

75 YEARS OF COMMUNITY IMPACT

75
YEARS

**United
Way**



**United Way
of Greater Waterbury**

1942 - 2017



BY CHRIS BROOKS AND CHARLES MONAGAN

ILLUSTRATIONS BY VIVIAN CHU & DESIGN BY WORX



AN INTRODUCTORY LETTER FROM THE 75TH ANNIVERSARY COMMITTEE

Life is full of exciting milestones. There are moments in time that cause us to pause and reflect on where we've come from as we look toward the future. United Way of Greater Waterbury has reached such a milestone.

When we first started envisioning celebrating United Way of Greater Waterbury's 75th year, we weren't sure where our research would take us. But as we started delving into the archives, we discovered that the early days of the United Way of Greater Waterbury, founded as the Community Chest of Waterbury, Inc. in 1942, was as much of an integral part of the community as we are today.

The more we learned about our United Way's history, the more we were fascinated by how deep and far-reaching United Way's influence was in the growth of this community – a growth that sprung from the solid and methodical roots planted by the organization's founding fathers so many years ago.

In the following pages, you will find what has become a labor of love for all those involved. A reflection on 75 years of service and those who made it happen. A tribute to every volunteer hour committed, every company that has run a workplace giving campaign, every partner agency engaged and every life changed. A look back that will provide a fresh perspective on the vital role United Way plays in our community.

Early literacy initiatives, homeless intervention, hunger relief, employment training and access to medical care are just a few ways United Way is helping families remain healthy and secure 75 years after its founding. United Way has become the one organization that can bring together financial, corporate, volunteer and non-profit resources to provide immediate assistance to those in need while working toward long-term solutions that prevent problems from happening in the first place. Today, United Way provides the hand up that no single agency or program could ever achieve on its own.

What United Way is accomplishing today is the direct result of the actions of a small group of committed volunteers with a vision. We hope you enjoy meeting these volunteers and the journey they began back in 1942.

Your United Way Pledge goes a long way...but stays very close to home

UNITED HE STANDS™

SPECIAL THANKS

TO

The Waterbury Republican - American and Mattatuck Museum in reviewing archives for historical information and photographs.

Lynn Friedman in organizing archives for historical reference.

United Way's staff and volunteers – Christopher A. Brooks, Charles A. Monagan, Kay Campbell, Lynn Franklin-Henry, Peg Lawlor, Patricia A. McKinley and all who gave of their free time and enthusiasm to further this history project; and our graphic design spearheaded by the team at WORX for their skillfull, creative and professional attention throughout this project.

75 YEARS PROLOGUE

In conjunction with United Way's Celebration of 75 Years, special recognition and appreciation should go to the individuals who envisioned the need to establish United Way for the benefit of the Greater Waterbury community and who were instrumental in its beginning, particularly:



Edward T. Carmody

A local attorney and volunteer president of a non-profit organization who brought together the initial group of charter members.



Orton P. Camp, Sr.

Orchestrated United Way's earlier days and became chairman of the board for its first two years in 1942 and 1943.



Walter F. Torrance, Sr.

Chaired the feasibility study, drafted the Articles of Association and was first Vice President in 1942 and 1943.



Lois Sperry

A volunteer, steadfast in her untiring interest for the organization's success during its early years.



J. Francis Smith

Ran the first two successful campaigns.

1942 – THE BIRTH OF UNITED WAY

1942

INDUSTRIAL GIANT WATERBURY CREATES A COMMUNITY CHEST

As America went to war in 1941, Waterbury was one of the key industrial cities it depended upon for the manufactured goods and munitions it would need to prevail in battle. The city's prominent place as an industrial center in wartime had long been established, first in the Civil War, and later during World War I. Now, the city was being called upon once again to flex its manufacturing muscles. Factories went into high gear, running three shifts, and transitioning from producing peacetime goods to unleashing a mighty river of cartridge clips, bullets, mortar shells and thousands of other wartime necessities.

Along with the nation as a whole, Waterbury responded to the challenge of war in other ways as well. With 12,500 of its men and women serving overseas, all those remaining at home pitched in. Goods as basic as sugar, meat and gasoline were strictly rationed, and the hardships were many as Waterburians planted victory gardens, bought war bonds, and collected rubber, scrap metal, wastepaper and even waste fat from cooking.

The war effort brought its own set of problems to the home front, too. In Waterbury, with its factories booming,

housing became extremely tight, and families often had to double up and try to make do. Women joined the workforce in droves but often had to leave their children in the care of others. The city's new wave of immigrant workers and their families presented many challenges, from education to health to nutrition. Even grief counseling was needed for those who had lost loved ones in the war.

Waterbury's many good social services rose up to address these needs, often quite effectively, but it became clear that, in light of the city's growing population, a new sort of coordinated, unified effort would be needed, especially for the raising of funds. Fortunately, an excellent model was not hard to find.

For several decades, in both the United State and Canada, "Community Chests" had been collecting money from local businesses and workers and then distributing it to worthy community projects. This movement of workers contributing from their own paychecks to meet the growing needs of nonprofit organizations had begun in Denver, Colorado, in 1886, and then spread as word of its many benefits caught on. As these predecessors to today's United Way sprang up, they helped shape the way communities organized their support of social service. Business executives became familiar with social organizations, and new views of corporate responsibility and individual giving began to emerge.

A Community Chest was exactly the solution Waterbury needed. In March 1942, Edward T. Carmody, a local attorney and president of Lincoln House (once known as Associated Charities), called together an informal meeting of prominent Waterburians. The get-together could be viewed as the birth of today's United Way of Greater Waterbury. Several attempts at such coordination had previously been made. As recently as the late 1930s, a Council of Social Agencies had been formed but it had not functioned effectively – at least not until the 1941 addition of Jean C. Meserve, Lincoln House's first female executive, who made an immediate positive impact. It seems clear in retrospect that the ultimate success of the March 1942 gathering was due in large part to the combined effort and interest of Meserve and the Council, as well as the individual efforts of those on the board, especially Lois Sperry and Orton P. Camp, Sr.

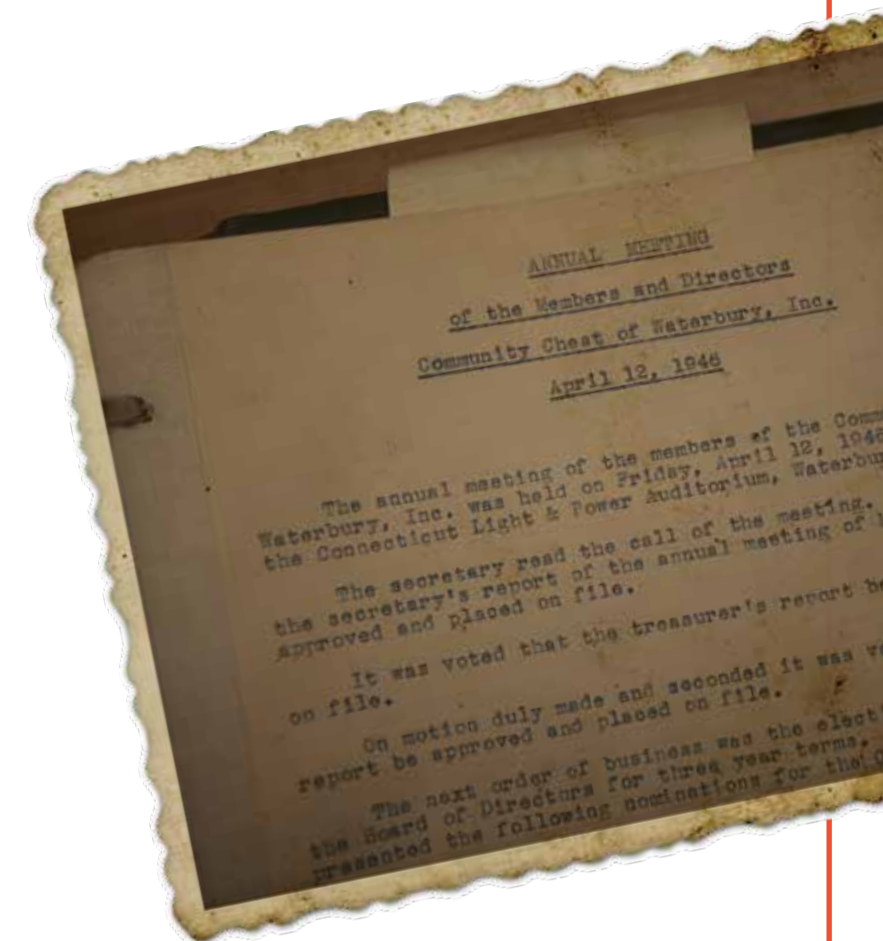
Camp, who was greatly respected for his business acumen, was asked to become the United Way's first Chairman of the Board. The original United Way committee meeting was held on July 10, 1942, to discuss organizational strategies. The minutes of that meeting reveal the following:

John B. Goss discussed temporary financial arrangements until the first annual campaign drive was completed during the fall.

Howard P. Hart reported that the organization had been offered space at a house on 51 Church St., Waterbury at a rental of \$100 per month, which was subsequently approved.

Camp reported that the final draft of the constitution (Articles of Association) had been prepared by Walter F. Torrance, Sr. It was decided that the Articles would legalize the actions of the present Committee who would then serve as the Board of Directors until the first annual meeting in 1943.

This United Way Committee included charter members who also served on its Board of Directors: Bessie L. Crane, Orton P. Camp, Sr., Walter F. Torrance, Sr., Atwood E. Caswell, Howard P. Hart, Lois Sperry, C. Dana Tyeck, John B. Goss, Arthur Quigley, Lucy Kellogg, Harry Liebeskind, Wendell L. Cross, Thomas Moore, Marion Hunt, Daniel T. Farrington, Jr., Msgr. Joseph Valdambri, Edith M. Chase and Lester A. Wright.



“

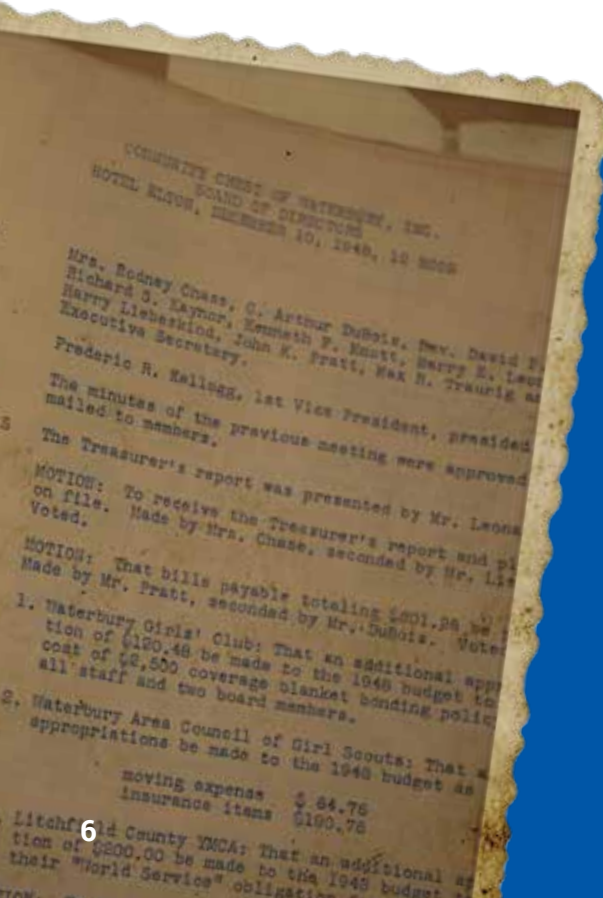
I grew up in a family where great importance was placed on community engagement. Volunteering and financial commitment are material parts of my personal and professional life. Financially supporting the United Way has been a high priority passed down through the generations from my grandfather and my father to my brother and me.

– Jonathan Albert

”

The original name for the United Way of Greater Waterbury Inc., which was established in July of 1942 was, "The Community Chest of Waterbury, Inc." Throughout this 75-year history, United Way will be used as the name to denote the official current name for the United Way of Greater Waterbury, Inc. The following is a list of the United Way's name changes throughout the years:

- 1942 COMMUNITY CHEST OF WATERBURY INC
- 1950 FEDERATED FUNDS INC
- 1956 THE UNITED COMMUNITY FUND OF GREATER WATERBURY INC
- 1959 UNITED COUNCIL AND FUND OF GREATER WATERBURY INC
- 1975 UNITED WAY OF CENTRAL NAUGATUCK VALLEY INC
- 2003 UNITED WAY OF GREATER WATERBURY INC



The first Board of Directors' meeting was held a week later, on July 17, 1942. The following individuals were asked to serve as the United Way's first year officers:

ORTON P. CAMP, SR.	Chairman of the Board
WALTER F. TORRANCE, SR.	1st Vice President
WENDELL L. CROSS	2nd Vice President
MARION F. HUNT	Secretary
C. DANA TYACK	Treasurer

Jean Meserve reported on a special meeting at the Council of Social Services, which generated much interest, and the Council subsequently voted to apply for Agency membership to the United Way. Their representatives were eventually chosen to serve on the United Way's Budget Committee: Roger S. Sperry, Mrs. Rodney Chase, Mrs. Charles L. Larkin, Edwin C. Northrop, Edward T. Carmody and Frank T. Healy.

In 1943, J. Francis Smith, affectionately known as the "Commander-in-Chief," was chosen Chairman for the first annual United Way Campaign. He reported that "its success was an achievement of which all of the city may be proud. The general response from Waterburians of all walks of life, the efforts of the more than one thousand volunteer workers and the cooperative efforts of employees and organized labor were outstanding features of the campaign. More than 750 volunteers attended the opening meeting at the YMCA gymnasium and 700 attended the Victory Dinner. We set out to raise \$277,000 and reached \$337,000 plus an additional \$82,000 for the War Fund."

William M. Tate, Harry Liebeskind and Charles E. Hart also served as Chairman of the Board during the 1940s. These Chairmen had to select groups of directors, officers, employees, volunteers, agencies, organized labor representatives and citizens as well as generate policies, procedures, etc. The founding directors and members provided the following underlying principles for its mission and goals:

- To raise funds for social service non-profit agencies in the greater Waterbury area, including Waterbury, Watertown, Middlebury, Prospect and Wolcott
- To conduct one annual community-wide campaign
- Develop a community needs assessment with periodic revisions
- Review and evaluate the various agencies' programs as well as their financial condition



Lincoln House on Field Street, Waterbury. United Way's second office location.

The building on 51 Church St., Waterbury has since been demolished, and only a vacant lot remains next to the existing law offices of Secor, Cassidy and McPartland. Community Chest moved to 35 Field Street on May 3, 1946, known as the Lincoln House, a building owned by Family Services Association of Waterbury at that time. Edward F. Graham was the first President/Chief Professional Officer (CPO) of United Way, followed by Robert M. Heining in 1947. (The original titles for this position were Executive VP and General Manager and Executive Director.)

CHAIRMEN OF THE 1940'S			
YEAR	CHAIRMAN OF BOARD	CAMPAIGN CHAIRMAN	CAMPAIGN TOTAL
1942	Orton P. Camp, Sr.	—	—
1943	Orton P. Camp, Sr.	J. Francis Smith	\$337,000
1944	Willis M. Tate	J. Francis Smith	\$491,000
1945	Willis M. Tate	Sherman H. Perry	\$261,000
1946	Harry Liebeskind	Clyde Jennings	\$301,000
1947	Harry Liebeskind	Dutton Noble	\$434,000
1948	Charles E. Hart	Arthur H. Quigley	\$463,000
1949	Charles E. Hart	Arthur P. Hickcox	\$461,000

“ We must meet the even more pressing needs of today – and prepare for tomorrow.”

– Harry Liebeskind





Acclaimed actress Rosalind Russell returns to her hometown of Waterbury for a visit with several Red Feather agencies to kick off the 1950 Community Chest Fund drive. Here, she is pictured with children at the Red Feather funded Waterbury Day Nursery.

The surging postwar birthrate and unionized labor were signs of economic prosperity for these years, but those left behind faced lower incomes, less education, and bleaker prospects; veterans were displaced and millions of people were on the borderline of starvation as families faced a severe shortage of housing, lack of schools, hospital and child care facilities for single mother workers.

Among the local issues, opportunities and challenges were:

- Supporting national defense and victims of war as well as stretching to meet postwar social and urban challenges
- A number of national charities wanted to continue their ongoing and personalized fundraising, which conflicted with the single annual campaign strategy
- Union participation on committees and boards
- A rehabilitation fund was established to provide repairs and capital items
- The Council of Social Agencies had set up its own office and employed a full-time Director; arrangements to share the community workload with this council were necessary

On August 1, 1950, the board of directors adopted Federated Funds, Inc. as its legal name. It announced at a board meeting that it would include all national agencies in its campaign that year, particularly the national health and community service organizations such as the Polio Foundation and American Cancer Society. Accordingly, 12 new organizations were added, increasing the agencies served to 37.

James A. Youngberg was hired in 1952 as the President/Chief Professional Officer of United Way. He was replaced by Morris B. Smith in December 1955. Toward the end of the 1950s, Smith initiated administrative changes to refine program information and financial data submitted by its 41 funded agencies. Panels of volunteer committee members were formed to visit each agency; each visit was expected to last 2 hours, with 1 hour dedicated to a review of the facility and related programs and another hour for review of its financial results.

The United Way Community Council was the organizational arm of United Way, which was staffed with volunteers to review, analyze and recommend community direction for the local social services network. The Council had its own chairman and committee structure. The Council representatives attended and participated monthly at United Way's Board/Executive meetings with its findings until it folded into a division of United Way in 1974.



Over the years, United Way has been funded by a diverse group of people joining together to help their neighbors with contributions large and small. Donors know that United Way is the organization that leads the way.

– Kay Campbell



Wayland House on Woodlawn Terrace, Waterbury. United Way's third office location.

During April 1956, Elton S. Wayland, a board member, and his wife Helen C. Wayland, President of The United Way Community Council, gifted their house and grounds at 163 Woodlawn Terrace to United Way. There was ample space to house United Way, its Community Council and the Waterbury Chapter of The American Red Cross. Mark L. Sperry, Jr. and the Scovill Mfg. Co. assisted with the drawing of the specifications and sketches for the move into the new building.

YEAR	CHAIRMAN OF BOARD	CAMPAIGN CHAIRMAN	CAMPAIGN TOTAL
1950	William J. Pape	William A. Amelund	\$626,000
1951	William J. Pape	Richard S. Kaynor	\$611,000
1952	William J. Pape	Carl E. Woodward	\$634,000
1953	J. Warren Upson	C. Arthur DuBois	\$678,000
1954	Ralph H. Paine	Louis J. Schuster	\$656,000
1955	William A. Alelung	Gordon C. Knight	\$730,000
1956	William A. Alelung	Ellis R. Akins	\$744,000
1957	Ralph T. Benedict	C. Arthur DuBois	\$744,000
1958	Ralph T. Benedict	Vito F. Nole	\$733,000
1959	Harold B. Post	Harold Leever	\$793,000



United Way hired Dean H. B. Trecker of the University of Connecticut's School of Social Work in 1961 to be the director of the Citizens Study Committee, which recommended in 1963 that United Way expand its planning and fund-raising area to the Central Naugatuck Valley Regional area. Over the next few years, overtures and discussions began with Cheshire, Thomaston and Woodbury's agencies and towns; eventually Southbury and Bethlehem would also be added into its geographical area to bring the city and town count to 10, a direct result of the post WWII's demographic shift to the suburbs.

During 1965, Edmond J. Kelly replaced Morris B. Smith as President/Chief Professional. Within two years, Kelly transitioned the organization to its first data processing system for increased efficiencies and productivity. Colonial Bank and Trust was awarded a contract for the installation of the system, and Bernard Zucker Co. was selected to perform the majority portion of United Way's bookkeeping functions for a nominal fee.

During this expansion period, there were 3 underlying concepts being formulated at United Way that would continue to be constant themes over its history. These principles were key components of the organization's integrity and character.

- Develop an internal cost-effective structure to ensure that the majority of the funds collected would reach the agencies
- Maintain small and efficient staffing levels by training the agencies' employees to handle their own internal campaigns
- Utilize community volunteers to promote vision, efficiency, transparency and cooperation

In 1969, the Chairperson for the Community Council Division of United Way, Virginia Tillson, had the foresight to embrace the campership program in the Greater Waterbury area, and she obtained a commitment from the Waterbury Republican-American to provide an annual fundraising campaign. United Way provides all of the administrative support at no cost, serving underprivileged children over 5 years old in its 10-town area. This non-profit organization is all-volunteer, and every penny raised goes toward sending approximately 500 children to summer camp each year.

A NEEDS STUDY COMMITTEE REPORTED BACK THE PRIORITIES OF LOCAL NEEDS:

COMMUNITY NEEDS	PRIORITY #
Affordable Housing	1
Substance Abuse	2
Unemployment/Underemployment	3
Anxiety, Stress and Depression	4
Child Care	4
Crime	4
Recreation	5
Not Enough Money	6
Affordable Medicare Care	7
Abuse	7
Teen Pregnancy	-
Discrimination	-



More and more communities throughout the country are making this kind of study with the intention of using the results as a basis for allocation of funds, not to agencies as such, but to services.

– Charles T. Kellogg



YEAR	CHAIRMAN OF BOARD	CAMPAIGN CHAIRMAN	CAMPAIGN TOTAL
1960	Paul F. Beetz	William F. Walsh	\$791,000
1961	Paul F. Beetz	Herman Baer	\$707,000
1962	John L. Vaill	N/A	\$685,000
1963	John L. Vaill	Charles Rietyke	\$669,000
1964	Harold Leever	John Vaill	\$740,000
1965	Carl E. Woodward	William B. Martin	\$789,000
1966	James F. Henebry	John F. Teeling, Jr.	\$830,000
1967	William L. Tobin	William F. Carlson, Jr.	\$829,000
1968	Kenneth A. Wood, Jr.	Leo J. Sheehan	\$913,000
1969	Charles T. Kellogg	William Morris	\$957,000



1970s – TRADITIONAL IMPROVEMENTS

During the 1972-1973 Annual Campaign, its Chairman Richard M. Steward indicated he would accept the responsibility for the Campaign challenge only if “local leadership would demonstrate a greater commitment.” Steward pointed out that the Board of Directors and working committees had to increase their fundraising involvement as well as their own financial commitment. The overall campaign goals, he also said, had to be set by those individuals closest to the agencies for a more realistic approach.

The 1975-1976 campaign results were quite disappointing due to 3 large companies falling short of goals. The annual campaign dropped to \$930,000 from the previous year of \$1,003,000. United Way had to borrow \$100,000 from its emergency reserves to fund its agencies. The Waterbury Foundation (later named the Connecticut Community Foundation in 2004) provided a one-time grant of \$30,000 to United Way in 1976; both organizations agreed to share future information to coordinate and prevent duplication in grants and to promote the exchange of ideas regarding needed projects.



During Harold Leever’s tenure as President during 1976 and 1977, he authorized United Way of America to send a team of consultants to Waterbury to review campaign practices and procedures and to develop

information regarding its fund-raising activities. Their 1977 report indicated that “inflation and recession had taken their toll on the United Way Campaign over the past 10 years; while personal income had been following a gradual upward trend, the same was not true for the annual United Way Campaign.” The research suggested that the potential for employee giving was extraordinary, based upon current demographics and the broadening of the entire campaign base.

Recommendations Included:

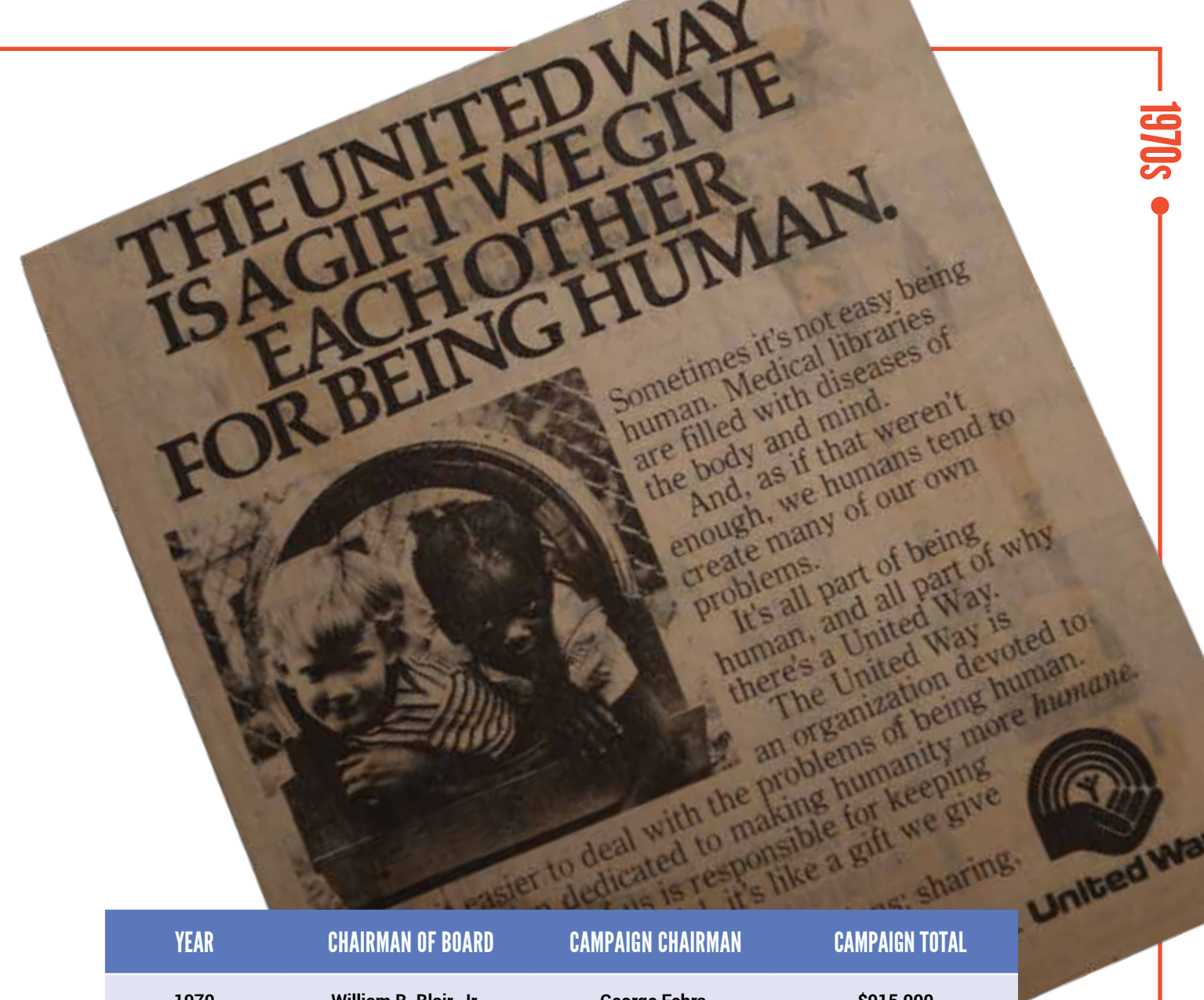
- Recruit more volunteers – especially those with leadership skills to impact major donor groups
- Initiate a loaned executive program
- 30-40% of the campaign goal should be committed before the initial kickoff
- Identify fair-share givers, executive donors and employee donors
- Appoint a special events committee to stimulate motivation and momentum during the campaign
- Develop a campaign based on a needs assessment outlining and disclosing the direct benefits to the public
- Develop a sound deferred giving program

All the above recommendations were eventually adopted and followed during subsequent campaigns.



United Way is one of the central threads to my ‘Greater Waterbury Tapestry.’ Personally-familially it has allowed me the privilege to follow in my father’s footsteps to lead the annual campaign and to see first-hand the many community benefits that result from the collective fundraising efforts.

– Paul J. Largay



YEAR	CHAIRMAN OF BOARD	CAMPAIGN CHAIRMAN	CAMPAIGN TOTAL
1970	William B. Blair, Jr.	George Fehrs	\$915,000
1971	William B. Blair, Jr.	Roger R. McAlister	\$891,000
1972	Eugene H. Kaplan	Richard M. Stewart	\$944,000
1973	Lloyd F. George	P. Douglas Martin	\$970,000
1974	John P. Burke	Lawrence B. Krumm	\$1,003,000
1975	John P. Burke	Maxwell M. Burry	\$930,000
1976	Harold Leever	Walter H. O'Halloran	\$1,000,000
1977	Harold Leever	Vincent Largay	\$1,050,000
1978	Perry Sloane	Gerald Scutt	\$1,117,000
1979	Perry Sloane	John P. Lynch, Jr.	\$1,171,000

1980s – CAMPAIGN “LIFTOFFS”

In 1980, United Way began the use of loaned executives for the first time in the Central Naugatuck Valley. Area businesses that committed to the United Way of Greater Waterbury campaign included Timex Corp., Scovill Mfg., Colonial Bank, SNET, Uniroyal and Century Brass Products. William F. Andrews, President of Scovill Mfg., was Chairman of the Loaned Executive Program and actively recruited these executives. Six executives were earmarked to assist in its annual campaign.



1981

United Way announced that it was switching its former method of distributing funds based upon agency needs to funding programs based on community needs. This system, being used nationally, helped to ensure local needs were being met by its agencies. This new allocation method resulted in higher priority scores for mental health programs versus recreational programs. Accordingly, a number of agencies, including the Waterbury YMCA, The Girls Club and The Boys Club, were unhappy with their 1981 allocations and sharply criticized United Way. A subsequent meeting was held with the heads of its 29 member agencies as well as a second meeting with 6

agencies ranked low on the new priority list. United Way approved 9 agency appeals representing one-time-only grants totaling \$72,000. By the end of 1981, attitudes and remarks were softened as the campaign totals rose to \$1,303,000 from \$1,161,000 in 1980; allocations to United Way's 30 agencies amounted to a 16% increase over the previous year. Nonetheless, there were 11 subsequent appeals in early 1982 that were denied by United Way with headlines appearing in the local newspapers, "United Way Board Nixes Bailouts."

United Way sold its mansion-style headquarters on Woodlawn Terrace and then voted to move the agency's offices into the Human Services Center addition on 232 North Elm St., Waterbury.

October 1986

United Way announced the establishment of the Leavenworth Society to give special recognition to individuals who contributed \$1,000 or more. The 1986 campaign chairman, John P. Burke, explained that the new Leavenworth Society would promote the ideals of volunteerism with potential to reach a new audience of community leaders interested in fostering philanthropy and community service.

April 1987

The new Campaign Chair, James C. Smith strongly encouraged corporations, professional people and ordinary citizens to give more. The previous campaign had fallen short of its goal by \$100,000 with \$200,000 of pledges deemed uncollectible, combining to force substantial cuts in allocations. On June 16, 1987, Smith with Frank Fulco, President of the Greater Waterbury Chamber of Commerce, and Jack Burke, Chamber Chairman, announced that every business in the community would guarantee a minimum total contribution of \$50 per employee-corporate and employee contribution combined. Smith also secured two challenge grants from The Waterbury Foundation to increase donations in two categories – doctors and other professionals and the top 200 area employers. He increased the marketing budget by \$18,000. The campaign was quite a success with an overall 24% increase.

The 1980s provided significant increases in campaign proceeds which would improve two other issues - the first to bring United Way in line with comparable national statistics and the second to reduce the general and administrative costs percentage to total campaign proceeds.

March 1989

The United Way executive committee voted to move from North Elm Street to another location to improve parking, conference facilities, maintenance and security as well as providing room for expansion. Russell Place on the corner of West Main Street and Highland Avenue, was selected.

YEAR	CHAIRMAN OF BOARD	CAMPAIGN CHAIRMAN	CAMPAIGN TOTAL
1980	Katherine H. Campbell	Revere H. Ferris	\$1,161,000
1981	Katherine H. Campbell	Harold Leever	\$1,303,000
1982	Garret W. Post	Christopher Buckley	\$1,368,000
1983	Garret W. Post	Joseph Carlson II	\$1,506,000
1984	John F. Burbank	Jaci Carroll	\$1,751,000
1985	John F. Burbank	John J. Moran	\$1,881,000
1986	Donald Liebeskind	John P. Burke	\$1,907,000
1987	Donald Liebeskind	James C. Smith	\$2,315,000
1988	Robert T. Kenney	Walter A. Morrissey	\$2,525,000
1989	Robert T. Kenney	Norman Drubner	\$2,804,000

Involvement with the United Way is part of our company's DNA and my life. My mother, Jaci Carroll, was the United Way's biggest cheerleader and the first woman to chair the annual campaign in 1984. She was fond of saying to her colleagues 'If you want to do business in this town, you need to be a member of the Chamber of Commerce and you need to donate to United Way!'

– Katherine Hanratty



1990s – RECESSION AND RECOVERY



In the 50th Anniversary Annual Report of 1992, special recognition was given for Frederic R. Kellogg's dedication and commitment to enriching the quality of life for all people in his community. The Board of Directors approved the establishment

of the Frederic R. Kellogg Scholarship Awards. In 1993, another annual award was renamed The Frederic and Lucy Kellogg Award in honor and recognition of their lifetime commitment and dedication to Greater Waterbury. This award is presented annually to an individual or institution exemplifying the Kelloggs' sense of community responsibility, social awareness and who embodies United Way's vision of a caring community.

The annual campaign at United Way in 1992 plummeted 17.5% to \$2.0 million compared to \$2.8 million in 1989; contributing factors included a new state income tax, the downsizing of many major corporations and a 10% unemployment rate. United Way of America stated that 1992 was the worst fundraising year since WWII. United Way also had difficulty in recruiting loaned executives due to the economic climate; companies were downsizing and reducing the availability of workers to participate in volunteer activities.



This June 13, 1993 photo featured Harold Leever, James C. Smith, Timothy Grimes, and William J. Pape II from the United Way advisory board disclosing that Waterbury's per capita giving of \$30.63 during the 1992-1993 campaign was half the size of Hartford, Danbury and Bridgeport. As a catalyst once again, Harold Leever volunteered to be the 1993 campaign chair for his third time to meet the organization's financial challenges (previous years being 1959 and 1981).

Leever's dynamic leadership proved beneficial; the 1993-1994 campaign results exceeded the previous years' tally for the first time since 1989-1990. In addition to the campaign's success, Leever announced that his son Daniel Leever would spearhead the 1994-1995 campaign. The Leevers' legacy continued to excel, providing an increase of \$200,000 or 9%. The highlight of this campaign was a downtown Waterbury bed race with 11 competing/participating companies, including Bank of Boston, C L & P, Webster Bank, VNA Healthcare, Yankee Gas, Naugatuck Valley Technical College, Centerbank, Costco, MacDermid, Inc., Wesson and the YWCA Peer Educators. United Way moved its offices from Russell Place in 1994 to Bank of Boston Connecticut adjacent to the Waterbury Green. Bank of Boston announced it was donating its space, which would save United Way approximately \$50,000 per year.

A new giving program of \$10,000 or more was introduced and named "Alexis de Tocqueville Society" which was created in Nashville, Tennessee during 1981 and became prominent on a national basis.

An After-School Mapping Study in 1998 was initiated as well as a special collaborative project called YouthNET with the Waterbury Foundation and Leever Foundation

to provide funding of afternoon and weekend programs for middle school students in inner city Waterbury neighborhoods (youth ages 11-14).

Also, during the last month in 1999, while searching for a new President/CPO, the Board of Directors established a permanent endowment fund at the Waterbury Foundation. Thomas Hessman, United Way Chairman of the Board, said that "United Way is pleased to broaden its fundraising capability to enhance its present and future ability to help local residents in need with an endowment fund at the Waterbury Foundation."

In addition to the Frederic and Lucy Kellogg Award, other significant awards were established in the 1990s:

- The Community Volunteer of the Year Award is presented annually to an individual who has demonstrated outstanding commitment and volunteer service to the Greater Waterbury community
- The Organized Labor/Community Service Award is presented annually to an individual who is dedicated to the labor movement and who has demonstrated outstanding support of the community through volunteer service
- The Spirit of Excellence Award is presented annually to a company that runs a well-organized, effective campaign that leaves a positive legacy for coming years

YEAR	CHAIRMAN OF BOARD	CAMPAIGN CHAIRMAN	CAMPAIGN TOTAL
1990	Robert E. Beaudoin	Art LoVetere	\$2,718,000
1991	Robert E. Beaudoin	John Burns	\$2,471,000
1992	Timothy W. Grimes	Timothy W. Grimes	\$2,050,000
1993	Timothy W. Grimes	Harold Leever	\$2,200,000
1994	Garret W. Post	Daniel Leever	\$2,400,000
1995	John Brennan	Bruce E. Losty	\$2,510,000
1996	John Brennan	Oz Griebel	\$2,550,000
1997	Peg Lawlor	Tom Brayton, Sr.	\$2,660,000
1998	Peg Lawlor	John Michaels	\$2,900,000
1999	Thomas Hessman	S. Marguerite Waite	\$3,055,000

COMMUNITY VOLUNTEER OF THE YEAR AWARD

- 2015-2016 Stephanie E. Cummings, Esq.
- 2014-2015 Volunteers of the Waterbury Ten Year Plan to End Homelessness
- 2013-2014 Clifford Walker
- 2012-2013 Dolton James, Ph.D.
- 2011-2012 John A. Zinno, Jr.
- 2010-2011 Frank Scinto
- 2009-2010 Joyce S. DeCesare, LPC
- 2008-2009 Paul Tornaquindici
- 2007-2008 Louise Allen Brown
- 2006-2007 Donald Liebeskind
- 2005-2006 Jonathan Kellogg
- 2004-2005 Ramona Pacheco
- 2003-2004 Kathleen McNamara
- 2002-2003 William T. Meo
- 2001-2002 Sybil Smith
- 2000-2001 Lillian Brown
- 1999-2000 Margaret Goldberg
- 1998-1999 Myrtle L. Greene
- 1997-1998 George Platt
- 1996-1997 Sandra M. Vigliotti
- 1995-1996 Hector Velez
- 1994-1995 Patricia McKinley
- 1993-1994 Eleanor Mercer Carr
- 1992-1993 Isabel Romero
- 1991-1992 Marcella Pape

ORGANIZED LABOR/UNITED WAY COMMUNITY SERVICE AWARD

- 2015-2016 Kathleen LeBlanc
- 2014-2015 Patrick Maloney, Jr.
- 2013-2014 Kimberly Keane
- 2012-2013 David Bakewell
- 2011-2012 Steven Schrag
- 2010-2011 Thomas Carusello
- 2009-2010 Kit Salazar-Smith
- 2008-2009 Fernando Ramirez
- 2007-2008 Keri Hoehne
- 2006-2007 Len Yannielli
- 2005-2006 Steven Schrag
- 2004-2005 Ray Soucy
- 2003-2004 William D. Hogg
- 2002-2003 Shirley Nwachukmu
- 2001-2002 Jack Cronan
- 2000-2001 Michael Vernovai
- 1999-2000 Ronald Napoli
- 1998-1999 J. Steve Moran, Jr.
- 1997-1998 John Shove
- 1996-1997 Renato E. Ricciuti
- 1995-1996 David Bakewell

FREDERIC AND LUCY KELLOGG AWARD

- 2015-2016 M. Catherine Smith
- 2014-2015 Dan Leever
- 2013-2014 Timothy W. Grimes
- 2012-2013 Nancy Becker
- 2011-2012 Richard Dumont
- 2010-2011 Andrew Skipp
- 2009-2010 The Leever Foundation
- 2008-2009 Frederick Luedke
- 2007-2008 Burton Albert
- 2006-2007 Dr. John Tobin, DMan, MPH
- 2005-2006 William Morris
- 2003-2004 William J. Pape II
- 2002-2003 Charles T. Kellogg
- 2001-2002 Joel Becker
- 2000-2001 Sister Marguerite Waite
- 1999-2000 Robert W. Wesson
- 1998-1999 Elizabeth Copenhaver Smith
- 1997-1998 Timothy R. Carmody, Esq.
- 1996-1997 Bruce E. Losty

- 1995-1996 Sr. Margaret Rosita Kenny, C.S.J.
- 1994-1995 Lucy T. Kellogg
- 1993-1994 Harold Leever
- 1993-1994 Centerbank (Benefactor's Award)
- 1992-1993 Jaci Carroll
- 1992-1993 John Burbank (Benefactor's Award)
- 1991-1992 James C. Smith (Benefactor's Award)
- 1991-1992 Morris Stein (Benefactor's Award)
- 1990-1991 Jaci Carroll (Citizen of the Year Award)
- 1989-1990 John P. Burke (Citizen of the Year Award)
- 1988-1989 Harold Leever (Citizen of the Year Award)
- 1987-1988 William J. Pape II (Citizen of the Year Award)

SPIRIT OF EXCELLENCE AWARD

- 2015-2016 Hubbard-Hall Inc. Noujaim Tool Co., Inc.
- 2014-2015 Marion Manufacturing Waterbury Hospital
- 2013-2014 WORX Thomaston Savings Bank Post University Timex Group USA, Inc.
- 2012-2013 Crystal Rock Webster Bank
- 2010-2011 Albert Bros., Inc. Chemtura Corporation
- 2009-2010 The Platt Brothers & Company Wolcott Public School System
- 2008-2009 Waterbury Companies, Inc.
- 2007-2008 Saint Mary's Health System
- 2006-2007 Hubbard-Hall, Inc.
- 2005-2006 Illinois Tool Works, Inc.
- 2004-2005 Webster Bank
- 2003-2004 Carpin Manufacturing, Inc.
- 2002-2003 NEOPERL, Inc.
- 2001-2002 Crompton Corporation
- 2000-2001 Federated Logistics-Cheshire Direct Torrington Supply Company, Inc.
- 1999-2000 Eyelet Crafters, Inc.
- 1998-1999 Carmody & Torrance, LLP Torrington Supply Company, Inc.
- 1997-1998 Republican-American
- 1996-1997 MacDermid, Inc.
- 1995-1996 United Parcel Services
- 1994-1995 Uniroyal Chemical Company Webster Bank



2000 – 2017 VISION WITH ITS COMMUNITY IMPACT

2000s



In March 2000, United Way announced that Kristen Jacoby had accepted the position of President and Chief Professional Officer after a six-month search and more than 100 applications received/reviewed; she succeeded Roger A. Milici, Jr.

Jacoby's initial year as President/CPO had multiple challenges, including the replacement of 3 key employees, the establishment of a new Legacy Planned Giving Committee, an immediate loss of \$200,000 in campaign funds due to a poor economic climate and the 9/11 tragedy. She plunged immediately into her daily duties and responsibilities as well as her community outreach.

United Way's response to the September 11, 2001 tragedy was immediate, coordinated and committed to lead the 10 towns with its organizations through the recovery and rebuilding process as well as convening its member agencies to discuss a community response plan and ensuing community needs:

- United Way's 2-1-1 was identified as the central access point for community information. 2-1-1 is a 24 hours, 7-day a week, multi-lingual, informational/referral line, toll free of charge with crisis intervention.
- The public was reassured that there were many community services available in the area ranging from health services to family support to elderly and children/youth services with communication assistance from the Republican-American newspaper
- An October 11, 2001 community vigil from 7-8 p.m. in Waterbury's Library Park was held with opening remarks by Kristen Jacoby and Eric Wexler, United Way Board Chair, welcoming all 10 city/town officials 'Mayors/First Selectmen', with participation from the Boy Scouts, Girl Scouts, Fire/Police, and Council of Churches, with a moment of silence and James C. Smith as the community speaker.
- The September 11th Fund was established by the United Way of America and a N. Y. Community Foundation to mobilize financial resources to respond to the immediate and longer-term needs of the victims, their families and communities affected by the September 11th tragedy. United Way became the central point for donations in its community.

As the twentieth century was drawing to a close, United Way had planted its footprints firmly along the 10-town area. The constant monitoring and assessment of the community's needs, alliances with local governments and charitable foundations and strategic planning provided the basis for its future.

Fund-raising initiatives, collaborative efforts and related annual award recognition programs had been developed and sustained. Over United Way's first 58 years, \$72 million of accumulated donations were used to fund important charitable programs. Most importantly, the various nonprofit programs for local health and human service needs were shaped to conform with the community's growth and shifting demographics over this time frame.

During 2002, in response to an increased need for emergency food, United Way convened local food pantries and soup kitchens to establish the Emergency Food Resource Committee. The goal of the committee was to coordinate efforts to leverage resources and ultimately improve the emergency food system. In addition, a Fund was created to supplement local pantries and soup kitchens when insufficient resources would lead them to turn away individuals or families.

The 'great recession' began during fiscal year 2008/2009 and created grave concerns; when the campaign raised 91% of its goal, United Way's partner agencies received 10% less in funding. The Finance Committee recommended a 2009 salary freeze for United Way staff, a mandatory furlough from June 29 to July 3, and a voluntary furlough for 3-5 days past January 1, 2009. Nancy Becker, Chair of the Board of Directors, reported that "many companies were laying off, downsizing or closing their doors." United Way and the Connecticut Community Foundation announced on March 20, 2009 the launch of Helping Neighbors Now, a joint initiative to provide immediate and emergency financial assistance to residents in Greater Waterbury due to the current economic crisis.



CHAIRMEN OF THE 2000'S

YEAR	CHAIRMAN OF BOARD	CAMPAIGN CHAIRMAN	CAMPAIGN TOTAL
2000	Thomas Hessman	Nancy & Joel Becker	\$3,180,000
2001	Thomas Hessman	Selim Noujaim/ Roland Martel	\$3,045,000
2002	Erik G. Wexler	Sandra V. Senich	\$3,126,000
2003	J. Steve Moran, Jr	Kathie Hanratty/ Karen Pollard	\$3,166,000
2004	J. Steve Moran, Jr	Andrew Skipp	\$3,320,000
2005	Sam S. F. Caligiuri	John Tobin	\$3,604,000
2006	Sam S. F. Caligiuri	Frederick L. Luedke	\$3,649,000
2007	Sam S. F. Caligiuri	Robert P. Ritz	\$3,658,000
2008	Nancy S. Becker	Joe McGrath	\$3,556,000
2009	Nancy S. Becker	Timothy Bergstrom	\$3,303,000
2010	Chad Wable, FACHE	Peter K. Baker/ Joe Gugliotti	\$3,433,000
2011	Chad Wable, FACHE	Dr. Peter Jacoby/ Paul J. Largay	\$3,438,000
2012	Sandra V. Senich	John A. Zinno, Jr.	\$3,451,000
2013	Sandra V. Senich	Ms. Mary Rosengrant- Chiappalone	\$3,559,000
2014	Sandra V. Senich	George A. and Stacy LaCapra	\$3,720,000
2015	Joe Gugliotti	George J. Strobel, Jr.	\$3,523,000
2016	Joe Gugliotti	Frank Monteiro/ Mike Goralski	\$4,334,000



My family goes all the way back 75 years with United Way. In fact, my Uncle 'Fran' was the first Campaign Chair. United Way is our primary philanthropy and our Webster bankers have stepped up to give a hand up since its beginning. We believe that United Way is the most efficient and effective way to provide a safety net of human services for people in need and to ensure that everyone in the community has the opportunity to live with dignity and pursue their dreams.

– Jim Smith





\$300,000 was raised through the initiative with 100% of donations supporting individuals and families in need.

After the 2007 Needs Assessment review, the Board of Directors went through a transformational planning process. The planning process included dozens of volunteers donating more than 10,000 hours to identify the vision and outcomes needed to impact the most pressing issues in our community. The strategic approach focuses on vital building blocks for a good life: Education, Financial Stability and Basic Needs.

The transformational process included reorganization of the volunteer structure, including the development of Community Impact Councils and a Community Impact Cabinet. The Community Impact volunteers provide oversight and monitor progress towards the outcomes. The new community impact framework included opportunities to fund not only programs, but strategic initiatives representing a diverse group of stakeholders.

To align itself with the community's changing environment, United Way sought to address community needs and root causes. This transformation primarily changed the organization from a fundraising and allocations model to an organization achieving significant community impact through community collaboration and resource development. This transformation was critical to ensure that United Way could fulfill its promise to all donors and the community and serve its goals of improving lives, motivating others to help, increasing resources to meet community needs, and inspiring solutions to community problems. The operating policy for United Way maintained that funding would be based upon our partners' performance with a formal review at 6 and 12 months.

This impact process has resulted in the development of integrated solutions not only improving outcomes for citizens but engaging local business, government and non-profit leaders to simultaneously work together on shared community goals. United Way has democratized philanthropy by engaging all donors and volunteers

under a powerful brand, both locally and nationally. The great recession aftermath persisted through 2013 and continued to negatively impact campaign results. United Way, with a new strategic plan realized that additional financial resources were necessary to fulfill its obligations. Despite these challenges, United Way increased its overall campaign proceeds in 2013 and 2014 over the four previous years while maintaining its 9% overhead ratio versus the 14% average ratio of United Way's worldwide.

United Way created a message brand named we LIVE UNITED; updated in 2015, it now reads Great things happen when We LIVE UNITED. Social media, specifically LinkedIn, Facebook, YouTube, Twitter and Instagram were added to supplement traditional media partners such as newspapers and radio. When United Way tweets, posts, etc., the local media picks up its story/news and retweets and posts. The increased use of video has assisted with messages and telling stories.

United Way moved its office in January 2013 to the second floor of TORRCO headquarters on 100 North Elm Street, Waterbury. The move was conducted without using donor dollars due to the great support of community stakeholders. The United Way board of directors wanted a safe, welcoming physical environment that was accessible to the public, practical and expressive of the organization's mission.

United Way was instrumental in the development of multiple community collaboratives around the areas of homelessness, child development, family support, food insecurity and access to health services ensuring United Way addresses the most immediate needs while preventing problems from happening in the first place.

In March of 2015, the United Way of Greater Waterbury Emerging Leaders initiative was launched. Emerging Leaders are a group of young professionals under 40 who aspire to make our community better through philanthropy, volunteerism and advocacy. Their mission is to make a positive and lasting impact by helping those in need throughout our community, and participating in activities to shape a brighter future for us all.

In fall of 2016, the United Way Board launched a 75th anniversary celebration to mark the historic milestone that would continue throughout 2017. The year-long celebration included:

- A record breaking \$4,334,000 campaign
- A gala event on May 3rd, attended by over 600 supporters
- The largest Day of Action ever on June 21st, engaging over 500 volunteers and supporters

- A partner appreciation reception held at the Mattatuck Museum on July 19th
- The return of the United Way Bed Races on October 14th
- Dozens of video interviews with stakeholders
- The creation of this in-depth 75 Years of Community Impact retrospective

AFTERWORD – THE NEXT 25 YEARS

The history of United Way reflects a continual spirit of leadership and ability to align with a challenging environment. The organization's assessment of its community needs and execution of its strategic plan have been the catalyst for success.

The Strategic Plan

- Forces a look into its future and therefore provides an opportunity to influence the future and assume a proactive posture.
- Helps define the overall mission of the organization and focuses on its objectives
- Provides a sense of direction, continuity and effective staffing and leadership.
- 'Plugs' everyone into the system and provides standards of accountability for people, programs and allocated resources.

The new strategic plan also defines and embraces the following components:

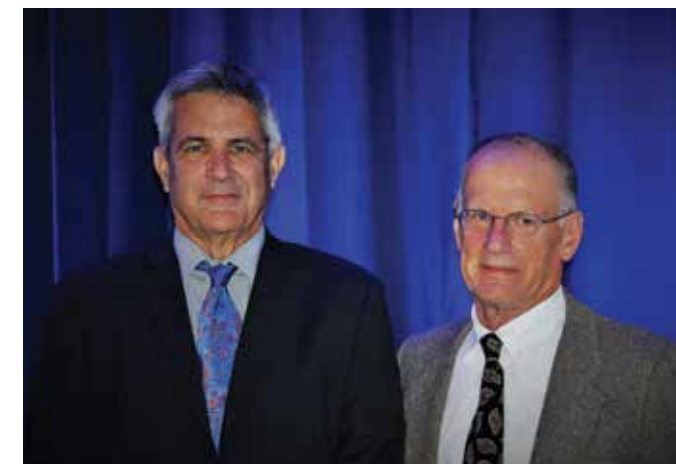
Mission

We mobilize financial and volunteer resources and convene partners to address the needs of our community and to invest in approaches that measurably improve the community conditions for all.

Vision for Our Community

We envision a community in which people achieve their potential because basic needs are met, quality education is accessible and financial sustainability is achieved.

This mission and vision will continue to guide the organization through the next 25 years.



Charles A. Monagan / Christopher A. Brooks



We were inspired by our fathers John S. Monagan and Les Brooks who volunteered at United Way 60 years ago during the 1950's.

– Charles A. Monagan / Christopher A. Brooks



Emerging Leaders Group from 75th Anniversary Dinner



Watch Video Interviews Reflecting on 75 Years on our YouTube Channel.