically assessing the impact of COVID-19 and racism on poverty. With input from these many stakeholders, this document reflects the complex and wonderful fabric of Greater Lowell.

“*The unemployment rate is very low but the wages are stagnant and a lot of people have to work more than one job just to pay for housing and in some ways people are doing worse... In the last 7 years housing has gone up [significantly] and wages have not gone up.*”

—Survey Respondent

What keeps you or your household from feeling financially stable?

**Total Respondents (1,455)**

1. My living expenses (rent/mortgage, heat, food) are too high **42%**
2. I work full time but my pay doesn’t cover my expenses **32%**
3. I can’t find housing that I can afford **21%**
4. I am not eligible for benefits (i.e., SNAP, MassHealth, DTA) **21%**
5. I need more education or training to get work or better work **19%**
There are over 30,000 residents in Greater Lowell who are living in poverty and an additional 33,000 residents documented as near poverty.

The most frequently mentioned cause of poverty are lack of affordable housing, which was cited nearly twice as often as the next-leading causes of poverty (education and low wages).

Households that pay more than 30% of their income to housing costs are considered to be rent burdened and at a greater risk for becoming homeless. The percentage of clients coming to Community Teamwork’s Resource Center who are rent burdened increased from 53% in FY18 to 80% in FY19.

Rental Housing Charts:
Top, The City of Lowell has more than 20% of its residents living below the poverty level.

Bottom, In Billerica, Chelmsford, Tewksbury, and Westford, 2 adults working 40 hours per week are not able to afford a 2 bedroom apartment, putting even small 2-parent families and 2 adults living as roommates at risk for homelessness.

“This CNA is so important in helping us uncover new needs in our communities and, more importantly, formulate plans to address these needs.”
—Dr. Leland Ackerson, Associate Professor, UMass Lowell, CTI Board Member and member of the Community Needs Assessment Committee

To request the full CNA report, please email Ann Sirois at asirois@commteam.org, or visit our website at commteam.org/our-organization/annual-reports-documents/ to download.
Three-year Goals

The Community Teamwork Strategic Plan provides the Agency and its leadership with support in decision-making on program expansion, resource utilization, and future resource development. The plan presents the Agency’s mission and vision, and provides a connection with the Community Services Block Grant (CSBG) and the areas of focus in the Community Action Network plans to address poverty.

Affordable Housing Creation
The Strategic Goals to increase affordable housing are focused on housing creation for seniors and individuals, and on addressing the racial equity gap in homeownership. The first goals of the Community Teamwork Strategic Plan are focused on these areas in Housing as follows:

**Goal 1:** Increase affordable housing units for seniors and individuals;
**Goal 2:** Narrow the racial equity gap in home ownership; and
**Goal 3:** Advocate for anti-racist fair housing.

Employment and Training
In reviewing the need for increased financial stability and pathways for success for our individuals, families, and households, issues around living wages, life-long learning, and access to additional education and training opportunities came to the fore. As an employer of over 530 staff, it was also vital to review our own internal ability to offer access to our employees. Despite having a robust training system (through Relias), and a recent focus on succession planning (including staff talent cards and identification of pathways for advancement) within this goal area, Community Teamwork will also strategically strive to strengthen partnerships that can support residents as well as our own staff. This is reflected below in the goals and objectives. The Community Teamwork goal focused on employment and training is as follows:

**Goal 4:** Increased access to education and training opportunities for clients and staff of Community Teamwork.

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**“Ensure advocacy efforts are focused on areas aligned with agency Mission and Strategic Plan and appropriately implemented across the agency, focusing both on agency services as well as on equity and opportunity for all members of our community.”**

—Final Goal in Three-year Plan

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Graduate from the Secure Jobs Program
—“Celebrate Your Journey”
To formulate the Strategic Plan for Community Teamwork for the next three years, the Strategic Planning committee was set up, with leadership and staff members who participated in the initial planning process, and then augmented with more than 50 selected staff with expertise in the areas of review. The charge of these teams was to review the identified needs, and to generate strategic plan goals, objectives, and activities (benchmarks) to track implementation and successes. The initial plans were reviewed by Executive Management, adjusted for attainment balance, and presented to the Strategic Planning Sub Committee of the Board.

**Employment and Stabilization Supports**
The review of supports necessary for individuals and families working, but potentially being one emergency away from financial catastrophe, provides for the inclusion of those services which offer financial support, as well as access to financial education and assistance to remain housed. The Community Teamwork goals are focused on employment and stabilization supports to provide wrap-around services addressing those working families in need of additional programming to help maintain employment are as follows:

**Goal 5:** Increased access to affordable childcare for families unable to access care within the current system(s).

**Goal 6:** Increase access to supportive services needed to maintain employment and household stability.

**Goal 7:** Increase the access, availability, and utilization of behavioral health and counseling services for our clients.

**Diversity and Inclusion**
Community Teamwork, as the Community Action Agency for the Greater Lowell region, has its founding rooted not only in the “War on Poverty” but also in the Civil Rights activism of the 1960’s led by Dr. Martin Luther King, Jr. Critical to our mission is being an agent of “social change,” and, as the Agency reviewed its vision and mission for this Strategic Plan, it became clear that “equity” needed to be added, not just as a language change, but as a strategic mission imperative. The Community Teamwork strategic goals focused on diversity and inclusion efforts, internally and externally are as follows:

**Goal 8:** Increase representation of People of Color in leadership positions at Community Teamwork;

**Goal 9:** Increase purchasing from businesses owned by women and members of the immigrant, newcomer, LGBTQ, BIPOC, and disability communities.

**Goal 10:** Provide community education in the area of Racial Equity, with specific intention to amplify BIPOC voices and embrace an intersectional lens.

**Systems Change and Advocacy**
Community Teamwork considers a major component of its mission is to be a “catalyst for social change.” Advocacy is ingrained in the agency culture and, through our historic strategic planning efforts, systems change and advocacy have remained a priority. During the comprehensive strategic planning process, each of our need areas presented an opportunity for systems change and advocacy work.

**Goal 11:** Ensure advocacy efforts are focused on areas aligned with agency Mission and Strategic Plan and appropriately implemented across the agency, focusing both on agency services as well as on equity and opportunity for all members of our community.
Program Outcomes

Child and Family Services / Housing and Resource Center

Children and Families
- 1,519 children participated in child care and early education programming
- 12,236 WIC participants demonstrated increased nutrition skills
- 210 children were screened for developmental progress
- 43 parents demonstrated progress toward their financial and/or social wellbeing goals
- 330 Head Start children received a dental exam during the school year

Education and Employment
- 49 Secure Jobs participants gained employment
- 23 Secure Jobs participants participated in job training
- 11 youth earned their HiSET
- 15 youth obtained employment upon completion of the YouthBuild program
- 25 youth completed the YouthBuild program, gaining employment skills and credentials
Energy Assistance (Community Resources)
- 7,741 households received Fuel Assistance
- 175 households had their inoperable heating systems replaced
- 281 households had their heating systems repaired
- 71 households’ power was restored after disconnection
- 251 households avoided a utility shut-off

Emergency and Housing Assistance
- 6,722 households received homelessness prevention and housing placement services in the Housing Consumer Education Center
- $25.2M was provided for rent and security deposits through the HCEC
- 222 youth who were experiencing or at-risk of homelessness received case management services
- 50 youth experiencing homelessness were housed through Youth Services programming
- 14 families with Section 8 Vouchers were assisted to move into areas of higher opportunity
- 3296 households maintained safe and affordable housing with ongoing rental vouchers
- 56 families living in family shelters were placed into permanent housing
- 23 adults living in family shelters gained employment
- 41 families were provided resources and case management and prevented from having to enter emergency shelter
- 320 households received housing and other supports through our partnerships with healthcare providers

Left: Re-Housing and Stabilization Lead Case Manager Sam Kulvete assists client moving into her apartment with the help of Mocano Moving Company.

Right: A new bicycle to grant a mother’s wish for her little girl was provided with the help of CTI and Alice’s Kids Foundation.

Side bar: One of our participants reaping the rewards from a grant providing STEM books/toys to the families we serve.
Finance and Business

Asset and Economic Development

- 113 individuals increased their understanding of budgeting and financial management through individual financial coaching
- 438 tax returns were filed, with an average of $2,328 refund per household
- 69 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
- 2099 small businesses received 3846 hours of technical assistance support from the Entrepreneurship Center

New businesses helped by the Entrepreneurship Center – Olympus Bakery owner, Alethia Papanastassiou (side bar), Lala Books Owner Laura Lamarre Anderson (bottom left), and Mira Ve Food Truck owners, Carolina Pino and Carolina Rios.

Above: Zoom Call to present our VITA program includes Sandra Diaz (top row far right), VITA Coordinator on Pene’s Colores Latinos TV.
Youth Services, YouthBuild and Volunteering

Volunteering
- 350 seniors participated in Bone Builders classes to improve their strength, flexibility, and balance
- 79 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

Youth Services
- 257 youth experiencing or at risk for homelessness received case management and housing services
- 12 youth experiencing homelessness received safe transitional housing while working to find permanent housing
- 32 youth completed the YouthBuild program, gaining employment skills and credentials, with 24 employed at graduation

Top left: Youth Services LAB members taking part in a scavenger hunt.
Top right: Mill City Mentors Charles Calenda (left) and Ed Banks (right).
Bottom: YouthBuild Graduation held at Shedd Park.
Side bar: YouthBuild student, Deborah Rodriguez preparing food for St. Paul’s Charities.
CTI Board of Directors

(Serving between July 1, 2020 and June 30, 2021)

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
Marty Hogan, Centralville Neighborhood Action Group
Atty. Linda Neary, Northeast Legal Aid
Rita O’Brien Dee, Tewksbury Council on Aging
Sheila Och, Lowell Community Health Center
Hannah Phan, Cambodian Mutual Assistance Association
Lynn Roderick, Westford Council on Aging
Stephen Strykowski, Billerica Housing Authority Low Income Tenants Council
Jose Rodriguez, North Common Tenant Council
Lyndsey Vincent, Head Start Policy Council
Germaine Vigeant-Trudel, Merrimack Valley Housing Partnership
Aleksandra Tugbiyele, (Councilor John Drinkwater’s permanent designee)

City of Lowell
Sidney Liang, Councilor (Vesna Nuon’s permanent designee)
Marilyn Mbombo (Mayor John Leahy’s permanent designee)

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)
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
Bernadette Wheeler, Former Head Start Parent Director Emeritus – Carleen Gavin

Head Start Policy Council

Officers:
Lindsey Vincent, Chair
Lydia Kiragu, Vice Chair
Safeena Niazi, Treasurer
Thanhly Son, Secretary
Andrea Marinelli
Ashley Martinez
Nathan Chhoun
Michelle Fyrer
Liz Gross
Richard Makokha
Kiara Quinones
Genaly Ramos
Kalyn Sheehan
Amy Souza
Ada Torres
Kristin Tortolini

Bottom left: Staff Appreciation Day at Heritage Farms – enjoying ice cream! Chris Santos-Gordon, Deputy Division Director Community Resources (right) and Gladys Santiago, Program Support Specialist (left).

Bottom right: L-R Karen Frederick, CEO; Bill Lipchitz, Director of Real Estate Operations and Connie Martin, Division Director Energy and Community Resources.
Our Staff

Executive Management
Karen N. Frederick
Chief Executive Officer
Penny Judd
Chief Financial Officer
Carl Howell
Chief Program Officer
Lisa Wholey
Chief Human Resources Officer
Bill Lipchitz
Director of Real Estate Operations & Special Assistant to the CEO
Barbara Warren
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

Employee Recognition 2020 & 2021

Five Year Honorees
Kelley Soucy, Lornablair Syesta, Jennifer Torres, Katelynn Travers, Amancia Villalona, Lisa Wholey

Ten Year Honorees
Leslie Boutin, Jose DeJesus, Catherine Dyl, Colleen Giroux, Carl Howell, Odanny Jaime, Gail Jean, Steve Joncas, Kendra Joubert, Patricia Landry, Sokha Man, Amanda Medeiros, Clifford Morin, Angel Roman, Elizabeth Rourke, Meghan Siembor, Kathleen Tingley, Ethelinda Reardon, Alan Trebat, Kathleen Tingley, Barbara Warren

Fifteen Year Honorees
Cecile Bowers, Joel Burd, Jorge Cruz, Debbie Enman, Abraham Glaser, JoAnn Howell, Marilyn Graham, Maureen Larmand, Kimberly Lennon, Mary McKenney, William Ma, Constance Martin, Robin Petitpas, Melinda Phauk-Aquino, Makayla Phat, Estefany Galindo-Pinto, Carlos Rivera, Christina Santos-Gordon, Debra Shawnaw, Brenda Torres, Luis Vazquez

Twenty Year Honorees
Glaldys Cruz, Jean Lamarche, Arlene Curtis, Laurie Greenleaf

Twenty Five Year Honorees
Debra Barbosa, Margaret Perez

Thirty Year Honorees
Mary Harmon, Rosemary McMullin

Thirty Five Year Honorees
Mary Harmon, Rosemary McMullin

Forty Year Honoree
Carol Player

Fifty Year Honoree
William Lipchitz

Executive Management
Above: At the table L-R: Karen Frederick, Chief Executive Officer; Carl Howell, Chief Program Officer. Standing L-R: Barbara Warren, Division Director Housing and Homeless Services; Meghan Siembor, Division Director Child and Family Services; Ann Sirois, Director of Planning and Quality Improvement, Penny Judd, Chief Finance Officer, Lisa Wholey, Chief Human Resources Officer, Kathleen Plath, Director Communications and Development; and Connie Martin, Division Director Energy and Community Resources.
“The YouthBuild staff could not be more passionate about what they are doing. They are enthusiastic and truly invested in helping the youth they serve to find a path of independence and economic wellbeing.”

—Cummings Foundation Executive Director Joyce Vyriotes

Funding Sources

Federal Funding
Americorps
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
U.S. Department of the Treasury
Federal Emergency Management Agency (FEMA)

State Funding
Department of Housing & Community Development
Department of Early Education & Care
Department of Elementary & Secondary Education
Department of Public Health
Office of the State Treasurer
Department of Revenue
Department of Transitional Assistance
Department of Youth Services
Executive Office of Health & Human Services
Executive Office of Labor and Workforce Development
Workforce Skills Cabinet
Massachusetts Housing Finance Agency

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

Private Funding
Alice’s Kids
Align Credit Union
Bedford Housing Authority
CEDAC
Commonwealth Corporation
Cummings Foundation
DCU – Digital Federal Credit Union
Eastern Bank Charitable Foundation
Essex County Community Foundation
EverSource
Fallon Health Charitable Foundation
Franklin Square House Foundation
Greater Lowell Community Foundation
Greater Lowell Community Foundation – Women Working Wonders
Hannaford Supermarkets
Lowell General Hospital – Community Benefits

Massachusetts COVID-19 Relief Fund
Mass Growth Capital Corporation
Mass Housing Partnership
Mass Mentoring Partnership
MassCAP
National Grid
Nellie Mae Education Foundation
Nstar Electric
Red Sox Foundation
Theodore Edson Parker Foundation
Tufts Health Plan Momentum Fund
Santander Bank Foundation
TD Bank Charitable Foundation
Ultimate Kronos Group (UKG)
United Way of Mass Bay & Merrimack Valley
YouthBuild USA

Students from left to right (front): Misael Bruno, Zachary Saphangthong, Jasmine Touch, (L-R back) Siobhan Sheehan, YouthBuild Program Manager, and Anna Jabar-Omoyeni, Culinary Art Instructor. Photo by Soben Pin.
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
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 nonprofit 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 $1,000,000 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 or contact kplath@commteam.org

### Organizational Donors 2021

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### Individual Donors 2021

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We have made every effort to include and recognize all of our donors and apologize for any unforeseen omissions.
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 individuals who retired this past year, and our sincere sense of loss for those who have passed.

Celebrating Retirees, Remembering Those We Lost...

We will miss you!

Bruce Jefferson, Facilities Manager
—Over 27 years

Michael Collins, Chief Program Officer
—Over seven years

In Memoriam

Robert Boyle, YouthBuild Job Developer

Armand “Butch” Milot, YouthBuild Construction Manager
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: Kathleen Plath
155 Merrimack Street
Lowell, MA 01852
www.commteam.org

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

School Age Locations:
Bailey School, Fusion Life Church,
Greenhalge School, Lincoln School,
McAuliffe School, Pawtucket Memorial School,
Shaughnessy School

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Director of Real Estate Development, 978.654.5647
cdefeo@commteam.org,
www.commongroundhousing.org

For additional copies: 978-459-0551, ext. 5640 or visit www.commteam.org

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