

Community Teamwork

ANNUAL REPORT 2023



I am Community Action

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COVER: *I am Community Action* *Community action means helping the community and making a difference in people's lives. It's sometimes hard but it's always meaningful.* Gladys Santiago, Program Support Specialist – Financial Education Center

OUR VISION

Our vision is a community whose institutions, systems, and people support everyone's opportunity to thrive.

OUR MISSION

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

OUR 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.

Programs & Services

FAMILY & CHILDREN

- Early Learning Programs: Early Head Start (Center Based and Home Based Programs) ■ Family Child Care Programs ■ School Age Programming ■ Coordinated Family and Community Engagement (CFCE) ■ Mill City Mentors ■ Rita O'Brien Dee Center for Behavioral Health and Development ■ 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, Home Modification Loan Program (HMLP)
- 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 (HCEC): Rental Assistance for Families in Transition (RAFT), Housing and Consumer Education (Workshops, Housing Search Assistance), Fair Housing Program, State Opioid Response Program (SOR), Representative Payee ■ Energy and Weatherization: Fuel Assistance – Low Income Home Energy Assistance Program (LIHEAP); Weatherization and Energy Conservation Programs – Weatherization Assistance Program (WAP), Heating System Weatherization Repair and Replacement Program (HEARTWAP) Services, Appliance Management Program (AMP) Services ■ Housing Services – Rental Assistance: Tenant Voucher Program (MRVP), HUD-VASH, Housing Choice Voucher Program (HCVP), Targeted/Referral Based Subsidy Programs, Family Self-Sufficiency Program (FSS), Supporting Neighborhood Opportunity in MA (SNO Mass), Self-Sufficiency Program (SSP); Housing Services – Residential Programming – Individual: Individual Shelter, Coordinated Entry, Diversion/Triage, Permanent Supportive Housing (PSH): Summer House, Campus Apartments Housing Services – Family: Family Emergency Shelter, HomeBASE, Supportive Housing Initiative (SHI) ■ Youth Services Intake and Assessment, The Mill You, Youth Housing Pathways, Youth Family Foundations, Youth Action Board (YAB), Youth Crisis Transitional ■ YouthBuild Programming: Education – GED preparation, computer literacy, life-skills and post-secondary school transition program) Career Development – Construction Program, Culinary Arts Program; Case Management and Counseling; Graduate Services; Leadership Development (including YouthBuild Policy Committee)

FOOD & NUTRITION

- Lowell Farmers' Market ■ Women Infants and Children (WIC) (Including Breastfeeding Peer Counselors)

COMMUNITY & VOLUNTEERING

- Volunteer Center: AmeriCorps Senior Programs - Foster Grandparent Program (FGP), Retired Senior Volunteer Programs (RSVP); Mill City Mentors; Spindle City Corps (Urban Peace Corps); Toys for Tots (with the U.S. Marine Corps) ■ Volunteer Income Tax Assistance (VITA)

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Message from the Chief Executive Officer

October 2023

I am Community Action...

Throughout this report, you will see what community action means to our staff. We too are Community Action. Both of us know from first-hand experience that receiving services from Community Action can set you on a pathway to success for life. The many housing, education, and economic opportunities provided at Community Teamwork provide stability, open doors, and change lives. As a catalyst for social change, we leverage our programs, our partnerships, and our collective voices to foster equity, compassion and community engagement. This *is* Community Action.

Over Community Teamwork's 58-year history, hundreds of thousands of people have walked through our doors and received services. All of these people reflect what Community Action is, as well as our close to 600 employees, our Board of Directors and Policy Council, our volunteers, donors, funders, friends, partners and supporters. We all *are* Community Action.

This year we completed our every three-year Community Needs Assessment, looking deeply at data and talking to hundreds of people via survey and focus groups to assess community needs. On these pages, you will see some of the greatest needs and what poverty looks like in the Greater Lowell cities and towns. And, because we are Community Action, you will also see how we respond to these needs.

This year Community Teamwork:

- Continued the Let's Talk about Housing campaign and the initiative to bring on 300 new units of housing for homeless individuals.
- Worked to address systemic racism that keeps people in poverty through addressing regulations, policies and practices, and expanding our DEI initiatives in-house through DEI training and Employee Resource Groups.



Karen N. Frederick
Chief Executive Officer



Sheila Och
President, Board of Directors

- Advocated for and received funding to raise the salaries of our Early Education Workforce.
- Expanded our Youth Services and added a Crisis Transitional Center to address growth in youth behavioral health issues and homelessness.
- Moved forward with design plans and a model for the Rita O'Brien Dee Behavior Health Center to address the behavioral health of our younger children and their families.
- Expanded our Family Shelter Program to meet unprecedented demand in the Commonwealth and assumed operations of one of the largest hotel shelters in MA, providing shelter and services to families experiencing homelessness and newer arrivals fleeing violence in their home countries.

We are proud to be Community Action and know that our Communities are stronger when opportunities are equitable and accessible to all. Thank you for joining us in this commitment and vision.

A handwritten signature in black ink, appearing to read "Karen N. Frederick".

Karen Frederick

A handwritten signature in black ink, appearing to read "Sheila Och".

Sheila Och

Poverty, Income, and Employment

Every three years, in its capacity as a 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 drive our Strategic Plan, inform modifications and expansions of our programming, and ensure that our progress is both community- and data-informed.

With input from these many stakeholders, this document reflects the complex and wonderful fabric of Greater Lowell. We believe that Community Teamwork grows stronger through diversity.

The top needs identified in this 2024-2026 Community Needs Assessment are as follows:

Individual Level Top Needs

- Affordable and Available Housing
- Financial Sustainability
- Education and Training
- Transportation
- Affordable and Available Childcare and After School Care
- Behavioral Health/Substance Use Services
- Services to Combat the High Cost of Living, including food and utilities

Community Level Top Needs

- Housing, Lack of Affordable Housing and Housing Stock
- Mental Health Services Availability
- Childcare Availability

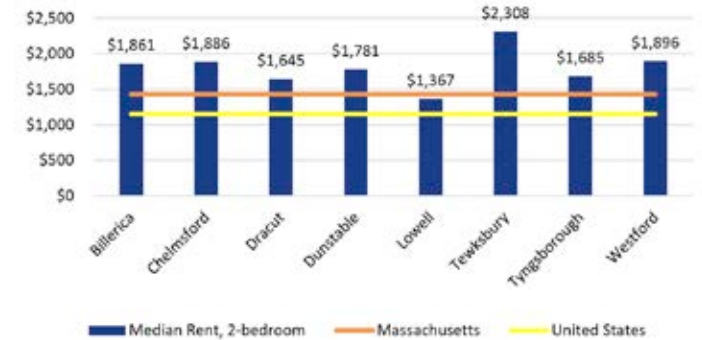


I am Community Action

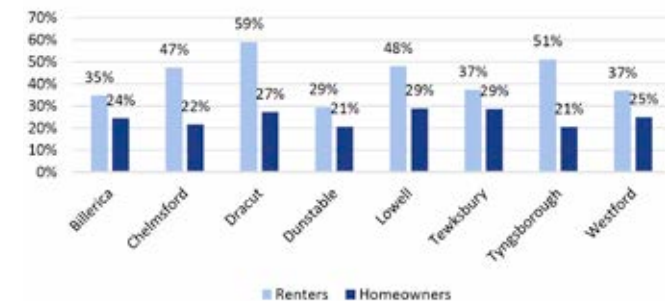
Community action means advocating for those who sometimes can't advocate for themselves and ensuring that community members are served with dignity and compassion.

Chris Santos-Gordon
Deputy Division Director
Community Resources

Median Rent - 2 Bedrooms



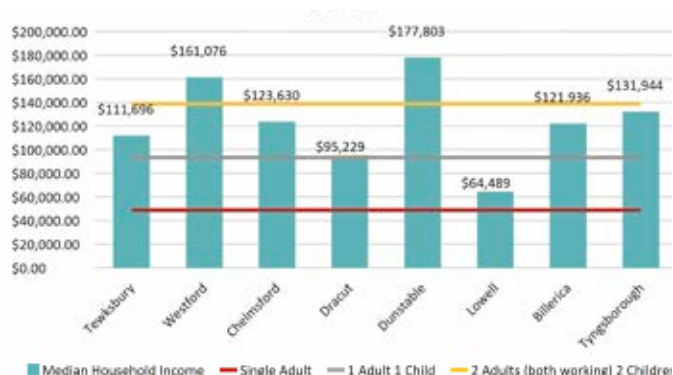
Residents Spending 30% or More of Income on Housing Costs



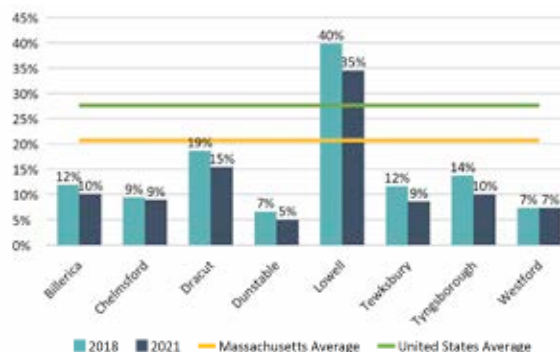
Hours/Week at minimum wage (\$15/hr) to afford Median Rent for a 2- Bedroom Apartment

Town/City	Hours/Week
Billerica	86
Chelmsford	87
Dracut	76
Dunstable	82
Lowell	63
Tewksbury	107
Tyngsborough	78
Westford	88

Living Wage Household Income vs Median Household Income



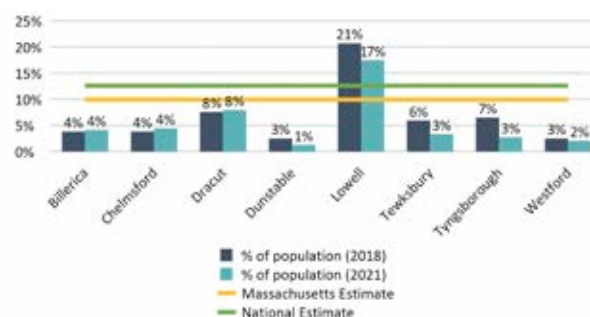
% of People in or Near Poverty (<200% FPL)



Income and Benefits Per Capita



% of Families and People Below Poverty



Prevalence of Poverty by Race

Town/City	Population # 2021	% of people at <100% of FPL	% White	% White at <100% of FPL	% Black/ African American	% Black/ African American at <100% of FPL	% Asian	% Asian people at <100% of FPL
Billerica	41,955	4.1%	81.1%	4.0%	6.2%	2.2%	7.3%	0.0%
Chelmsford	36,271	4.4%	83.7%	3.8%	1.3%	9.3%	9.2%	6.0%
Dracut	32,356	7.9%	87.0%	8.0%	2.8%	4.0%	3.9%	3.8%
Dunstable	3,369	1.2%	95.0%	1.2%	N/A	N/A	3.8%	3.1%
Lowell	114,005	17.5%	59.1%	18.7%	9.5%	13.8%	18.2%	13.6%
Tewksbury	31,153	3.3%	90.3%	3.3%	3.4%	2.8%	3.8%	1.7%
Tyngsborough	12,377	2.7%	84.2%	3.2%	1.7%	0.5%	9.5%	0.0%
Westford	24,535	2.0%	73.3%	2.2%	0.6%	0.0%	21.6%	1.1%



I am Community Action

Community Action means helping out people. For us, the staff at Community Teamwork is our client. I like what we do to help out the staff, and in turn what the staff accomplishes... it is the BEST feeling to help other people.

Sam Rous
Senior Desktop Support Specialist

Child and Family Services

Division of Child and Family Services (CFS)

- Early Learning Programs: Early Head Start and Head Start (Center Based and Home Based Programs)
- Family Child Care Programs
- School Age Programming
- Coordinated Family and Community Engagement (CFCE)
- Rita O'Brien Dee Center for Behavioral Health and Development

Below: Karah Chaisson, Teacher, Early Learning Programs



Top: The CFS Division was hard at work this summer hosting 36 children from our School Age and Shelter Programs, at the Lantern Lights Residential Summer Camp in Northwood, NH.
Bottom left: Several Early Learning staff attended the Massachusetts Head Start Association's Advocacy Day at the Statehouse and visited with State Representative Vanna Howard,
Bottom right: CTI School Age staff members Billy Ma, Isis Villa and Jenalis Ortega brought children on a field trip to Castle Hill Estate in Ipswich, overlooking Cranes Beach.



Above: School Age Center Directors participated in the Creative Minds Curriculum Program, an amazing hands-on training with Kathleen Magrone, Executive Director of Innovation Learning Center and her staff. Each staff member received two Creative Minds Curriculum Books.



I am Community Action

Community action means opportunity, motivation & hope arising from a holistic understanding of human needs.

*Melanie Bixby
Deputy Division Director,
Family Child Care/School Age Programs*

Child and Family Services / Impact Data

Children in the Early Learning Program who achieved basic grade level academic, social, and other school success skills	147
Parents participated in the Head Start Parent Policy Council, developing their leadership and advocacy skills	17
Parents/caregivers in the Early Learning Program demonstrated increased knowledge of their role in supporting their child's development	291
Children enrolled in the Family Child Care program demonstrated skills for school readiness	363
Children in the School Age program demonstrated improved positive approaches to learning, including improved attention skills	286
Parents in the School Age program were able to maintain their employment due to reliable childcare	232
Children 0-8 participated in Coordinated Family and Community Engagement playgroups, workshops, and events	2704

Energy and Community Resources

Division of Energy and Community Resources (E&CR)

Resource Center

- Energy and Weatherization
- Entrepreneurship Center
- Financial Education Center
- Housing Consumer Education Center (HCEC) Volunteer Center
- Women, Infants and Children (WIC) (Including Breastfeeding Peer Counselors)



The front door to our organization and access to services is our Community Resource Center, located at 17 Kirk Street in downtown Lowell. Our holistic approach enables us to ensure that our clients have access to all of the programs they qualify for, including the Women and Children (WIC) program (*top left*) WIC welcomed a Taara Naeher, Community Engagement Coordinator, to the WIC team. Taara and staff participate in many events and fairs, educating people across the community on the services and programs they offer. Other programs include our AmeriCorps Senior programs (*top right*) and Spindle City Corp (*bottom left*). In addition, our Entrepreneurship Center has helped many small businesses with Technical Assistance and access to Federal and State Grant programs. It also runs a weekly Farmer's Market each year from July through October (*bottom right*).





Top: ArtDesigns, a commercial signage company, founded in November 2017 in the living room of Luis and Diana Valdez, came to fruition with the help of the Entrepreneurship Center, who quickly helped them with a business plan and worked with them to secure a loan. *Bottom:* Farmer's Market received recognition from the City on its opening. Pictured are Ani Vong, Charles Smith, George Coulouras, City of Lowell, Emily MaGovern, Allison Carter, City of Lowell, and Amanda Camerano.

Energy and Community Resources / Impact Data

Households filed tax returns through the VITA program	543 Total Returns; \$766,500.00 in tax refunds
Clients participating in Financial Literacy Academy (FLA)	95
Individuals participated in individualized financial coaching	125
Households avoided a utility shut-off through services from the Fuel Assistance program	467 households supporting over 1,300 individuals
Households' energy service was restored after disconnection	617 households supporting nearly 1,650 individuals
Households at risk of homelessness were able to remain stably housed due to funding received through the Emergency Rental Assistance Program	3559
Households' inoperable home energy equipment were repaired or replaced	832
WIC participants improved their nutrition skills	3161
WIC participants received improved access to healthy, nutritious food each month	5829
Households received referrals to services from the Resource Center	6179
Households received housing, nutrition, and other health-related support through our partnerships with the Steward and Mass General Brigham Accountable Care Organizations	428
Youth received mentoring through our Mill City Mentors program	36
Seniors participated in Bone Builders classes	360
Business owners received Technical Assistance through the Entrepreneurship Center (5+ Hours/ Cohort Based)	89 (including 68 women-owned businesses and 49 BIPOC businesses)
Total Businesses receiving services including workshops and trainings	225
Full-time jobs were created by businesses receiving Technical Assistance through the Entrepreneurship Center	16

Housing and Homeless Services

Division of Housing and Homeless Services (HHS)

Rental Assistance

- Tenant Voucher Program (MRVP) HUD-VASH
- Housing Choice Voucher Program (HCVP)
- Targeted/Referral based subsidy Programs
- Family Self-Sufficiency Program (FSS)
- Supporting Neighborhood Opportunity in MA (SNO Mass)
- Self-Sufficiency Program (SSP)

Residential Programming

Individual

- Individual Shelter
- Coordinated Entry
- Diversion/Triage
- Permanent Supportive Housing (PSH)
- Summer House
- Campus Apartments

Family

- Family Emergency Shelter
- HomeBASE
- Supportive Housing Initiative (SHI)

Affordable Housing Development/ Common Ground Development Corporation (CGDC)

Projects include:

- 346-348 Pawtucket Street and 9-11 Sagamore Street, Lowell, MA
- Stoney Brook Village, Westford, MA
- Old High School Commons, Acton, MA
- 767 Merrimack Street, Lowell, MA
- Milly's Place, 360 Pawtucket Street, Lowell, MA
- 205 Worthen Street, Lowell, MA
- 420, 423. 430 Broadway Street, Lowell, MA



Below: Marleny participated in our Family Self Sufficiency Program and had worked tirelessly to move herself forward and closer to her dream of buying a home. She completed her BS in Psychology and has landed a job at DTA.

Our Family Emergency Shelter program hosted a Community Resource Fair for the families in our emergency shelters. *Top:* More than 25 families attended and met with representatives from several local agencies, including, the Lowell Public schools and Lowell Police resource officers. *Bottom:* On the affordable development front, Common Ground Development Corporation celebrated the opening of Tavernier Place offering 31 homes for Seniors 62 and older.





I am Community Action

We don't discriminate against anybody here and if we can't directly help them, we find them the resource that will.

*Debbie Enman
Administrative Assistant/Reception –
Resource Center*



Housing and Homeless Services / Impact Data

Participants in Fair Housing Educational Workshops in Fair Housing, Disability Discrimination and Understanding the Eviction Progress	749
Participants in Rental Assistance Program's Economic Prosperity Programs are actively growing their savings through an active escrow account	77
Section 8 Voucher Holders gained employment through the Rental Assistance Program's partnership with MassHire	37
Families living in CTI's family shelters found permanent housing.	58
Families living in CTI's family shelters participated in the Secure Jobs program to participate in job training and gain employment	105 enrollees; 31 Training enrollees; 52 enrollees obtain or retain employment.
Parenting youth received diapers, formula, and other baby products through Youth Sevice's "Baby Corner."	79
Individuals experiencing homelessness received emergency shelter through CTI's hotel partnership	168
Individuals experiencing homelessness received rapid rehousing services	105

Top: The Chelmsford Health Department pictured above, has been a vital partner in helping many of our homeless clients in Chelmsford and was presented with a gift for going above and beyond. Pictured are Darcy Beall, Public Health Nurse, Charlene Destrempe, Carl Howell, CTI, Sue Rosa, Health Director, Karen Frederick CTI, Amy McInerney, Health Inspector, Taryn Angel, Human Services Coordinator, and Donna Greenwood, Asst. Health Director. *Bottom:* Governor Maura Healey and Lt. Gov. Kim Driscoll held a family support drive as part of their "Team Up Massachusetts" community service tour at Lowell High School. Pictured with the Governor and Lt. Governor are CTI Leadership, Karen Frederick, Ann Sirois, and Carl Howell.

Youth and Young Adult Services

- Youth Services Programming Intake and Assessment
- The Mill You
- Youth Housing Pathways
- Youth Family Foundations
- Youth Action Board (YAB)
- Youth Crisis Transitional
- YouthBuild Programming
- Career Development



I am Community Action

Community Action means helping people. I have always been in human services. It is a good feeling to know you made a difference in someone's life – even if it's a small difference.

*Kristina Virella
Case Manager – SSI/SSDI Outreach,
Access, and Recovery (SOAR);
Formerly with the Secure Jobs Program*



Board Chair Sheila Och celebrates YouthBuild's first-place win at the Lowell Holiday Parade.



YouthBuild is now under the umbrella of Youth Services to better direct resources to its Culinary and Carpentry programs. Students of YouthBuild Carpentry rebuilt the dugout cages at McPherson Park, and earned their OSHA Certificate (*top right*). Culinary students participated in week one of the Mental Toughness Culinary Challenge and Gingerbread Making Competition (*top middle*).

During the past four years, more than 1000 youth and young adults between 16 and 24 have walked through our doors at the Youth Opportunity Center to receive housing, food, and other basic living needs.

Youth Services together with Mayor Sokhary Chau invited the community to join the Evening to End Youth Homelessness at Mill Five to learn about our programs. The event raised more than \$30K and allows us to reduce barriers and enhance housing and food services for those young adults who are in vulnerable situations (*opposite page*).





Mayor Sokary Chau is joined by Councilors John Lahey, Ratha Yem, and Corey Robinson, along with the Youth Service Team and CTI Leadership, Barbara Warren and Carl Howell.



I am Community Action

Community action means helping people, giving them the resources they need to improve their life and finding them the proper housing to shelter them.

Susan Trottier
Administrative Assistant – Resource Center



Youth Services / Impact Data

Students completed the YouthBuild job skills training program	42
YouthBuild Students who achieved their HiSet during FY23	16
YouthBuild Students who were employed at program completion	36
Young adults experiencing homelessness were placed in permanent housing	34

Goal 1: Increase affordable housing units for seniors and individuals

YEAR TWO UPDATE:

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

- Tavernier Place, located at 446 Massachusetts Avenue in Acton, is completed. The development consists of 31 one-bedroom, one-bathroom apartments for persons aged 62 and older and non elderly individuals with disabilities. Eight units are restricted to households earning 30% or less of the Area Medium Income (AMI) and 23 units for households earning 60% or less of the AMI.

- Greenmont Senior Residences consisting of affordable units for seniors, planned for Dracut.

Objective B:

Increase the number of efficiency and one-bedroom units for individuals

- Over \$1M in capital revenue has been raised to support the construction of the 19 units of Permanent Supportive Housing, located on Summer Street, in Lowell, MA.
- Hired a new Director of Common Ground to increase capacity and expand housing opportunities.
- 452 Broadway site is under agreement, with the potential for 29 efficiency units to be developed.

Goal 2: Narrow the racial equity gap in home ownership

YEAR TWO UPDATE:

Objective A: Create and scale equitable homeownership education and supportive services for low-income and BIPOC communities in a regional approach

- Community Teamwork transitioned our Home Buyer program to MVHP, and now directly supports and refers interested homeowners to the MVHP programming.

Objective B: Advocate for municipalities in Greater Lowell to support policies that encourage home ownership.

- The Lowell Housing Choice Coalition continues to meet regularly and continues its support of MVHP's One Plus Lowell program.

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 continues its support of MVHP's One Plus Lowell program, which provides assistance to low-moderate income first-time homebuyers.

Goal 3: Advocate for anti-racist fair housing

YEAR TWO UPDATE:

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

- The Fair Housing program was awarded a Targeted HUD Fair Housing Grant, to focus on outreach and education to underserved communities.

- The Fair Housing program received additional resources, through Health Resources in Action (HRIA), with a program focus on Fair Housing support for the elderly.

Objective B:

Strengthen 40B by advocating with the state to enforce 40B quotas

- The Let's Talk About Housing Campaign continued to use the new website to track progress on housing development.
- CTI Leadership met with City and Town Managers of the Greater Lowell municipalities to advocate for increased SHI percentages in their communities.

Objective C: Increase public knowledge of antiracist practices in housing

- The Fair Housing Initiative Program rolled out a menu of trainings and educational offerings to increase public knowledge.

- The Fair Housing Director presented the CTI program and efforts at a regional Conference for fellow Community Action Agencies to highlight the outreach, workshops, and trainings for both residents and landlords.

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 continue to press positive zoning and changes in local regulations.

- CTI attended a March, 2023 City of Lowell Zoning Committee meeting to advocate for the allowance of Accessory Dwelling Units (ADUs) in the City.

- Staff participated in a Lowell Forward Focus Group, influencing the City's Housing production plan in favor of creating easier paths to increasing housing.

- The Lowell Forward Housing Production Plan Survey was provided to all CTI staff to both participate in, and to push out to our CTI constituency, supporting direct resident voice to inform the City of Lowell's Housing plan.

- As the Lowell City Council deliberates on Accessory Dwelling Units, CTI advocated at both Sub-Committee meetings, and the full City Council, to support zoning ordinance changes to allow ADUs by right.

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

YEAR TWO UPDATE:

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

- YouthBuild Lowell increased its' participant enrollment numbers and offered increased access to these youth for the HiSET.

- YouthBuild Lowell was awarded a WIOA Grant from the Greater Lowell MassHire Workforce Development Board for additional support and increased enrollments.

- YouthBuild has added a second Full-Time HiSET Teacher to meet this increased need.

- Family Shelters are working with the Merrimack Valley Workforce Development system to secure a Haitian-Creole-speaking ESOL teacher for families currently located at the Methuen Shelter Site.

Objective B: Increase through partnerships, access to post-secondary education

programming including apprenticeships, occupational skills training, and certifications

- Secure Jobs was awarded a new competitive grant which also increased enrollments for an additional 45 participants.

- The Early Learning Program was a Learn and Earn site for students starting their Associate's Degree in Early Childhood Education and additional certifications.

- MassHire Greater Lowell Career Center partnership was strengthened to support Rental Assistance clients; stronger referral mechanisms and outcome tracking have been put in place.

- CTI has strengthened the systemization of professional development offerings for staff.

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

- The CTI Child and Family Services Division has strengthened partnerships with Merrimack College, Revere and Salem State, and continues and expands its Teacher Trainee work experience program.

- YouthBuild students participated in internships with CTI Facilities; continued efforts to create internal pathways for YBL graduates.

- UMASS Lowell students volunteer and support CTI Community Needs Assessment.

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

YEAR TWO UPDATE:

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

- Child and Family Services has implemented stay on bonus to promote staff retention.

- Funding increases have allowed for salary increases, positively affecting staff retention.

- Wage comparison study completed and target salaries identified.

- A consultant is in place to support staff development and retention practices, and has aggregated survey data used to design a pilot project targeting staff well-being and retention.

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

- Plans to expand Summer Camp offerings to 100 children proceeding.

- Behavioral Health approach for summer camp designed.

- Hired Clinical Manager to oversee and operate summer camp.

- Hired staff and enrolled children for camp in Summer 2023.

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

YEAR TWO UPDATE:

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

- Applications for Fuel Assistance, RAFT, HomeBASE, Toys4Tots, Sun Santa have all been moved online.

- An electronic document management system has been procured and is being piloted.

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

- Resources for Emergency Hotels increased, including funds from GLCF and FEMA

- In FY'23, Secure Jobs had increases in flexible funding for participants

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

YEAR TWO UPDATE:

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 new Mental Health and Disabilities Manager has been hired in the Early

Learning program to provide staffing capacity to address this goal.

- Working Group continues to meet and address Goal 7 and its objectives.

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

- Annual Review of Capacity and Gaps by Division completed.

- Staffing Capacity Recommendation report generated and presented to Leadership.

Objective C: Increase access to behavioral health services

- Ongoing analysis of funding and partnership gaps.

- Development of cross-program engagement plan.

- Development of feedback survey to document impact.

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

- Consultant Hired and research of program design and literature review has commenced.

- Secured partnerships for Multidisciplinary Team—Merrimack Autism Services, Northeast Rehabilitation as partners.

- Piloted multidisciplinary Team services and approach.

- Consulted with Georgetown University and the Center of Excellence in Phoenix AZ

- Finalized full Operating Budget and identified funds to begin implementation in FY24.

- Design and costs estimates for buildout of Behavioral Health Center space completed.

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

YEAR TWO UPDATE:

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

- Completed analysis of applicant pools, and determined applicant pool diversity is aligned with Merrimack Valley.

- Hired a Consultant to provide access

to ongoing reporting on retention, recruitment, and hiring.

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

- Incorporated Employee Resource Groups (ERGs) into presentations at staff-wide Town Hall Meetings.

- Through new Intranet employee portal (The HUB), promoted “Hot Jobs” and advancement opportunities to all staff, throughout all Divisions.

- Developed and implemented new staff performance review portal through Clear Company.

Objective C: Actively recruiting BIPOC and individuals with lived experience for open board positions. Two vacancies were filled in FY23, both with BIPOC Board Members.

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

YEAR TWO UPDATE:

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)

- Ongoing identification of SOWMBA Certified vendors via the Supplier Diversity Taskforce continues.

- Resource Development, in terms of Grants, included multiple submissions with partnerships specifically focused on the Cambodian and Portuguese communities.

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

- Internal workgroup is actively outreaching to SOWMBA certified vendors.

- Analysis indicates Community Teamwork currently exceeds the Commonwealth's goal of SOWMBA Certified Vendor utilization.

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

YEAR TWO UPDATE:

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

- Community Teamwork held leadership and all-staff screenings of the film “Who We Are: A Chronicle of Racism in America,” with group discussion and follow-up sessions.

- ERG Leaders have brought speakers from external organizations to share their stories, increase understanding of DEI content.

- Through the HUB and external social media outlets, Community Teamwork created a campaign to highlight leadership profiles of local leaders of marginalized identities for awareness/educational months.

- Community Teamwork partnered with MASSCAP as a representative on a DEI Roundtable Discussion to provide information and support to other agencies and colleagues on implementing DEI Initiatives.

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 equity and opportunity for all members of our community

YEAR TWO UPDATE:

- Creation of FY'24 Budget Advocacy Document; created an advocacy campaign to support and align the State Budget with Goals and Objectives within our Strategic Plan.

- Advocated at all levels, through written opinion pieces, social media, public forums, our strategic planning goals, including but not limited to, Racism as a Public Health Crisis, Affordable Housing Development, Housing and Equity, and increased support for vulnerable populations.

- Implemented DEI Fridays in the Community Teamwork Intranet, to institutionalize internal education on equity and opportunity.

Employee Resource Groups

Employee Resource Groups (ERGs) are employee-led, CTI-supported groups of employees who share an identity, goal, or life experience. ERG members meet regularly to talk about topics of shared interest and experience, and to create educational and engagement opportunities for the CTI community.

ERGs are more important than ever in providing a space for employees to share their experiences both within and outside of their organizations. They provide a gathering place for those who share a collective interest in increasing representation and amplifying voices from their group.

- 55+ and Flourishing
- Be Healthy, Live Well
- CTI PRIDE
- Good Grief
- Mental Health
- My Neighbor as Myself – Faith, Interfaith and Spirituality
- Speaking from Afar – English as a second language
- Voices of Color
- Working Parents



Recently several staff members attended the Head Start Equity Academy, a 3-year program during which Head Start agencies across the region gather every eight months to identify and discuss DEI issues, successes and challenges. *Pictured left to right; Saadia Aamed, Tracy Looney, Sarah Alexander, Idalia Colon, Amanda Cobin, and Effron Ponce-Hamlet.*

Community Teamwork is committed to enacting a racial equity and inclusion lens within all levels of our operations, programs, services, policies and decision-making process. As part of this initiative, we screened the feature length documentary film, *Who We Are; A Chronicle of Racism in America*, for our 550 plus staff members. This film was written by Former ACLU Deputy Legal Director Jeffery Robinson and chronicles his groundbreaking talk on the history of U.S. anti-Black racism and explores the enduring legacy of white supremacy and our collective responsibility to overcome it (*below and opposite page*).





CTI Leadership above include Karen Frederick, CEO, Ann Sirois, Chief Development and Planning Officer, and Lisa Wholey, Chief Human Resource Officer (*top right*). Rafael Cotto, YouthBuild Construction Trainer (*center right*), and Yonnien Zolu (*bottom right*), School Age Staff (C&FS): Group Leader at Greenhalge.

In addition to internal DEI efforts including training, professional development, Employee Resource Groups (ERGs), Community Team-work also participated in cultural and diversity events within our community, including the Lowell PRIDE Parade, Southeast Asian Festival and Latin X Festival to name a few.



DEI Initiatives

Educational and Cultural

- Employee Resource Groups
- DEI Holiday Calendar
- JEDI Staff Award
- Agency-Wide DEI Professional Development Day
- In-Person DEI team trainings
- Customized trainings and facilitated discussions
- One-on-one coaching on DEI matters
- Town Hall DEI topics
- DEI Content on Employee Portal
- Response to national events
- Professional development
- Participation in community cultural events

Systemic and Structural

- DEI Committee
- Head Start Equity Academy
- Language Justice
- Supplier Diversity
- Participation in Local DEI practitioners group
- Flexible work policies
- Floating Holiday policy
- Bereavement policy
- Added DEI interview questions
- Job Description updates
- Ensuring Competitive pay and benefits
- ERG Leadership Compensation
- DEI statement on Job Postings

Head Start Policy Council

Officers:

Daybar Bugler, *Chair*
Jerubi Romero, *Vice-Chair*
Ruth Kibunja, *Treasurer*
Safeena Niazi, *Secretary and Board Representative*

Clara Rodriguez	Caroline Hanson Rowe
Michelle Fryer (DCF)	(International Institute)
Claudia Tejeda	Jessica Thompson
Thalia Dominguez	Jennifer De Los Santos
Cindy Hayes	
(Ann Sullivan Center)	

Head Start/Early Learning Annual Report Data



564 Children Served
511 Families Served
83% Of Eligible Children Served
82% Average Monthly Attendance



Community Teamwork offers five center-based Head Start/Early Head Start Early Learning programs that include the Community Teamwork James Houlares Early Learning Center (*Above*), the Children's Village at the Mill, Toddler Corner, Parker Avenue Elementary (*Dracut*) and the Lowell Collaborative Preschool Academy (in conjunction with Lowell Public Schools).

CTI Board of Directors

Officers

Sheila Och, *President*
Alexander Tugbiyele, *Vice President*
Glenn Goldman, *Treasurer*
Bernadette Wheeler, *Assistant Treasurer*
Dennis E. Piendak, *Clerk*

Low-Income Sector Representatives

Marty Hogan, *Centralville Neighborhood Action Group*
Sheila Och, *Lowell Community Health Center*
Germaine Vigeant-Trudel, *Merrimack Valley Housing Partnership*
Sothea Chiemruom, *Cambodian Mutual Assistance Association*
Hayley Barrett, *Coalition for a Better Acre*
Stephen Strykowski, *Billerica Public Housing*
Mickey Cockrell, *Town of Dracut/ Catie's Closet*
Rita O'Brien-Dee, *Tewksbury Council on Aging*
Lynn Roderick, *Westford Council on Aging*
Safeena Niazi, *Head Start Policy Council*
Linda Neary, *Northeast Legal Aid*
Bernadette Wheeler, *Women's Money Matters*

(Serving between July 1, 2022 and June 30, 2023)

Public Sector Representatives

City of Lowell
Aleksandra Tugbiyele (*apptd. by Councilor John Leahy*)
Sidney Liang (*apptd. by Councilor Vesna Nuon*)
Towns
Bob Correnti, *Billerica (apptd. by BHA Commissioner J. O'Donnell)*
Kate Cohen, *Chelmsford-Westford (apptd. by State Rep. Jim Arciero)*
Dennis E. Piendak, *Dracut (apptd. by Town Manager Ann Vandal)*
Marie P. Sweeney, *Tewksbury (apptd. by Selectman Todd Johnson)*
Matt Hanson, *Tyngsborough Town Manager*

Private Sector Representatives

Marty Conway, *Greater Lowell Central Labor Council*
Glenn Goldman, *Lowell Five Cent Savings Bank*
Dr. Leland Ackerson, *University of Massachusetts, Lowell*
James Hogan, *Washington Savings Bank Director Emeritus – Carleen Gavin*

At our recent All Staff Day at Boarding House Park in downtown Lowell, Board Members Rita Dee O'Brien, Marie Sweeney, and Chair Sheila Och, joined to celebrate staff anniversaries, including Karen Frederick's 40th year at Community Teamwork.





Executive Management

Karen N. Frederick
Chief Executive Officer

Sonia Ruas
Chief Executive Assistant

Nancy Van Alst
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

Margot Regan
Director, Development

Amy Weatherbee
Director, Planning and Quality Improvement

Barbara Warren
Division Director Housing & Homeless Services

Connie Martin
Division Director Energy & Community Resources

Meghan Siembor
Division Director Child & Family Services

Saadia Ahmad
Director, Diversity, Equity, and Inclusion

Employee Recognition 2023

Ten Year Honorees

James Eichhorst, Amy Karvelis, Prudi Kleinrock, Amy Kullberg, Yanet Pena, Jenny Pickett, Siobhan Sheehan, Ann Sirois, Bolika Som, Sujei Vazquez

Fifteen Year Honorees

Eugene Cordes, Penny Judd, Jennifer Sherrick, Michael Weber

Twenty Year Honorees

Daniella Faulcon, Maritza Hernandez

Twenty Five Year Honorees

Kristen Heyl, Lianne Linlavong, Tracy L. Looney, Olga Lopez, Denise O'Neil, Chenda Rous, Gladys Santiago

Thirty Year Honoree

Donna Fortin

Thirty Five Year Honorees

Denise Fama, Fani Nicolopoulos

Forty Year Honorees

Karen Frederick, Charlene Urbanek

Retirees



Timothy Caldwell
2014 to 2023
Clinical Coordinator,
YouthBuild



Lynne Eriksen
1998 to 2022
Director of Family Child
Care Services



Penny Judd
2008 to 2023
Chief Financial Officer



Janet Morrisette
2002 to 2023
Bus Driver – CDL
Child and Family Services



Charlene Urbanek
1978 to 2023
Chief Executive
Assistant to the CEO

Funding Sources

Federal Funding

American Rescue Plan Act
Corporation for National and
Community Service
Department of Education
Department of Agriculture
Department of Energy
Department of Health
and Human Services
Department of Housing & Urban
Development
Department of Justice
Department of Labor
Department of the Interior
National
Parks Service
Department of Treasury
Federal Emergency Management Agency
Small Business Administration

Commonwealth of Massachusetts

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

Local Funding

Bedford Housing Authority
Chelmsford Public Schools
City of Lowell
Dracut Public School
Lowell Housing Authority
Lowell Public Schools
MassHire
Greater Lowell Workforce Development
Tewksbury Public Schools

Private Funding

Action for Boston Community
Development, Inc.
Blue Cross Blue Shield of MA
Community Economic Development
Assistance Corp.
Circle Health
Commonwealth Corporation
Cummings Foundation
Digital Credit Union
Eastern Bank Charitable Foundation
Essex County Community Foundation
Franklin Square House Foundation
Global Oil
Greater Lowell Comm. Foundation
Greater Lowell Health Alliance
Health Resources in Action, MA
Housing Choice Coalition
Liberty Mutual Foundation
Local Initiatives Support Corporation
Massachusetts Housing & Shelter Alliance
Mass General Brigham, Inc.
Massachusetts Growth Capital Corp
Massachusetts Housing Finance Agency
Massachusetts Mentoring Partnership



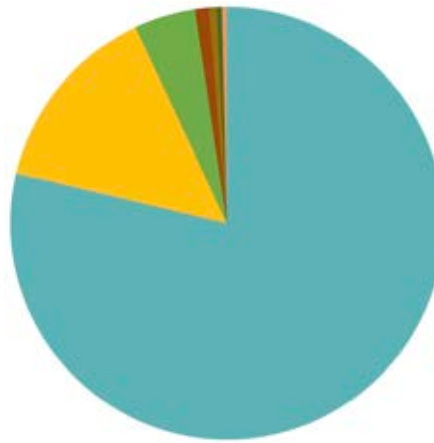
Above: YouthBuild students celebrate the \$100K Cummings Grant.

Below: Carl Howell - CPO, Meghan Siembor - Division Director Child and Family Services, Congresswoman Lori Trahan, Rita O'Brien Dee -CTI Board Member, Karen Frederick -CEO, Bernadette Wheeler, Germaine Vigeant-Trudel and Marie Sweeney - All CTI Board Members celebrated the Federal Head Start Grant award which provides funding for Early Learning and will also be used to support the new Rita O'Brien Dee Center for Behavioral Health and Development.



Community Teamwork, Inc. FY23

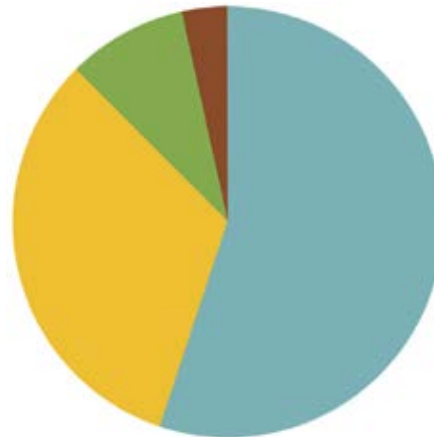
Pass Thru Expense by Category \$ 98,795,778



Pass Thru Expense by Category

Housing Assistance	\$ 77,825,556
Energy Assistance	\$ 14,132,760
Child Care Provider and Training	\$ 4,517,791
Depreciation	\$ 1,009,580
Subcontracts	\$ 581,796
Other	\$ 367,298
Stipends and Gratuity	\$ 360,997
Direct Expenses	\$ 59,599,000
Total	\$158,394,778

Funding for Programs and Services \$160,027,039



Revenue by Funding Source

Federal / State	\$ 88,130,029
State	\$ 51,780,759
Federal	\$ 14,380,025
Private	\$ 5,292,463
Municipalities	\$ 399,442
Federal / City	\$ 30,280
Other	\$ 14,041
Grand Total	\$160,027,039

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 2023

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Bags 4 My Cause Program I
Community Bag Program
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Brew'd Awakening
Coalition For A Better Acre
Committee To Elect Connie Martin
Dedham Savings Community
Foundation
Digital Federal Credit Union
D'Youville Senior Care Foundation
Eastern Bank Charitable Foundation
Eno, Martin Law PLLC
Enterprise Bank
Gallagher & Cavanaugh, LLP
Gormley's Cafe
Greater Lowell Community Foundation
Habitat For Humanity Of Greater
Lowell
Interior Resources Of New England /
Ideal Residences of New England
Jeanne D'Arc Credit Union
Joncas Associates
Kiwanis Club Of Greater Lowell
Kurland & Grossman & Stramaglia
Lowell Community Health Center
Lowell Five Cent Savings Bank
Lowell Public School Department
Lowell Telecommunications Corp.
Lowell Youth Leadership Program
Merrimack Valley Food Bank
Merrimack Valley Housing Partnership
New England Transit Sales, Inc.
OneDigital Health and Benefits, Inc.
Peabody Properties, Inc.
Premier Park & Play, LLC
Premier, Inc.
Project Learn
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Schwab Charitable Fund
St. Joseph The Worker Shrine
Stop & Shop Community Bag Program
Talty Floors, Inc.
The Caleb Group, Inc.

The Center For Hope and Healing
The Lowell Plan, Inc. & LDFC (Lowell
Development & Financial Corporation)
The Megan House Foundation, Inc.
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United Teachers Of Lowell
Washington Savings Bank
We Share A Common Thread
Foundation
Workers' Credit Union

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Saadia Ahmad
Lisa Alaxanian
Lisa Ansara
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Douglas and Cynthia Wilkening
Susu Wong
Al and Claire Wuolle

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

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

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

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

How it Works

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

Donor Benefit Highlights

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

Since 2014, Community Teamwork has leveraged more than \$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 maregan@commteam.org

Spring Celebration *Champions of Community Action*



This year we honored Cathy Mercado, Exec. Director of the Merrimack Valley Housing Partnership, Richard Chavez, SVP of Commercial Lending at Enterprise Bank, and Stacey Thompson, Director of Workforce Learning and Development at the Lowell Community Health Center and member of the Lowell School Committee as our 2023 Champions of Community Action.





Administration

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

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FAX: 978.453.9128
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Chief Executive Officer

Sonia Ruas
Chief Executive Assistant

Nancy Van Alst
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 of Marketing and
Communications

Margot Regan
Director of Development

Amy Weatherbee
Director of Planning and Quality
Improvement

**Division of Child and Family
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and Child Care)**

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**Family Child Care Programs
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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, Greenhalge School, Lincoln
School, McAuliffe School, Pawtucket Memo-
rial School, Shaughnessy School

**Division of Housing and
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**Emergency Shelter /
Residential Programs**

**Rental Assistance/Subsidized
Housing**

**Youth Services and YouthBuild of
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**YouthBuild of Greater Lowell
Siobhan Sheehan**
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**Division of Energy and
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(E&CR)**

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**Community Teamwork
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Bridget Quinn**
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Entrepreneurship Center**
165 Merrimack Street
Lowell MA 01852

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**Entrepreneurship Center (ECenter)
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A Program of the Entrepreneurship
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Corporation (CGDC)**

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