



# Community Teamwork

ANNUAL REPORT 2022

Together We Can  
Looking back...  
moving forward





# Message from the Chief Executive Officer

October 2022

## TOGETHER WE CAN...AND WE MUST!

It has been a challenging year. The staffing crisis seen across the country has hit Community Teamwork hard, particularly in our Early Learning and Residential Programs. The stress of working through COVID has resulted in early retirements and people leaving essential direct care positions. Fortunately, we are making progress in this area. Thanks to the advocacy work of our field, the renewed understanding during COVID that child care must be available for the economy to rebound, and the critical importance of early education, significant increases in funding specifically to address salaries in the early education field are occurring. Our great thanks to our State delegation for their strong support and to leadership in the House and Senate for making early education and care funding a priority.

We are also facing one of the biggest crises in housing I have seen in 44 years in the field. People with State and Federal vouchers cannot find housing units to live in, the homeless population of single individuals has grown, and the family homelessness system is on most nights close to or at capacity. The increase in rising rents, unprecedented increases in electricity costs and still increasing fuel costs will push even more people into homelessness over the next few years. And seniors, women and youth are seen in greater numbers among the homeless population. So, we do what Community Teamwork has always done...we take action. Following are some of our innovative and creative responses to the new challenges facing our communities.

Leading the charge with our partners (the Lowell Plan, The Greater Lowell Chamber of Commerce, The city of Lowell, South Middlesex Opportunity Council and Sue Beaton) we created the Greater Lowell Interagency Housing Alliance, with a focused mission to create 300 units of housing (with support services) for single homeless individuals. We are on our way, with 58 units in development and 30 more in the pre-development phase.

We are also continuing to expand housing opportunities for seniors through our subsidiary corporation, Common Ground Development, with 60 units currently under development in Acton, and 60 more in the pipeline in Dracut. The Lowell Housing Choice Coalition (led by Carl Howell, our Chief Program Officer; Cathy Mercado, Executive Director of Merrimack Valley Housing Services; and Yun-Ju Choi, Executive Director, Coalition for a Better Acre) is diligently working to find solutions to zoning and housing challenges.



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



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

Mental health services have also emerged as a critical need, certainly exacerbated by isolation, uncertainty, and fear endured through the pandemic years. Our response is the development of The Rita O'Brien Dee Center for Behavioral Health and Development (named in honor of current Board member and former teacher who has served CTI for 57 consecutive years!) The Center will provide services to the 1400 children and their families enrolled in our Early Learning Programs.

This year, we expanded our Youth Services programming adding a pregnant and parenting teen component and expanded our service area, housing options, and services available for youth experiencing homelessness with greatly increased State funding.

As we go to print, we are expanding outreach to create greater awareness of our Fuel Assistance and Energy Conservation programs to make sure everyone who is eligible receives assistance in this year of unprecedented increases.

And, in alignment with our Strategic Plan and goals, we continue to look at all of our work, internally and externally, with a diversity, equity and inclusion lens. Led by our new DEI Director, Saadia Amhad, we have begun 9 robust Employee Resource groups led by talented and committed CTI staff with over 100 employees signed up as participants.

Community Teamwork's staff are talented, committed, and resourceful, I am grateful for all they accomplish. Our Board members provide leadership, expertise and support and lead the way, especially during difficult times. Thank you. Our partners, funders, donors, supporters and friends, and customers continue to inspire us.

Karen N. Frederick, CEO

A handwritten signature in dark ink, appearing to read 'Karen N. Frederick'.

# Community Action In Action

## Program Impact Data

The impact of Community Action is more than just the numbers but the data is important to review. It demonstrates how we have changed the way in which we deliver our programs, and provides a view into the new services we have initiated to respond to new and growing community needs since the pandemic.

### Child and Family Services:

- 525 children in the Early Learning Program achieved basic grade level academic, social, and other school success skills.
- 13 parents participated in the Head Start Parent Policy Council, developing their leadership and advocacy skills
- 231 parents/caregivers in the Early Learning Program demonstrated increased knowledge of their role in supporting their child's development
- 417 children enrolled in the Family Child Care program demonstrated skills for school readiness
- 286 children in the School Age program demonstrated improved positive approaches to learning, including improved attention skills
- 232 parents in the School Age program were able to maintain their employment due to reliable childcare.
- 3,541 children ages 0-8 participated in Coordinated Family and Community Engagement playgroups, workshops, and events.

### Housing and Homeless Services

- 33 students completed the YouthBuild job skills training program
- 65 participants in Rental Assistance Program's Economic Prosperity Programs are actively growing their savings through an active escrow account.
- 24 Section 8 Voucher Holders gained employment through the Rental Assistance Program's partnership with MassHire
- 58 families living in CTI's family shelters found permanent housing.
- 33 families living in CTI's family shelters participated in the Secure Jobs program to participate in job training and gain employment
- 21 parenting youth received diapers, formula, and other baby products through Youth Services' "Baby Corner."

- 59 young adults experiencing homelessness were placed in permanent housing
- 127 individuals experiencing homeless received emergency shelter through CTI's hotel partnership
- 177 individuals experiencing homelessness received rapid rehousing services

### Energy and Community Resources

- 275 households filed tax returns through the VITA program, receiving \$654,631 in tax refunds
- 109 individuals participated in individualized financial coaching
- 1,452 households avoided a utility shut-off through services from the Fuel Assistance program
- 546 households' energy service was restored after disconnection
- 6,978 households at risk of homelessness were able to remain stably housed due to funding received through the Emergency Rental Assistance Program
- 706 households' inoperable home energy equipment was repaired or replaced
- 1,080 WIC participants improved their nutrition skills
- Over 5,000 WIC participants received improved access to healthy, nutritious food each month
- 5,307 households received referrals to services from the Resource Center
- 464 households received housing, nutrition, and other health-related support through our partnerships with the Steward and Mass General Brigham Accountable Care Organizations
- 39 youth received mentoring through our Mill City Mentors program
- 350 seniors participated in Bone Builders classes
- 77 business owners (including 59 women-owned businesses and 34 minority owned businesses) received Technical Assistance through the Entrepreneurship Center
- 44 full-time jobs were created by businesses receiving Technical Assistance through the Entrepreneurship Center



## Community Teamwork Continues to Provide COVID Support

Community Teamwork, Inc. provides services to over 54,000 individuals annually. During the COVID -19 Emergency, CTI staff had to rapidly pivot to address issues of food insecurity, income insecurity, and to support families sheltering at home with children. The staff moved rapidly to a single point of contact responding to an average of 360 calls and 350 emails weekly, for assistance and also for general information about COVID-19.

### Food Insecurity:

During the pandemic, the Resource Center supported more than 600 Households with food support. During the first few months of the pandemic, our Family Shelter coordinated a dinner program to decrease trips within the community, and quickly supported and quarantined any at risk resident of our shelters.

Our Child and Family Services staff worked with our partners at Lowell Public Schools and Aramark to deliver food packages along our transportation routes. Our team members implemented a dinner service to Early Learning families, families from our Youth Programming, and nearly 82 Senior Citizens. The program provided delivered dinners to over 200 households aligned with the goal of keeping high-risk individuals' sheltering in their homes.

Our Youth Services program remained open to help over 250 youth experiencing homelessness with re-housing, stability, and food; and our YouthBuild Lowell program provided weekly food bags to approximately 35 families a week, addressing food insecurity to over 140 community members each week. Both programs

worked in partnership with the Merrimack Valley Food Bank, and continue their programming together.

### Housing Insecurity:

Our Resource Center also provided increased support to those individuals who did not have shelter; community members who were being released from the hospital, either due to COVID or with other illnesses, with no place to go. Our staff coordinated hotel rooms for quarantining and provided these individuals with food and transportation to their medical appointments. They worked to find permanent housing for these individuals with a level of caring that is unprecedented.

Our Shelter Staff remained on-site to support the families who are in our Family Shelter sites, and for those in group settings, and worked to de-populate those shelters.

Over the course of the pandemic, Community Teamwork distributed more than \$23 Million to Lowell residents for Emergency Housing Assistance, serving just under 3,000 households in Lowell alone. Our Housing Consumer Education Center staff processed over 10,745 applications for support for rental arrears and access to housing - supporting stability and preventing homelessness for over 1,000 individuals with emergency COVID funds.

A new Individual Homelessness program was initially funded with DHCD Emergency Services Grant COVID funds (ESG CV; ESG CV 2) with additional support from the City of Lowell's ESG funds. When Winter Protocol began in October of 2020, Community Teamwork facilitated the partnership with a local

hotel owner, and sixty (60) rooms were made available to move individuals off the street. The hotel site was staffed with Life Connections case management support, coupled with Community Teamwork Rapid Re-Housing and Stabilization counselors. Over seventy (70) individuals have been provided safe and secure temporary shelter through this effort.

Our Fuel Assistance staff has moved to remote work, and were able to work with more than 14,000 individuals who, at the time, were still in need of heat and fuel, supporting community members in their applications and in paying for needed oil, gas, and necessary fuel, all while working remotely.

### Children and Early Education:

On July 1, 2020, our Early Head Start, Head Start, and After School programming staff returned back on-site, providing direct childcare to those community members who must go back to work. Our Family Child Care Providers, have also resumed their programmings, and in fact, a number of them remained open to care for the children of the essential workers, such as healthcare providers, public safety workers, and others.

Our WIC program staff 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-pandemic times. The WIC program is at 100% of their caseload at this time and continuing to look for ways to assist the Mothers and Children of our community.

## Moving Beyond the Pandemic

*The needs around housing, food, and other expenses remain and, due to rampant inflation, are growing. However, many of these Federal and State emergency funds received during these past two years are no longer available to meet the continued needs of our community.*

The Pandemic exposed how vulnerable the community is and emphasized the discrepancies with access to resources that our BIPOC communities face. Language access, access to medical care, and safe and quality housing are challenges that the city faces. When you look at the community that was impacted during the pandemic -it is clear that the BIPOC communities in Lowell were impacted more significantly. As we look to the future, Community Teamwork continues to seek and advocate for additional funding to provide direct services and supports to our community.





*The Rita O'Brien Dee (pictured above) Center for Behavioral Health and Development will be a resource for Community Teamwork and providers across the community who are working with children with behavioral, emotional and developmental challenges or may have experienced trauma. The center will be the headquarters for programs and services that will promote healthy social emotional development, increase children's success in school, strengthen children and families and mitigate adversity through trauma informed care.*

## Community Teamwork Responds to Behavior Health Needs

This year, Community Teamwork, Inc. (CTI) launched the Rita O'Brien Dee Center for Behavioral Health and Development. This Center will not only be a resource for our Agency, its staff and families, but also for providers and partners across the community who are working with children with behavioral, emotional and developmental challenges or may have experienced trauma.

The Center is the headquarters for programs and services that will promote healthy social emotional development, increase children's success in school, strengthen children and families and mitigate adversity through trauma informed care. The CTI Community Needs Assessment (CNA) and the Greater Lowell Health Alliance Assessment continued to identify Behavioral Health and Mental Health issues as an area of greatest need, additionally exacerbated by the stress and trauma resulting from the COVID-19 pandemic.

Mental Health and Counseling needs were highlighted in the CTI Strategic Plan document, driven by the Community Needs Assessment and the report notes: "For the second Community Needs Assessment cycle in a row, mental health has emerged as a prominent community need. In fact, our Survey shows mental health jumped from the fourth-most cited need to the second-most cited need from the prior cycle. Key Informants also cited mental health as the most pressing issue in the community behind the need for better Housing."

In addition to our local data on the increases in need for access and expanded Behavioral Health services, national data is coming to the forefront on the negative impact of COVID-19 on children and families, with significant increases in stress, trauma and diminished resiliency. In a recent Kaiser Family Foundation (KFF) report (Mental Health and Substance Use Considerations Among Children During the COVID-19 Pandemic, May 26, 2021), the disruptions experienced by children, including school closures, social isolation, financial hardships, food insecurity, parents' loss of jobs, and income reduction—in October 2020, 31% of parents said their child's mental or emotional health was worse than before the pandemic. From this report, "parents with children ages 5-12 reported their children showed elevated symptoms of depression (4%), anxiety (6%), and psychological stress (9%); and experienced overall worsened mental or emotional health (22%)."

The KFF report also highlighted issues with essential worker resiliency and mental health: "Many essential workers continue to face a number of challenges, including greater risk of contracting the coronavirus than other workers. Compared to nonessential workers, essential workers are more likely to report symptoms of anxiety or depressive disorder (42% vs. 30%), starting or increasing substance use (25% vs. 11%), and suicidal thoughts (22% vs. 8%) during the pandemic."

As a provider of Early Learning, School Age programming, and Family Child Care, Community Teamwork serves more than 1,000 children annually. These efforts will improve our ability to respond to the ongoing behavioral health needs in our community, including the increased needs of the past two and a half years due to the pandemic. Critical supports are needed for not only increasing Behavioral Health resources and services, but also to support essential and front-line staff battling with their own resiliency struggles, their own COVID traumas; ultimately, focus is needed to support staff, and reduce turnover, which will improve the ongoing education and social services to the children and families of the Greater Lowell region.

### Children's Mental Health Data

- 1 in 6 U.S. children aged 2–8 years (17.4%) had a diagnosed mental, behavioral, or developmental disorder.
- Among children living below 100% of the federal poverty level, more than 1 in 5 (22%) had a mental, behavioral, or developmental disorder.
- Studies have shown that COVID-19 is not affecting children's physical health but it is impacting their mental health – social isolation, stressed parents, financial instability, etc.



## Lantern Light Camp Partnership



*"Our favorite expression shared by Lantern Light Camp staffers was "Be where your feet are". Simple translation- Be Present – don't be elsewhere – not on your phone, not on a computer screen, not anywhere but where your feet are – enjoying your surroundings."*

*—Jenny Pickett, Director*

This summer, Community Teamwork, launched a new partnership with Lantern Light Camp, to offer a traditional overnight camp experience for its Lowell School Age and shelter children from the often neglected 10-14 age group. Lantern Light Camp, located on Northwood Lake in Northwood, NH, was established to support outdoor educational and recreational programs for children, young adults and families. For many of the 28 children who participated in the six, week-long sleep away camp sessions, it was the first time they had ever been away from Lowell and their parents. To be suddenly transported to 325 acres of wilderness, meet a community of new friends, and have the freedom to choose daily activities, proved to be transformational.

**Jenny Pickett**, Intake Manager for Child and Family Services, armed with a lifetime of camp experience, was a natural choice and a pivotal force in organizing this pilot program. With just 6 weeks to pull it all together, the dream of Brian Lobao, a former Boy Scout and current Director of Research Operations at Boston Children's Hospital, and Karen Frederick, CEO of Community Teamwork, to open up Lantern Light to new campers outside of what was previously reserved for Boy Scout Troops, was a formidable task. Ten CTI staff participated in the program and a few campers were recognized as leaders and encouraged to

become Camp Counselors next summer. Those selected will work with the School Age Program as Group Leaders during the year to prepare for next summer. In turn, they will inspire more children to participate in this wonderful experiential camp program.

Children from the shelter settings had the added challenge of not having their only constant with them (their parent(s)), which made it even tougher for them to trust and take advantage of the new experiences.

Each day, the children would choose from many activities which provided a freedom many of them have never known – Frontier: camp fire building, cooking and baking, leather work; Discovery: nature, music; Climbing walls; Waterfront: swimming, paddle boat, canoes, kayaks, row boats, sailing, floating trampoline; archery; creative expressions: arts and crafts. Most important, many of the campers learned to swim during their stay and formed friendships that will last a lifetime.

Data was collected to measure the impact of this program on the children, and to determine the overall success of the program. Community Teamwork's goal is to offer this experience to as many children as possible in the summers to come.





*“The MassHealth funded Flex Services program has provided the opportunity for Steward Medicaid Care Network (Steward) ACO to establish strong partnerships with Social Service Organizations. Community Teamwork’s expertise, passion, and result-driven approach have been a major key in the overall success of the Flex program. The CTI Flex team has been outstanding with regard to their level of professionalism and dedication to supporting some of the most vulnerable Steward members; resulting in approximately 400 referrals since our partnership started in 2021. We are grateful for our partnership and look forward to continuing this impactful work with CTI.”*

—The Steward Flex Team



### Community Teamwork Supports Accountable Care Organizations

Community Teamwork initiated our Community Health Initiative as a pilot program working with Lowell General Hospital to reduce Emergency Department visits for homeless and low income patients by providing housing supports and other wrap around services. In 2020 CTI expanded the initiative with new partnerships with Massachusetts Department of Public Health, Partners Health Care ACO, and Steward Healthcare ACO to align strategies to resolve housing, food security and other Social Determinants of Health (SDOH) issues for ACO patients.

The original caseload for staff working with the ACO’s was targeted at 50 referrals; however, due to the success of the program, we are currently working at maximum capacity, with 105 referrals from Partners, and 116 from Steward



Marilyn Graham, Lead Case Manager, and Gifty Korankye, Cristina Alvarado, Tara Media, Mayleen Carrucini, Resource Center Case Managers

Healthcare. To facilitate and provide follow-up on the caseloads, Community Teamwork staff conduct monthly meetings with social workers and referring staff from both MGB (Partners ACO) and Steward to follow-up and coordinate referrals. Community

Teamwork primarily provided support for Housing, and is now receiving referrals for Nutrition Support, which includes direct food support in the form of gift cards, and referrals to programs for medically tailored meals and transportation to grocery stores.

### Secure Jobs Success Story



Ginette Aponte moved to Massachusetts from Puerto Rico with her young daughter right after hurricane Maria hit. She was a nurse in Puerto Rico so her interest has always been in pursuing her career in the medical field. Working closely with her Financial Career Coach, she decided to pursue her career in the field of Phlebotomy. Secure Jobs was able to enroll Ginette in a 6-month Certified Phlebotomy Program which Ginette completed in 4 months. She is currently enrolled with Boston Career Institute to advance her studies and become a certified Medical Assistant. Ginette has managed to achieve all of this success while working full-time as a cafeteria aide at Lawrence Public Schools and being the sole caregiver for her disabled child. She will continue to work with our coaches to better manage her finances and improve her credit. Ginette is dedicated to her success and has immense gratitude for the assistance she has received from the Secure Jobs Program. We’re so proud of you, Ginette!

## Entrepreneurship Center Client Lands JCPenney Deal

*An Interview with Rafaela Gonzales, Gloryscent Founder*

### How did you come up with your idea for Glory Scent?

The idea for Gloryscent was conceived while I was working on finding solutions for my natural hair. For a long time I had been using harsh chemicals to style my hair and it was causing very negative effects. While creating DIY hair treatments, the idea came over to me to try my hand at creating a line of beauty products. It so happens that I fell in love with skin care while doing my research. I eventually found an online natural skincare formulation school, which helped launch my business.

### When did you start to think about turning your idea into a business?

When I began developing my business plan, I was still in college and working within the community so I was close to people who knew of Eforall and knew of CTI and recommended these organizations to me. When I reached out to CTI, I was about a year and a half into the business and needed funding to execute a project and take Gloryscent to the next level.

### What was the benefit of working with the Entrepreneurship Center?

CTI was able to provide me with funding of course, but also helped me with my annual projections and building my inventory list. I worked with KellyAnne most of the time and she was a wealth of knowledge and very patient and kind.



### What were some of your biggest challenges in starting your business?

One of my biggest challenges starting the business was finding the right people to help me grow it. At the time, I didn't even know what I needed to succeed because I was still in college and didn't have any experience running a business and really didn't know anyone that was doing something like this. I also struggled with funding the business, of course, because college students don't have much money and I certainly didn't have a well of family members to rely on, to say the least.

### What is the background on how you were able to get your products to JCPenney?

Something that I did not anticipate when building a brand was how expensive it would

be to get the word out or to actually execute the aesthetic and branding itself. After a lot of work creating the branding for Gloryscent, a company called Thi teen Lune reached out to me in the beginning stages of their brand. They asked me if I would be interested in being stocked in their online retail store. I was skeptical at first because they had not launched yet so I had nothing to see but, after going on a phone call with them, I knew that we were a perfect fit. Thi teen Lune worked out a deal with JCPenney to house the brand on their online store and in their physical stores! That has been a huge win for Gloryscent!



JCPenney is a well known department store and has been around for over 100 years. They have stores all over the US and as of October we will be stocked in about 300 of them. It's a very exciting time.

### What words of wisdom would you say to small business owners starting out?

I would encourage all small business owners to continue to push through the challenges that they face and have faith that they will succeed in the end. Success has everything to do with our mentality.

### What are your future plans for Gloryscent Beauty?

I want to continue scaling and pitching Gloryscent to other retailers and brands. I see Gloryscent being sold in all of the world's major department stores bringing clean beauty to women of all shades.



*"I am excited to be working with the entrepreneurs in the Merrimack Valley and look forward to the challenge of providing access to capital in these communities. I believe in giving entrepreneurs from all walks-of-life, no matter their stage of business, a chance to grow their business using all of the programs available to entrepreneurs in our communities, including conventional and SBA lending"*

*—Charles Smith, New Director of the Entrepreneurship Center @ Community Teamwork*





*"If we are truly committed to ending homelessness, we must be committed to housing. We must be bold and innovative, and come together to join in this effort – from bankers to builders, we need your help. Municipal leaders and business owners, neighborhoods and communities of faith; developers and investors who are committed to making a difference – creating change will take all of us."*

—Karen Frederick,  
CEO, Community Teamwork

### Community Teamwork Tackles Individual Homelessness The Road to 300

**Homelessness is on the rise.** Not just here, but everywhere. For the first time since counting began, the number of individuals sleeping outside is greater than the number using shelter beds. Nearly 18,000 people are experiencing homelessness in Massachusetts on any given night, and more than 1,200 of those are outside. According to a survey conducted by Community Teamwork, housing is the number one issue in Lowell, Billerica, Chelmsford and Tewksbury. It is the second biggest issue in Dracut, Westford and Tyngsboro.

Working with our partners (the **Greater Lowell Community Foundation**, the **Greater Lowell Chamber of Commerce**, and the **Lowell Plan**) Community Teamwork is committed to working with our community leaders and developers to raise awareness of this problem and, most importantly, to create **300 low-threshold units** of housing to help alleviate homelessness in Greater Lowell.

The four organizations came together this past year as part of a larger initiative to address homelessness head on. The partners are conducting ongoing meetings with local municipal leaders, housing officials and other Providers, such as SMOC, to impress upon them the urgent need to address housing from a regional perspective. In addition to building more housing, the partners acknowledge that there is a component of people not making a living wage in order to afford housing.

"In addition to people who are homeless, it is important not to lose sight of the people on the verge of becoming homeless. People who are living paycheck to paycheck, or who could be impacted by sickness, losing a job, or a bad car accident, are one paycheck away from losing their housing," said Jay Linnehan, CEO, the Greater Lowell Community Foundation. Housing ends homelessness – more than any other intervention, service or program. The drastic increase in housing costs and the lack of available housing are the biggest drivers of homelessness. In Lowell alone, more than a fifth of the city lives below

the poverty line, leaving them at high risk for experiencing homelessness, and more than half are "rent burdened" – paying more than 30% of their income for rent. As long as housing is out of reach, the crisis of homelessness will continue.

Although there is a way to go to reach 300 units, there are now 59 low-threshold units currently or soon-to-be available, to permanently house homeless individuals, with Community Teamwork and other providers providing wrap around services and additional support to these individuals. Community Teamwork and their partners will continue to work with communities, developers and other providers to reach the goal of 300 units.

We are asking all to join in this commitment – to talk about housing – to be creative, compassionate and determined as we figure out how to meet this unprecedented goal. The need has never been greater.

Please visit [www.commteam.org/talkabouthousing/](http://www.commteam.org/talkabouthousing/) for more information.





## New Fair Housing Program Created to Tackle Discrimination

This year, Community Teamwork began a new federal grant program to promote Fair Housing. The Fair Housing Program (FHP) promotes fair housing throughout 70 cities and towns in Middlesex and Essex counties. Our approach to fair housing is comprehensive and includes raising awareness and understanding about housing discrimination through trainings, outreach, assistance and resources.

Anyone involved in housing is eligible for free assistance, including tenants, homebuyers, housing providers and people providing housing-related services. The Fair Housing Program also receives and tracks tenant and homebuyer complaints of housing discrimination while offering information and resources, technical assistance, help resolving issues and referral to legal services.

In the five months this program has been operating, we have fully developed a complaint and referral system to help tenants facing housing discrimination. Clients have received technical assistance to resolve issues with landlords on a variety of

issues including disability discrimination, harassment and discrimination based on race and family status. The FHP has also helped clients request legal services and prepare for eviction defense. Almost 50 clients have already received technical assistance or referral to legal services, and many more were provided with information and resources or referred to other assistance programs offered by the Resource Center.

Two training programs have been developed: a general overview on protections against housing discrimination, and a second focused exclusively on disability discrimination in housing. All tenants entering the rental assistance program have been given the Fair Housing protections training. Similarly, this training has also been provided to CTI HCEC, Rental Assistance, and Emergency Shelters staff. The Disability Rights Training is scheduled to run beginning in September. Both trainings have also been developed for housing providers, and are ready to begin running.

For more information, please visit <https://www.commteam.org/program/housing-supports/>



### What is Fair Housing?

Fair Housing is housing without discrimination. Treating someone unequally or differently in housing because of who they are is discrimination and it is illegal. Housing discrimination continues today. Eliminating housing discrimination is important because housing affects all aspects of an individual's, family's and community's life. Housing affects health and healthcare, education, employment, transportation, stability, quality of life and generational success and wealth building.



*"I'm happy to be with CTI and working on its new Fair Housing Program. Lowell has been my adopted hometown for the last 14 years, and I am glad to finally work in and for my community. Housing discrimination touches every aspect of life. It is exciting to help established this new program to fight discrimination and increase awareness."*

—Aaron Ginsberg, Fair Housing Program





*Teen Parenting program gives internal referrals to the agency's WIC program, providing participants access to the following services specifically tailored to pregnant and parenting women:*

- Early access to prenatal care.
- Access to nutrition education and healthy foods to reduce pregnancy complications, incidents of prematurity or low-birth-rate babies.
- Parenting skills like baby behavior training and soothing techniques, understanding developmental milestones and when to seek early intervention services.

## Youth Services Expands to include Teen Parenting Program

The Youth Services Program, established in 2018, was the first program of its kind dedicated specifically to providing services to homeless and at-risk youth and young adults (YYAs) in Lowell and the Merrimack Valley area. Prior to the program's inception, there existed a service gap for programs specifically tailored to youth and young adults. Since 2018, the Youth Services program has expanded rapidly. In a little over a year, the program opened the Mill-You, a drop-in center which provides amenities such as showers, laundry services and food, in addition to intake assessment, case management, housing services and community referrals. The Mill-You offers a safe, welcoming, youth-centric space to provide holistic services designed to help YYAs move from homelessness to housing stability. Housing programs currently offered include Transitional Housing, Rapid Rehousing, a College Engagement Pilot program, and housing supports offered through flexible state funding from the Executive Office of Health and Human Services (EOHHS). Each YYA participates in a service plan that has been developed in collaboration with their case manager in keeping with their unique situation and needs.

Youth Services recognized an unmet need for services for pregnant and parenting youth and young adults in Lowell. Many young parents entering our services feel they have minimal supports that they feel comfortable accessing. Additionally, young adults report feeling alone

and/or misunderstood. Current case management efforts focus on long-term community connections or partnerships with other agencies geared toward physical health and well-being. These connections, while being promising initial steps toward stabilization, are often difficult to navigate. Young adults with limited or negative experience with service providers find the system particularly difficult. In response, Youth Services emphasizes rapport building and community development with all young adults who enter programming in efforts to build and maintain the trust necessary for long-term supportive services.

While long-term support and connection to community resources is an important first step in stabilization for young parents, the ability to identify and maintain stable housing is also a major barrier. The Youth Services program works to identify housing resources and opportunities that would allow young adult parents to work toward independent living. Supportive services for pregnant and parenting youth include: direct financial support, life skills building, housing and tenancy skills building, and on-going support with relationships regarding housing providers.

In its current capacity, Youth Services provides services to youth and young adults who are struggling with housing instability or those in need of emotional supports from within the Greater Lowell community. Although we are prepared to serve all young people in need,

the community recognizes that there is an inherent need to focus services toward inclusion of Black, brown, and Latinx-identified young people. Our data suggests and increase need around access to permanent connections (PCP, mental health, etc.) and educational resources that promote positive youth development and education around nutrition, positive mental health, prenatal care and post-natal care, stable housing, and community connections/networks of supports.

Over this past year, 48 young people who were pregnant and parenting constituted 28% of our total participants. Ensuring that young people have connection to these services is crucial for long term stability. Of that total, 50% were connected to supports through state systems such as the Department of Children and Families. Youth Services in total provided services to approximate 171 young people.

In addition to the Youth Services program, Community Teamwork has several well-established programs that provide resources for families with children, including accessing education, childcare vouchers, WIC, and other important benefits for families. Within the proposed project, the Youth Services Program will work closely with our internal WIC and Early Learning programs to make referrals.



## New Youth Homelessness Demonstration Program (YHDP) Grant Initiative

Youth Services helps youth and young adults between the ages of 16 and 24 who are experiencing housing instability or other areas of crisis to connect to supportive services within the community. Services include: Intake and Assessment, The Mill-You, Youth Housing Pathways, Youth Family Foundations (ages 14-24), and the Lowell Action Board (LAB). Youth Services' Service Area includes the Greater Lowell and North Middlesex Regions.

The Youth Homelessness Demonstration Program (YHDP) is an exciting new initiative designed to reduce the number of youth experiencing homelessness. Our region was recently awarded \$5.9 million toward this initiative through the Department of Housing and Urban Development (HUD). This grant was provided to selected communities to fund planning activities to support the implementation of their plans, housing projects, and services to support housing navigation and stability for young people. YHDP encourages communities to think innovatively about project design and access available flexibilities given to YHDP communities to fund projects.



In November of last year, over 65 youth and individuals representing many social, educational and behavioral organizations from YHDP selected communities met for the first of several gatherings to initiate regional collaborations, engage with young adults, and develop systems to end youth homelessness as a community. The goal of this YHDP grant is to support our selected communities including rural, suburban, and urban areas across Massachusetts in the development and implementation of a coordinated community approach to preventing and ending youth homelessness.

Below left: (from the left) Camila Garcia Marin, Vanessa Rivera, Brett Walker,

Below right: Youth Services Staff



The communities selected to participate in YHDP will undergo an intensive planning process to create a shared vision, mission, goals and action steps to end youth homelessness. This planning process will also influence how the YHDP funding will be used in the community. This process will result in the creation of a Coordinated Community Plan (CCP) and the main groups involved in the process will include the Youth Action Board (YAB), the Leadership Committee, and the YHDP Planning Committee – whose main charge is developing recommendations, designing systemic responses to youth homelessness and providing content to inform the writing of the plan. Subcommittees will be formed from the planning participants.

*The attendees and Planning Committee, including many youth affected by home instability, had an enthusiastic conversation surrounding 3 questions to kick-off the initiative:*

### **1. What does Youth and Young Adults (YYA) Homelessness look like in your community?**

Includes struggling with mental health, disconnection from support systems (not designed for youth), poverty, mistrust and shame, immigration, school attendance, couch surfing, family conflict, and substance abuse.

### **2. What programs for Youth and Young Adults in your community are working well?**

Includes connections with the education community/college engagement (CTI, UML, MCC), Youth Services, YouthBuild, Youth Opportunity Center, UTEC, Project Compass, Catie's Closet, MassHire, and Food Pantry

### **3. What gaps in supports for Youth and Young Adults exist in your community?**

Includes mental health counseling, shelters for youth (overnight/transitional), affordable housing, mentorship, peer connections, financial education, career training, parenting, prevention/early intervention, affordable health and dental, legal aid

## Goal #1: Increase affordable housing units for seniors and individuals

**Objective A:** Develop 100 additional units of affordable senior housing in our service area

- Construction is in progress on 31 units in Acton
- Currently seeking funding for 60 additional units in Dracut

**Objective B:** Increase the number of efficiency and one-bedroom units for individuals

- Construction is in progress on 19 units on Summer St.
- Submitted a bid to purchase a building on Favor St. for 6-10 additional units
- Working with a search firm to assist in finding a developer to hire

## Goal 2: Narrow the racial equity gap in home ownership

**Objective A:** Create and scale equitable homeownership education and supportive services for low-income and BIPOC communities in a regional approach, either by scaling internal program, becoming a HUD counseling agency, or exploring partnership opportunities with MVHP

- Working with MVHP to develop a regional approach in which Community Teamwork provides Financial Education and MVHP offers Homebuyer education.

**Objective B:** Advocate for municipalities in Greater Lowell to support policies that encourage home ownership, particularly in low-income and BIPOC communities (eg: down payment assistance, interest forgiveness, matched savings, etc.)

- The Lowell Housing Choice Coalition meets regularly and has formally advocated in support of MVHP's One Plus Lowell program, which provides assistance to low- to moderate- income first-time homebuyers.

**Objective C:** Advocate for an increased number of banks and lenders to offer low-income and first-time homebuyer mortgage products

- The Lowell Housing Choice Coalition has formally advocated in support of MVHP's One Plus Lowell program, which provides assistance to low- to moderate- income first-time homebuyers.

## Goal 3: Advocate for anti-racist fair housing

**Objective A:** Create Fair Housing Initiative Program to support Goals B, C, and D

- The Fair Housing Initiative Program has been funded by HUD, staffed, and has developed initial educational offerings, referral processes, and tracking systems.

**Objective B:** Strengthen 40B by advocating with the state to enforce 40B quotas

- The Let's Talk About Housing Campaign has placed multiple op-eds in the Lowell Sun, held meetings with local leaders, and developed a website to track progress on housing development.

**Objective C:** Increase public knowledge of antiracist practices in housing

- The Fair Housing Initiative Program has begun developing educational offerings.

**Objective D:** Advocate for municipalities to review their zoning practices to create more housing opportunities

- The Lowell Housing Choice Coalition and Let's Talk About Housing campaign both include zoning in their messaging.
- Staff and coalition members have advocated at local Zoning Board meetings for more inclusive zoning.
- The Lowell City Council is looking at zoning around Accessory Dwelling Units.

## Goal 4: Increase access to education and training opportunities for clients and staff of Community Teamwork

**Objective A:** Increase access to ESOL, High School Credential and HiSET Programming

- Internal workgroup has inventoried ESOL, HiSET, and High School Diploma opportunities both internally and externally, and is formulating recommendations to fill gaps.

**Objective B:** Increase, through partnerships, access to post-secondary education programming including apprenticeships, occupational skills training, and certifications.

- Internal workgroup has identified current opportunities and target areas for expansion and partnerships.
- Financial Education is working with Middlesex Community College to train staff on FAFSA and other higher education funding opportunities.

**Objective C:** Systematize and expand access to work experience, volunteer and internship opportunities within CTI Departments and programs

- CFS Teacher Trainee program is providing training opportunities to parents in the program who want to become teachers.
- The Energy Conservation Program has begun working with YouthBuild student interns.
- Multiple programs are working with high school student interns for Summer 2022.

## Goal 5: Increase access to affordable childcare for families unable to access care within the current system(s)

**Objective A:** Return and maintain enrollment across all childcare program options to pre-pandemic levels

■ Internal committee is meeting regularly and has gathered baseline data, set goals, developed recruitment materials and a plan, and met with FCC about provider recruitment

- Teacher recruitment efforts have been enhanced to include videos, billboards, Facebook ads, and direct mailing, and have yielded an increase in applicants.

**Objective B:** Increase access to supervised, age-appropriate, activities for children aged 13-17, both internally and with community partners

- Internal committee is meeting regularly and has gathered information from local youth providers about service models and community needs
- A new partnership with Lantern Light camp will provide summer camp and leadership development opportunities to students up to 14 years of age in Summer 2023, with plans to utilize older children as "Counselors in Training" in future years.
- Multiple programs are working with high school student interns for Summer 2022.

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

**Objective A:** Maintain and enhance the ability of low-income community members to access resources electronically

- New website has been rolled out and online applications are available for all programs that allow for them.

**Objective B:** Increase flexible funding supports to assist clients in emergencies

- Have secured new funding through Eastern Bank and Parker Foundation for client needs
- Developing better tracking systems for emergency funds to determine where they are most needed to improve funder targeting.



- Writing client flex funds into any budgets/grant proposals where that is allowable

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

**Objective A:** Develop an internal Behavioral Health and Counseling working group to bring together internal clinical community to meet regularly and address objectives B and C

- A working group has been established within the CFS Division to target the specific needs of the Early Learning and Out of School Time Programs
- A consultant has been identified to work with this group on this area in FY23

**Objective B:** Conduct analysis to determine current behavioral health capacity by Division and identify gaps in staffing

- CFS staff participated in an opportunity through the UCLA Health Care Institute where a self assessment of current trauma informed care practices was conducted. Outcomes of this assessment will inform work of the consultant and the work in FY23.
- Identified staffing needs and made recommendations to increase internal capacity within the CFS Division

**Objective C:** Increase access to behavioral health services through increased partnerships and staff training

- CFS staff participated in UCLA Trauma Informed Care Training

**Objective D:** Develop a center to offer enhanced programming to address behavioral health needs of children and families

- Initial funding has been secured and ribbon cutting was done for the Rita O'Brien Dee Center for Behavioral Health and Development
- Internal capacity building within the

CFS Division began: A Mental Health and Disabilities Manager was hired in the Early Learning Program and a Workforce Development Manager was hired in the School Age Program in FY22.

- The summer camp offered to children ages 10-13 through the partnership with Lantern Light Camp served as a pilot for one potential offering of behavioral health programming for School Aged children

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

**Objective A:** Expand hiring/recruiting pools and increase application process equity and accessibility to target a diverse community

- Utilizing Clear Company to obtain and track baseline demographics on current applicant pipeline and process measures to determine and identify trends and themes of concern and areas for improvement
- Include DE&I commitment statement in all postings for job applicants encouraging people of underrepresented identities to apply for positions they are interested in if they have relevant, nontraditional experience
- Created DE&I-focused responsibility and qualification language to include in all job postings
- Assessing whether high school and/or college level degrees are imperative for job postings so as to reduce barriers of applying and hiring for prospective applicants of underprivileged and under-resourced backgrounds and identities

**Objective B:** Enhance recruiting and succession planning for staff, including hiring practices

- Launched Employee Resource Groups which includes regular training, coaching, and skill development for leaders on dialogue facilitation, leadership, strategizing, public speaking, problem solving, and conflict management

**Objective C:** Continue to increase the diversity of Community Teamwork's Board of Directors

- Developed mechanism to gather and track demographic information for the Board of Directors

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

**Objective A:** Implement programming to help businesses navigate the process to become certified Massachusetts Minority Business Enterprises (MBE), Women Business Enterprises (WBE), Veteran Business Enterprises (VBE), and Portuguese Business Enterprises (PBE), as well as other similar national certifications

- E-Center held an informational event @ Lowell Makes for those interested in certification.
- E-center has identified a trainer to provide information on certification process for interested businesses.
- Launched a supplier diversity taskforce including DE&I Director and staff from Fiscal and Facilities to develop an approved vendor list, increase supplier diversity, and connect prospectively certifiable businesses with E-Center and other resources to assist in process of certification.

**Objective B:** Increase diversity of current list of discretionary vendors by including more businesses owned by members of the immigrant, newcomer, LGBTQ, BIPOC, and disability communities

- An internal workgroup has reviewed the agency's top 100 vendors to determine which are certified, as well as those that are potentially eligible, and is preparing outreach materials.

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

**Objective A:** Partner with agencies doing racial equity work to create an ongoing racial equity symposium series

- Committee has identified entities and venues for collaboration and is determining who should be representing CTI on community/regional groups
- Joined a coalition of local DE&I practitioners to collaboratively address organizational and local challenges and opportunities and hold bi-yearly gatherings for coalition on site

### **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**

- In addition to the housing advocacy efforts mentioned previously, we worked as part of statewide coalitions to successfully advocate for dramatic increases in investments in Early Education and Care



# Event Photos







Left page: Head Start Teachers at Spring Celebration, Farmers Market, YouthBuild Graduation, Staff Day and Mural at 167 Dutton Street

Right page: Staff Day, Spring Celebration, Vanna Howard Unveiling the LGBTQ Flag, Ground Breaking Ceremony in Acton, Spring Celebration presentation





*We give a special shout out to Dennis Piendak whose term is ending as President of the Board of Directors. Dennis' support, advice, leadership and encouragement throughout this extremely difficult time during and post pandemic, made a significant difference. THANK YOU to Dennis and to all of the officers who have served Community Teamwork during this challenging time.*

## CTI Board of Directors

*(Serving between July 1, 2021 and June 30, 2022)*

### Officers

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

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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*  
Sothea Chiemruom, *Executive Director Cambodian Mutual Assistance Association (Appointed 9/28/22)*  
Lynn Roderick, *Westford Council on Aging*  
Stephen Strykowski, *Billerica Housing Authority Low Income Tenants Council*  
Jose Rodriguez, *North Common Tenant Council*  
Safeena Niazi, *Head Start Policy Council*  
Germaine Vigeant-Trudel, *Merrimack Valley Housing Partnership*  
Aleksandra Tugbiyele, *(Councilor John Drinkwater's permanent designee)*

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Marilyn Mbombo *(Mayor John Leahy's permanent designee)*  
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Bob Correnti, *Billerica (apptd. by BHA Commissioner J. O'Donnell)*  
Dennis E. Piendak, *Dracut (apptd. by Selectperson Alison Hughes)*  
Matt Hanson, *Tyngsboro*  
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:

Safeena Niazi, *Chair*  
Whitney Gonzalez, *Vice Chair*  
Amanda Rodriguez, *Treasurer*  
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## 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*

Ann Sirois  
*Chief Development and Planning Officer*

Kathleen Plath  
*Director, Communications and Marketing*

Barbara Warren  
*Division Director  
Housing & Homeless Services*

Connie Martin  
*Division Director  
Energy & Community Resources*

Meghan Siembor  
*Division Director  
Child & Family Services*

Saadia Ahmad  
*DE&I Director*

### Employee Recognition 2022

#### Ten Year Honorees

Melanie Bixby, Asma Boumediene, Nicole Goulet, Keryn Shannon

#### Fifteen Year Honorees

Gloria Burnham, Peter Clenott, Bonnie Gage-Anderson, Kanokporn Lamothe, Mayra Lopez, Nilsa Nunez

#### Twenty Year Honorees

Janet Morrissett, Susan Rodrigues, Jennifer Rosa

#### Twenty Five Year Honorees

Maureen Barry, Susan Brittain, Mayra Figueroa, Sonia Irizarry, Tanya Mead, Debra O'Leary, Marisol Orona, Kelly Poindexter

#### Thirty Year Honorees

Debra Barbosa, Margaret Perez

#### Thirty Five Year Honoree

Chris DeFeo

#### Fifty-One Year Honoree

Bill Lipchitz



*"There is no meaningful, long-term, or sustainable success in this work of diversity, equity, and*

*inclusion without the courage, humility, and investment of time, energy, and resources from leaders and employees at every level of an organization."*

—Saadia Ahmad, DE&I Director



### Diversity, Equity & Inclusion

Community Teamwork is proud to be one of the few nonprofits in the country that offer Employee Resource Groups (ERGs) to our employees and of the 5% of employers who compensate our leaders. ERGs are employee led, CTI-supported groups of employees who share an identity, goal or life experience and meet monthly for conversation and community building. In addition to the ERGs, we have launched a Supplier Diversity Task Force, integrated a DE&I framework into our HR Policies and practices, and began the process of equipping our staff with the language and tools to recognize and address the many forms of systemic injustice and predudice.



# Funding Sources

## Federal Funding

Department of Housing and Urban Development  
Department of Treasury  
Department of Health and Human Services  
Department of Agriculture  
Department of Education  
Corporation for National and Community Service  
Department of Labor  
Department of the Interior  
Department of Energy  
Department of Justice  
Small Business Administration  
Department of Homeland Security  
American Rescue Plan Act (ARPA)  
COVID-19 Aid Relief and Economic Security (CARES Act)

## State Funding

Department of Housing and Community Development  
Department of Early Education and Care  
Department of Elementary and Secondary Education  
Department of Public Health  
Department of Revenue  
Department of Transitional Assistance  
Executive Office of Health and Human Services  
Executive Office of Labor and Workforce Development  
Executive Office of Housing and Economic Development  
Division of Banks  
MassHousing

## Local Funding

City of Lowell  
MassHire Greater Lowell Workforce Development Board  
Lowell Public Schools  
Bedford Housing Authority

## Private Funding

United Way  
Community Economic Development Assistance Corporation (CEDAC)  
Greater Lowell Community Foundation  
Theodore Edson Parker Foundation  
Local Initiatives Support Corporation (LISC)  
Mass. Association for Community Action (MASSCAP)  
National Grid  
Cummings Foundation  
Digital Federal Credit Union  
Santander Bank  
Eastern Bank  
Kronos  
PwC Charitable Foundation  
National Restaurant Association  
Tufts Health Plan  
Mass. General Brigham Hospital  
Steward Health Care  
Circle Health Care



Left: Jay Linnehan, Greater Lowell Community Foundation, Emily Byrne, District Director for Congresswoman Lori Trahan, and Jim Wilde, Executive Director Merrimack Valley Housing Partnership

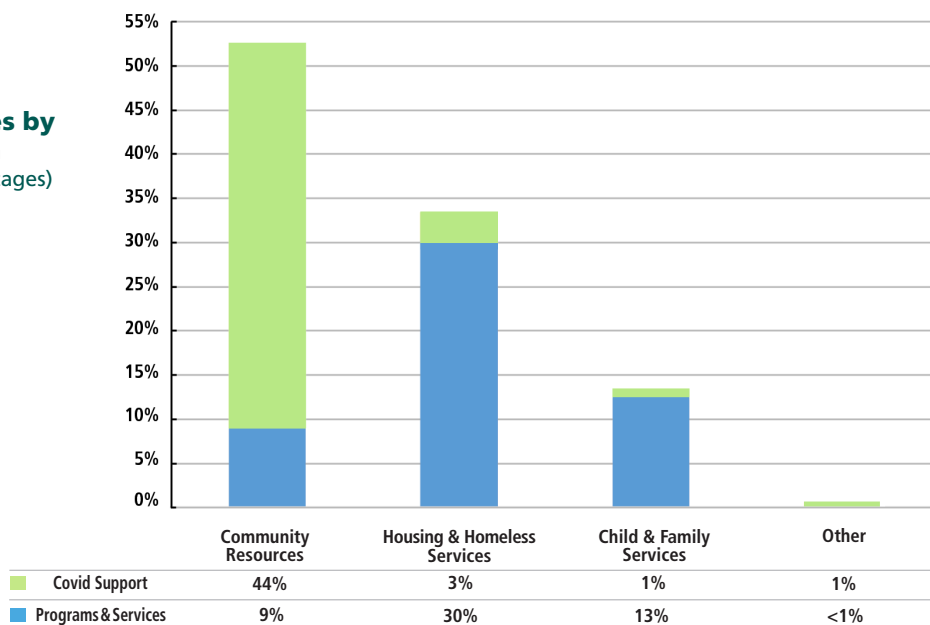
Below: Maria McCaffrey, Community Relations and Doug Peterson, CEO of Worker's Credit Union presenting donation to Karen Frederick, CEO and Kathleen Plath, Director of Communications and Development



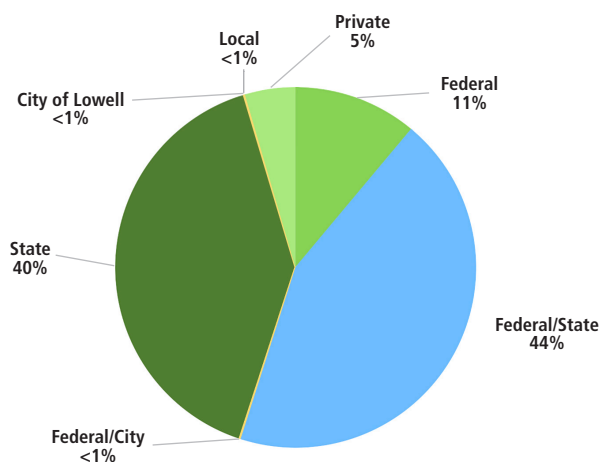


## Community Teamwork, Inc. FY22

### Expenses by Division (In Percentages)



### Funding for Programs and Services \$102.2M



### Expenses by Division

Community Resources	\$ 17,624,233
Housing & Homeless Services	\$ 59,057,314
Child & Family Services	\$ 24,499,058
Other	\$ 170,900
<b>Programs &amp; Services</b>	<b>\$ 101,351,505</b>
Community Resources	\$ 85,351,837
Housing & Homeless Services	\$ 6,333,089
Child & Family Services	\$ 1,511,144
Other	\$ 1,059,372
<b>COVID Support</b>	<b>\$ 94,255,443</b>
<b>Grand Total</b>	<b>\$ 195,606,947</b>

### Revenue by Funding Source

Federal	\$ 11,330,227
Federal / State	\$ 44,864,808
Federal / City	\$ 107,051
State	\$ 41,194,240
City of Lowell	\$ 119,370
Local	\$ 36,103
Private	\$ 4,582,038
<b>Programs &amp; Services</b>	<b>\$ 102,233,837</b>
<b>COVID Support</b>	<b>\$ 94,533,106</b>
<b>Grand Total</b>	<b>\$ 196,766,943</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

## Organizational Donors 2022

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Bernadette Wheeler  
Lisa Wholey

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### 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

**Charlene Urbanek**  
Chief Executive Assistant

**Penny Judd**  
Chief Financial Officer

**Carl Howell**  
Chief Program Officer

**Lisa Wholey**  
Chief Human Resources Officer

**Ann Sirois**  
Chief Development and  
Planning Officer

**Saadia Ahmad**  
Director of Diversity,  
Equity, & Inclusion

**Kathleen Plath**  
Director, Communications  
& Marketing

---

### 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  
978.654.5635  
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### Early Learning Programs Shawna Doran

Deputy Division Director  
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### Coordinated Family and Community Engagement (CFCE) A Program of Early Learning Chris Cole

CFCE Coordinator  
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### Family Child Care/School Age Programs

**Melanie Bixby**  
Deputy Division Director  
978.654.7130  
[mbixby@commteam.org](mailto:mbixby@commteam.org)

### School Age Programs Tanya Mead

Director, 978.654.7178  
[tmead@commteam.org](mailto:tmead@commteam.org)

### Family Child Care Programs Griselle Dubey

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

### 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, Greenhalge School,  
Lincoln School, McAuliffe School,  
Pawtucket Memorial School,  
Shaughnessy School

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

**Barbara Warren**  
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