

LANCASTER DAY CARE CENTER  
(*alias* 'LANCASTER DAY NURSERY')  
HISTORY

This history has been compiled in chronological form, for simplification. It takes note of the highlights in the progress of the Nursery. Details of the "inside story" can be found in the annual reports of the Executive Director and the Presidents, which are filed in the office, and in the Minutes of the Board.

- 1915 The Day Nursery opened in January 1915 in two rooms rented from the Community Service Association for \$14 per month at 206 E. King St., with a matron and a group of volunteers. For the 9 month period ending September 1915 children in attendance numbered 12, expenses were \$812 with \$.05 a day by mothers, and the balance by Community Service and contributions. Late in 1915, Community Service moved to 224 W. Chestnut St., the Nursery moved with them, and the Humane Society began to help meet expenses.
- 1916 The Humane Society withdrew its support, as not being a proper function of their group, and management and financial support was left with the Community Service Association. The budget was then \$1200.
- 1917 To assist in its own support, the Nursery Committee put on a membership campaign. The Annual Report of October 1917 showed 319 members, expenses as \$1294 and an average daily attendance of 12 children.
- 1918 A benefit card party raised \$525 for the Nursery in February. In September 1918 the influenza epidemic closed the Nursery by order of the Board of Health. Community Service opened its rooms as a temporary shelter for 35 children and for three weeks the Day Nursery Committee, Community Service and Red Cross provided care, food and shelter, the work largely carried on by volunteers.
- 1919 In January, Mrs. G. I. Browne, president of the Nursery Committee, left Lancaster, and Mrs. J. Laird Brown became President with a greatly enlarged committee, including Mrs. Charles G. Baker, Treasurer, Mrs. A. J. Steinman, Mrs. J. A. Maxwell, Mrs. Robert Grant, Mrs. P. Harry Wohlsen, Mrs. R. B. Todd, Mrs. J. T. McGovern, Mrs. Charles E. Long, Mrs. B. Frank Witmer, Miss Mary Reilly.
- 1920-
- 1925 During these 5 years, Nursery service increased, the budget increased to \$2169 per year, Mrs. Mary Brenberger became Matron, and the Nursery became independent by raising its money with benefits. In 1922 the Nursery was accepted as an agency of the Welfare Federation. In 1923 financial support from the Federation became a reality and for the next 15 years the budget averaged \$2500 to \$3200 per year.

- 1932 Community Service was expanding and the Nursery space was needed, so plans were made to place the children in private homes temporarily, Mrs. Brenberger had retired as Matron, leaving the supervisor position open. Six children were placed in the care of Mr. & Mrs. Charles DeVerter at 30 E. Farnum St. It proved so satisfactory the entire Nursery moved in, providing care for 20 to 27 children.
- 1937 The Nursery moved to 34 E. Farnum St., renting the house from Mrs. R. B. Todd. It automatically provided more Nursery space and apartment space for the DeVerters. It was in November 1937 that Mrs. B. Frank Witmer was elected President.
- 1939 The Day Nursery incorporated in March 1939, and also arranged to purchase 144 S. Queen Street from the Community Service Association, which moved to larger quarters. The price was \$3500 and a loan of \$3000 was obtained from the Industrial Building & Loan Company on March 1, 1939 the Nursery took possession. At that time, the average daily enrollment was about 25 children. Mrs. DeVerter resigned as Matron in 1939 after the death of her husband and Mr. and Mrs. Richard Hebbe and Mrs. Elsie Warfel took over their duties. At this time, the Board of Directors was increased from 11 members to 14 with Mrs. Witmer still President, Mrs. Charles G. Baker, Vice President, Mrs. Donald J. Brown, Secretary, and Mrs. Henry A. Rohrer, Treasurer.
- 1941-
- 1945 This period covered the war. Attendance and the Nursery fluctuated but gradually a small, but steady increase in enrollment was apparent. It was the beginning of the Government Milk Program; the Council of Defense Nurseries contributed \$210 toward paving half of the yard; the Needlework Guild made continual and generous contributions of linen and clothing.
- 1948 Trained teachers were hired and it was determined by the Board that the enrollment, which had been increasing 50-60, would have to be limited because of budget cuts from the Community Chest.
- 1949 Mothers' dues were raised; insurance increased; the garage was removed from the property, giving added play space.
- 1950 The basement was "rehabilitated", additional lavatories were installed, and yard was paved and fenced to the Beaver Street boundary. A part-time bookkeeper was hired to assist the Treasurer.
- 1951-
- 1955 In January 1951 the staff became part of the Social Security System. This was also the year of "Surveying the Future" for the Nursery. It was a time of consulting with local agencies and the Child Welfare League for direction in properly discharging the Nursery's responsibilities to the children in its care. Goals for the future were established. An Executive Director was part of this goal.

The fee scale was raised to \$8.00 per week in January, and in May to \$8.75 - the changes

accepted by the parents after consultations with Miss Mohler. A new record system was set up. Board By-laws were revised to make board positions less burdensome.

In 1952, Miss Virginia A. Lavell was hired as Executive Director. A rotating board was established, and standing rules written for each office and committee.

In January 1953, the fee scale was increased 20%, for a top of \$10.50 weekly and a minimum of \$1.00. In October 1953, half of the daily fee was charged for days missed. This year initiated the transfer of intake interviews with prospective parents from Family & Children's Services to the Nursery Director. New direction was given to the entire program of caring for the 40-50 children enrolled, both in the realm of emotional and social development, as well as an active recreational program. At the end of 1953, Miss Lavell resigned and Mrs. Lila May Groff took over as Director.

In 1954, the first year of Mrs. Groff's management, there were 62 children enrolled. Miss Cawood came on the staff.

In 1955, the retirement plan for all Community Chest employees went into effect on December 1st.

- 1955 Enrollment was now consistently around 60 to 65 children. Mothers' fees were raised to top of \$12.50 per week, with the minimum still \$1.00.
- 1958 Need for more space became a constant gnawing fact. This year also brought us under the "Public Eating and Drinking Establishment" division of the Health Board and a \$5.00 food license and \$3.00 milk license became necessary.
- 1959 The Department of Labor and Industry's minimum standards for buildings used with children found our second floor inadequate.
- 1960 With a loan from Community Chest and funds from our own "Rose Witmer Fund" we renovated the second floor, completing it by June 1960. In order to comply with Department standards, the average enrollment of children had to be kept at 46.
- 1961-
- 1965 These were fairly steady years, with few milestones to be noted. In 1962, an agreement was made with St. Joseph's Hospital for student nurse observation with 40 cents per meal per student included. It was also in 1962 that psychology students from Millersville State College started to observe.

In 1964, new and more rigid regulations were proposed by the Department of Welfare, and a request came from the Bureau of Children's Services for day care. When the Department of Welfare did not press for the new regulations, the Nursery temporarily shelved an approach to Community Chest Planning Committee.

1965 This was the Nursery's 50th Anniversary Year. Expansion was sorely needed. Enrollment of 45 children did not cover the community need for day care.

1966 The building at 150 S. Queen St. went on the market and Nursery Officers approached Community Chest about buying it and approval was immediately given. Purchase price was \$17,000 and remodeling costs were \$48,176. The Nursery moved into the new building November 5, 1966, and the expanded area now permitted day care to be given to 90 children. An additional requirement called for a caseworker to be added to the staff with the additional teachers.

This year also brought a request from the Community Action Program to sponsor a Day Care Center in the Southeast area of the City with poverty funds from the Government. A budget of \$180,000 was submitted to Washington.

In addition, the Nursery absorbed the children from the Mennonite sponsored Center at Crispus Attucks when it was closed due to lack of funds. Trinity Lutheran Church facilities were used and the Bureau of Children's Services purchased care for these children until the new Nursery building was ready.

1967 The top Nursery fee was raised to \$14.00 minimum still \$1.00. The Government granted \$145,000 during the summer for a 9 month pilot project for Day Care Centers.

1968 The playground park area became a reality for Day Nursery children through the generosity of the Green Acres Garden Club and the professional planning and labor of Erb Bros.

At the November Board meeting it was unanimously approved that the Lancaster Day Nursery continue on as delegate agency for the Full Year Full Day Head Start Program.

As of December 1, 1968, the Day Nursery fee was raised \$1.50 per week. Top paying parents would now pay \$17.50 per week. Effective also at this time was an increase in the minimum charge to \$2.00.

1969 Much time and effort has been given this year to locating new headquarters for the Head Start program. Staff members met with representatives of the Model Cities Program for discussion of a multipurpose public service building to meet the needs of the community.

On November 1, 1969, Full Day Full Year Head Start moved into their new headquarters at 300 W. Chestnut Street. Rental was \$125.00 per month. This included electricity and heat.

An administrative assistant was added to the staff of Head Start. CAP was no longer the major governing body for Head Start. Lancaster Day Nursery assumed this responsibility.

The Special Food Service Program went into effect this year for the Lancaster Day Nursery. This nursery was reimbursed \$.30 per child per lunch and \$.10 for each snack served individually.

The Policy Committee worked many hours updating Personnel Policies using criteria from other established day care centers.

- 1970 In March, 1970, a contract was renewed for the purchase of care from the Bureau of Children's Services. This provided \$10,000 in day care service from July, 1970 - June, 1971, for about 15 children for 50 weeks.

The Day Nursing began participating in a food processing program under the Department of Property & Supplies in which a discount was given on the purchase of certain baked goods (through Gunzenhauser Bakery).

The 4-C's Program began making plans in Lancaster with Mrs. Groff serving as the Lancaster Day Nursery's official representative in an advisory capacity.

A color TV set was given to the Nursery by RCA and cable TV was installed.

The Nursery continues serving as Delegate Agency for Full Year Full Day Head Start Program.

The Nursery served an average of 80 children each month in two buildings with a budget of about \$72,000.

- 1971 In January, 1971, an important decision was made concerning Head Start. It was decided to terminate the Nursery's obligation as Delegate Agency at the completion of the contract with CAP on April 30, 1971. The Lancaster Day Nursery Head Start Committee was also dissolved.

Through Board member Mrs. Ament, the Blind Association conducted preschool eye exams at the Nursery.

The children tested glass-topped bottles for Kerr Glass Co. to determine whether the bottles were "child-proof". The Nursery was paid \$20.00 for the test.

Major roof repairs were completed on buildings 144 and 150. Other minor repairs were also finished.

Several thefts occurred at the Nursery in 1971, including a TV set, payroll, surplus meat and canned goods. Hoping to remedy the situation, the locks on the doors were changed and a new maintenance man was hired.

1971 The Bureau of Children's Services continued to purchase day care for \$10,000.

The 4-C's Program was underway. In December the Nursery's top fee was raised from \$18.50 to \$21.00 per week, Nursery cost.

1972 The Lancaster Day Nursery continued to get many physical improvements, i.e. new furnace motor, sprinkler system installed, new curtains, painting of the bricks, bathroom improvements, new ceiling tile in Mrs. Goff's office, wood paneling.  
The children continued testing bottle caps to determine whether they were "child-proof".

The Hearing Conservation Center and the Blind Association each gave tests to the preschool children.

As gifts, the Nursery received a TV set and a typewriter.

Parents' Night was held with speaker, Martin Bernstein, former consultant to Mental Health and Retardation Preschool Programs, as the speaker. A Policy Advisory Committee was formed with members consisting of one Nursery board member, two parent representatives, one alternative parent representative, and community representative.

1973-

1974 In the spring of 1973 it was announced that the Riegart School would be torn down and school-age children attending the Nursery would have to attend Price School. The distance involved in transporting the children to and from the new school presented too many problems for the Nursery, and it was finally decided in September to discontinue enrollment of school-age children. Requests to Dr. Glass to have the children attend Higby School were turned down.

A group of seventeen parents participated in another work day at the Nursery. They assembled new cots, painted, repaired toys, etc.

Mr. William Sponsler was elected the first man on the board of the Nursery, and he soon became our chief "maintenance Engineer".

Mrs. Best, a field representative from the Children and Youth Department of the Department of Welfare, visited the Nursery, and her evaluation described our facility as "very good".

The Board made modest improvements on the playground, Mrs. Dagle's office, and some rooms of the Nursery.

1975 The woodwork in eight rooms was painted, and McCaskey students painted the Seven Dwarfs in the hallway and staircase.

Article IV, Section 5, of the By-Laws was changed to read: "Any vacancy on the Board may be filled by a special election of the Board, after names of candidates have been presented by the Nominating Committee one month prior to the voting. Such newly elected Board members shall take office immediately and shall serve for three years from the beginning of the next successive fiscal year, and may be re-elected for a succeeding three-year term".

A mini-bus from Head Start is used to transport kindergarten children to Price and Hamilton Schools at no cost to the Nursery.

The middle classroom was paneled.

1976 Mrs. Dan Dagle, "Phil", retired as Executive Director of the Nursery after serving twenty-three years. A luncheon was held at the Lancaster Country Club in her honor. Mrs. Gerald Fox, "Betty", was named to replace Mrs. Dagle.

Buckwalter Construction Company and Lancaster Valite repaired the playground surface free of charge.

After a vote of the Board members, the top fee for the Nursery was set at \$27.00.

In regard to the Policy Advisory Committee the By-Laws will be changed from two parents and one alternate to four parents.

The Nursery received no more surplus food from the government but received \$.11 more per lunch per child.

The Toy and Board Fund was changed to Board Fund.

1977 The salaries of the staff at the Nursery were raised 6%.

Publicity brochures were distributed to industries, hospitals, etc.

The State Department of Education Child Care Food Program sent a check for \$1,800. (No strings attached.) This money was used for new flooring.

Plans were made for resurfacing playground.

New shades were purchased and hung from the front room windows, and all the woodwork on the outside of the building was painted.

1978 To celebrate the Week of the Young Child, an open house was held at the Nursery on April 6th.

There was a break-in at the Nursery in April.

Consideration of the possibility of a kindergarten at the Nursery was given this year, but no firm decision was reached.

A red maple tree was purchased and planted as a memorial to Phil Dagle.

The basement was thoroughly cleaned by the Board. Other improvements made in the buildings were new flooring in the basement bathroom, roof repairs, the kitchen and hall painted, and for the playground, there was a gift of decorative characters.

The top fee for children was raised to \$32.00 per week effective December 1, 1976.

Betty Fox resigned and was entertained at a luncheon at the Lancaster Country Club in appreciation of her work. A new director was hired, effective December 1, 1978.

- 1979 Our new Executive Director, Sally Addicott, assumed her duties in January 1979. Sally was well-qualified and proved her skills and abilities by making the transition a smooth and successful one.

This was the first year for our participation in the Foster Grandparent program through the Office of Aging. What a great idea and a benefit to all concerned!

The Board redecorated the staff room this year, and other maintenance projects included painting, new flooring, a new freezer, and other emergency "fix-it" repairs.

The United Way loan for the 150 building was paid in full as of November 30, 1979.

Mary Simpson gave a profound and moving farewell speech as she ended her year as President of the Board. It was a good and profitable year, and we ended our fiscal year with approximately \$2,500 of our United Way allocation still on the books.

- 1980 This was the year of our 65th Anniversary and it was celebrated with many activities, including an Open House in April.

During the summer, the kitchen was completely renovated. The building has a new look with exterior painting, including the fire escapes. The playground had \$1,000 worth of new equipment donated by the Kiwanis Club.

In August, we received a 34% decrease in funding from the Children and Youth Agency. Outside funding was actively pursued and attendance fees were raised.

A program was adopted whereby employees can place a part of their income into the HEW deferred annuity program.

In September, the Board and Staff participated in a seminar to plan the direction of the Nursery.

- 1981 The name of the agency was changed from the Lancaster Day Nursery to the Lancaster Day Care Center, in order to better describe the service rendered.

The financial foundation of the Center was badly shaken when, as a result of the capping of state funds for children and youth, the Lancaster County Children and Youth Agency canceled a \$19,000 contract for the purchase of day care services. Emergency fund-raising efforts resulted in a \$10,000 grant from the Lancaster County Foundation, and a like amount from the City of Lancaster Community Development Block Grant. Other fund-raising activities included our first Sustaining Membership Drive, which brought in \$2,105, and a fashion show to benefit the Day Care Center, put on by former client. Fees were also raised, in an attempt to make up for lost revenue. Unfortunately, some parents withdrew their children and enrollment slumped. The decision to admit two-and-a-half-year-olds who were toilet trained helped make up the difference.

Despite the financial setback, numerous maintenance jobs were done, chief among them the painting of the entire interior and rear exterior. New flooring was installed in two rooms, courtesy of Armstrong World Industries.

- 1982 In response to the decreased enrollment of 1981, brought about by increased fees and the unemployment of many parents (due to the general economic slump), the United Way reduced the Center's allocation. Again the Board swung into action, capturing a grant from the Steinman Foundation, holding an auction to benefit the Center, and selling citrus fruit. The Sustaining Membership Drive brought in \$3,535. Parents also pitched in, holding a yard sale over the summer.

The fee schedule was revised, with the minimum weekly fee set at \$17 and the maximum at \$45.

Public relations activities were stepped up to reflect an agency goal of increasing public awareness of the Center.

- 1983 After the financially difficult years of 1981 and 1982, the economic picture of the Day Care Center improved substantially. The United Way allocation was restored to its previous level, we became subcontractors for state Title XX funds for day care, and the Board engaged in a number of fund-raising activities. Among these were a Sustaining Membership Drive, and auction which raised \$4,361, and the sale of a pen and ink sketch and note cards. In addition, the Parents' Advisory Committee again held a yard sale, past Board members sponsored a bridge party, and First Presbyterian Church offered to donate some of their proceeds from Town Fair to the Center.

The United Way evaluated the Day Care Center, and submitted a favorable report. As a result of one of the recommendations from the evaluation team, a Program Committee was formed to establish a written curriculum to be used as a guideline for the caregiving staff.

Research into the feasibility of the new site (perhaps a satellite center) and offering infant and toddler care was begun.

The average enrollment for 1983 was 66 children, up from 44 in 1982. Because of the interest and the coming retirement of the cook, an assistant cook was hired.

The Board approved the establishment of a maintenance reserve fund to take care of emergency situation.

An upgraded telephone system was installed. Many maintenance chores were undertaken, among them fumigation for termites and caulking and painting of the north wall of 150. A longstanding sink hole problem in the playground was found to be caused by a broken sewer pipe, and was permanently repaired.

For the first time ever, the Center did not shut down for two weeks in the summer.

1984 Improvements to our two buildings included a new refrigerator, sealing brick walls, exterior painting, storm windows and fumigating for termites. The curriculum planning guide for the teachers was updated. New playground equipment was added through money in the Florence McCray Memorial Fund.

1985 Staff of 10 women as supervisors, aides and cooks plus a director and administrative assistant took care of a daily average of 65 children. More exterior painting was done, new doors installed in the breeze way, all water pipes were replaced and fans were installed in the kitchen and front office. We were featured in a TV public service spot during the United Way Campaign.

1986 Our staff is now 14. Again the average daily attendance was 65 children. We were featured on a slide show developed for the United Way. In October, we served as host for a Chamber of Commerce Mixer. The entire interior of the building was painted, and a basement storage area was transformed into an activity room. New flooring and partitions were installed in all bathrooms. A new swing set and equipment for the playroom were donated through fund-raising by parents.

Night on the Town was again successful and Bed & Breakfast, a new program, in cooperation with F&M, was initiated this year.

In July Doris Blanchette was hired as the Fiscal Manager.

Preliminary work and planning was done on the upcoming Toddler Program for children to be housed in space at St. Paul's Methodist Church. This will provide day care for ages 18 months to 2 ½ years.

Jim Hazeltine took over as President of the Board of Directors in November, our first male president.

1987 Work toward putting the mailing list on computer was initiated. Payroll Specialist were hired to handle payroll paper work. A new photo copier was purchased. A new fee schedule for parents was adopted. The Toddler program opened in March with Louise Imm-Cooper as Coordinator. In May, Donna Wennerholt, became full time Assistant Director of the Lancaster Day Care Center.

1988 John Kyle was hired as a consultant to study the Center and make recommendations to improve our operation. The Board hired Andrea Kihlstedt and Associates as its Capital Campaign consultant in June. A feasibility study was conducted. The Board voted to adopt a goal of \$500,000. The architectural firm of Tippetts, Weaver and Others (TWO) was hired. The chairs of the Campaign were Marcie Woodson and Tom Kenyon with honorary chairs, Ruamie Binns and Jack Hoeltzel. Our Board Membership drive in June, and NOTT in late October.

1989 We spent all year working on reaching our Capital Campaign goal of \$500,000. We were awarded \$75,000 in tax credits through the Neighborhood Assistance Program over a three year period of our Capital Campaign. We hired Andrea Kihlstedt to help us with our Annual Support Program (formerly Sustainly Membership) which was most successful. We also changed our Board calendar year to extend to June instead of ending November; we updated our By-Laws. Sally Addicott resigned in September. A search committee chaired by President, Sandy Cross, appointed Donna Wennerholt Acting Executive Director for a period not to exceed one year. Our Endowment Fund increased due to the generous gift of Jack Hoeltzel of \$22,500 to be paid over a five year period. We raised \$506,000 for our Capital Campaign.

1990 Work was more or less completed in February and we moved into our new building. Donna Wennerholt was made Executive Director in March. The infant program began in April with six infants. We had a very successful "Open House" on April 26. Our first "June" Annual Meeting was held in our Board room at the new Center, at which time Tootsie Kuntz became President.

1991 First Annual Board/Staff Retreat was held. Susan Eckert was the facilitator. The United Way funding year changed from December - November to March - February. Payments from the DPW for our clients going to school will come directly to the Center instead of going to the parents.

A new playground surface of mulch and elastocrete blocks was installed using a grant

from the Lancaster County Foundation. The first newsletter, "Partners" was written. The first annual Golf Outing was organized and held at the Overlook Golf Course. The roof on 144 was replaced.

Kathy Slick became President in June. The Administrative Team (Executive Director, Program Coordinator, and Fiscal Manager) attend board meetings. A Parent Handbook, explaining the rules and regulations of the Center, was written. New Personnel Policies were approved.

A new intercom/telephone system was purchased. A mortgage of \$168,476 for Capital Campaign was set up at 9% for 10 years and a payment of \$57,000 by April of 1994.

The NAEYC Developmentally Appropriate Practices was approved as program policy. NOTT netted \$20,463.

- 1992 The fiscal year changed to March - February to match the United Way funding year. We began receiving government monies through the Local Management Agency for clients who qualify. Our United Way allocation was decreased by 14% to \$179,830. Our budget was \$499,929.

The 2nd floor of 144 front received new vinyl flooring from Armstrong. A no smoking policy was passed. A security system was installed. Ceiling tiles were replaced in the dining room and kitchen by Armstrong for free.

Andrea Kihlstedt was hired as a Financial Development Consultant. Susan Vera became president in June. The Board Fund Account was eliminated as recommended by our auditors. Parents Inc. became a parent run group not board run. New job descriptions were written for the Executive Director and Program Coordinator.

- 1993 Our United Way allocation was decreased another 6% to \$169,040. Our budget for the year was \$535,776. We still have parents who are receiving government subsidies for child care. This has really saved us financially with the United Way cuts the past two years.

The interior of building 144 was painted due to the existence of lead paint. The lead paint was encapsulated. We also installed an automatic sprinkler system in this building with a grant from the Lancaster County Foundation.

In April we had a "Donor Recognition" Open House for our Capital Campaign donors and other major contributors. Russ Stabler became Board President in June.

- 1994 The Center operated from a budget of \$558,282, and a United Way Allocation of \$180,000, for the year. By March 1994 the Center's accounting systems and procedures were mostly computerized. The Personnel Committee approved an updated employee pay range schedule that more closely coincided with prevailing wages paid by other day care centers. This schedule was to take effect March 1, 1994, but a decrease in United

Way funding left a budget shortfall of \$9,000. Instead, employees eligible for an increase received it on their anniversary date rather than on March 1. Cathy Rintz became Board President in June.

- 1995 A second board retreat was held in March 1995 with Susan Eckert as facilitator to begin addressing the future of the Center. Shortly thereafter, Dianne Cooney joined the Lancaster Day Care Center as Executive Director.

The United Way allocation for the year was \$182,000 with a budget of \$577,427. Investment and Fiscal policies were updated and approved by the Finance Committee, and ground work was laid for meeting the new non-profit accounting standards by the close of the 95-96 Fiscal year. Job descriptions of several key staff positions were revised. In June, Roger Godin became Board President.

In July, preliminary work began on a video project with Lime-light Productions that was entitled "Spirit in the Garden". The video chronicled the history of the Center and highlighted through testimonials the important role the Center plays in the Lancaster community. Its premiere showing was at the annual Night on the Town. July also brought the retirement after nine years of Fiscal manager, Doris Miller.

New playground equipment was installed by Wohlsen Construction Co. volunteers on the United Way's Day of Caring. Funds from the Lancaster County Foundation provided for a ramp at the South entrance. During the fall and winter the Center lost 3 devoted friends in the deaths of board members Paul Lehman and Bill Miller and long time supporter Jack Hoeltzel.

- 1996 Under the leadership of Carol Reeves, Board President, we worked with strategic planning consultants J. R. Henderson & Associates to identify the top areas of challenge and/or opportunity facing Lancaster Day Care Center. Task forces were formed to address the need for long term financial stability and the impact of welfare reform on subsidized child care. The need for expanding the vision of the Center became evident and the Board has begun researching satellite centers, mergers, service hour extensions and training for in home caregivers.

Our two annual fund raisers broke all records. Night On The Town, the silent auction at Lancaster Country Club followed by private dinners, combined with the raffle of a travel trailer, raised approximately \$39,000. Tee For Tots golf tournament, in its eighth year, netted in excess of \$26,000.

Once again we failed to obtain an increase in our United Way allocation which remained at \$182,000. An increase in donor designated funds, however, increased our total allocation to \$193,781. The 1996-97 budget was \$642,500.

In late summer Jay Gerhardt joined the administrative staff as Fiscal manager and

Maureen Montoney replaced retiring Louise Imm-Cooper as Program Coordinator. There was great excitement in having such a highly qualified and enthusiastic administrative team in place.

Our fiscal year was changed once again to coincide with United Way and the government funding cycle. Beginning in 1997 the fiscal year will be July 1 to June 30.

The Center newsletter "PARTNERS" was resurrected and mailed in October and February.

Major revisions to Personnel Policies, Sliding Fee Scale, By-Laws and Standing Committees was completed.

Lead paint was removed from the front exterior and new paint applied.

An important part of our history was uncovered at the Lancaster Historical Society. The identity of the original matron of the Lancaster Day Nursery in 1915 was Mrs. H. S. Reich, widow of Dr. Reich of Lancaster. What a debt we owe that wonderful lady!!!

1997 It was another year of growth and opportunity for the day care center under the capable leadership of Board President, Sheila Schoepfle. Welfare 'reform' caused a great influx of people into the workforce from the welfare system and created even more demand for subsidized child care. The waiting list grew to 300 in the month of November. Recommendations from a welfare reform task force encouraged the Board to look at expansion of day care services, so we applied for and received funding for family/group day care in Columbia, to start in July 1998. Maureen Montoney moved away, and the decision was made to not hire a new Program Coordinator. Instead the Executive Director, Dianne Cooney, took on additional responsibilities and we created a Development Director position, filled by Jennifer Hancock.

A second task force made recommendations regarding our annual support program, and things were set into motion to create a tiered annual giving program, entitled 'Campaign for Kids'. A corporate logo, campaign logo and brochure, and special events logo were all designed by Randy and Jan Groft to change the image of Lancaster Day Care Center.

Program Policies, in the form of a Parent Handbook, were completely revised. The Oklahoma bombing of a federal building that housed a day care center, and the increased illegal activity on our street prompted us to secure our doors with doorbell access.

A Long-Range Planning Committee was formed to take the information from our Board retreats and create a five-year plan with a vision, mission, goals and objectives.

*Tee for Tots* and *Night on the Town* again broke all records. United Way had a record campaign year, with our Executive Director actively participating on the campaign

cabinet. Minimum wage increased twice in this year, ending at \$5.15 per hour, and affecting our aides' and assistants' wages. Investments, relatively new to the Center, did very well, with interest and capital gains increasing our bottom line at year-end by about \$12,000. Staff received two bonuses this year.

Physical improvements were made at the Center, many with grant monies, including replacement windows, aluminum capping of lead-based window sills, the addition of storage sheds in the playyard, and a new enclosure for the dining room air conditioning vents.

1998 Lancaster Day Care Center now operates with a budget of \$750,000. A Crisis Management Policy was developed and implemented. LDCC expanded for the first time by opening a group home in Columbia with 10 children enrolled. Rose Zink and her family were hired to operate the Frank N Beans group day care home. Cindy Hauenstein was promoted to the position of Assistant to the Executive Director. One of her major duties was overseeing the new Columbia site. Lancaster County Foundation funded the costs of a new boiler. Major work was started in replacing the sewer system. The School District of Lancaster announced they will be offering full day kindergarten in all of the city schools.

1999 Dianne Cooney resigned and Nancy Jordan was hired as the new executive director. Cindy job description was changed to Assistant Director. Tracy Fletcher enjoyed his second years as president. The site at Columbia was closed and an ad hoc expansion committee was formed to look into a different model of expansion in Lancaster City. The center received a \$5,000 grant from the Ressler Mill Foundation for the implementation of a Science and Art curriculum. The children enjoyed new equipment, field trips and an artist in residence program. Parents Inc. began the school year with a very active and vocal group of parents.

Night on the Town netted \$59,553, largely do the effort of Mary Ann Shirk to raffle a Harley Davidson motorcycle. The center prepared itself for any or all Y2K problems.

2000 The Center entered smoothly into the new millennium. In June, Mary Ann Shirk was elected president. The Center received a grant from the Ressler Mill Foundation for implementation of a very well received Early Literacy component to the curriculum. The Center also replaced the windows on the 144 building due to a grant from the Lancaster County Foundation. A small grant from the Medical Alliance resulted in violence prevention material for the preschool classrooms. In December, the Steinman Foundation awarded the Center \$6,000 for replacement of the phone system. Cindy Hauenstein was promoted to Assistant Director and was awarded the Pennsylvania Caregiver of the Year award from PACCA. Parents Inc was very active under the presidency of Caprice Gray. The Center enjoyed a stable staffing year in spite of the less than 2% unemployment rate. Parent Participation in the early literacy program exceeded 75%. The expansion committee investigated partnerships with the Boys Club and Girls Club and the YMCA for a potential new additional day care location. Night on the Town and Tee for Tots

both enjoyed fiscally successful events.

- 2001 Linda Huddle Martin was elected president. Heather Spire and her Night on the Towne committee did a wonderful job as did Jack and Judy Briner with the Tee for Tots Golf Outing. The Center enjoyed a fiscally productive year. The Center's Web site became operational at [www.ldcc.org](http://www.ldcc.org). The turnover rate for child care staff in Lancaster County was 36%. LDCC enjoyed a low rate of less than 8%. The Center continued to look into expansion in the form of partnerships with the YMCA, Crispus Attucks, and Stevens College of Technology. The Center received a grant from the Steinman Foundation to replace the phone system. Three new computers for classroom use were received from the Governor's Cyber Start Initiative. A new commercial freezer and new tricycle were purchased with a \$5,000 operational enhancement state grant. The City awarded the Center a grant to replace the lead painted windows on the 150 S. Queen Street building. St. James Episcopal Church awarded the Center \$1,500 to replace the toys in the Toddler and Tweens rooms.
- 2002 Janet Keyser was elected president for 2002-2003. The Center celebrated over one year of 0% staff turnover. The year was a wonderful year for grant acquisition and many necessary building repairs and remodeling projects were accomplished. The Center received a \$4,300 grant from the Ressler Mill Foundation for the enrichment of our Math and Music curriculum. The Steinman Foundation awarded the Center \$5,000 for upgrading the air conditioning system in the 144 building. The Seraph Foundation awarded \$4,800 for the completion of the air conditioning project on the 150 side. The Department of Community and Economic Development awarded the Center \$26,000 for extensive renovations of the infant room, along with replacement of the flooring in the kitchen and dining room and purchase of new commercial dish washer. Lancaster County Foundation awarded the Center \$7,000 for the replacement of the vinyl flooring in PS1 & 2 and Tweens bathrooms with ceramic tile. A grant from the CDBG paid for the replacement of the vinyl floors in the Toddler/Tweens wing and the PS1 classroom area. That grant was originally awarded for the replacement of 150 sid windows. The City would not allow this project to go forward. The Center was awarded a \$7,200 grant for the creation of a comprehensive parenting program in collaboration with Milagro House, a long term transitional housing project for Homeless women with children. The program called Project: Parent Alliance involves a series of parent workshops, a read at home program and intensive parent mentoring for parents considered to be at risk. At the Center's own cost, the old ceilings in the 144 building were replaced. The kitchen, dining room, PS1 & 2, Toddlers and Tweens were painted. Tee for Tots enjoyed another successful year under the leadership of Bob & Emi Belser. Night on the Town was headed by Mary Renner. Acting upon an evaluation of the Center, it was decided that the Center should serve more toddlers and less pre-school children. Preschool 1 was reduced to 20 children and an older toddler class of 10 was added. The Tweens room was divided into 2 classrooms in order to lower class size and teacher/child ratios.

2003 Bob Belser was elected president for the 2003-2004 fiscal year with Mara McGrann as Vice President. The Center continued to have low staff turnover. A grant of \$5,000 was received to purchase new equipment for the newly added classroom. New Program funding was granted from the United Way for the continuation of Project: Parent Alliance. Willonda McCloud was elected president of Parents Inc. The Preschool 2 classroom was evaluated and a plan for improvement and renovations was made. The Center was accepted into the Keystone Stars Quality Initiative Program. Tee for Tots headed by Dave and Tootsie Kuntz was extremely successful. Night on the Town , chaired by Lisa Christofel also did very well for the Center. The Center had another successful year partially due to the Center staying full by adding the new toddler classroom.

2004 Mara McGrann was elected president. The Center continued to have low staff turnover. Classroom renovations were completed. The Center participated in the state quality initiative called Keystone Stars. The tot lot was rebuilt and a new privacy fence was installed. Both fund raisers, Night on the Town, chaired by Linda Miller and Tee for Tots, chaired by Mary Ellen Kopetz were successful. Parenting programs were very well attended and the Center maintained it's enrollment. Project; Parent Alliance continued with successful workshops, a subsidy grant from The For All Kids Foundation providing subsidy to homeless children, a partnership with Milagro House and parent mentoring. The Capital Area Early Childhood Training Institute provided free Technical Assistance to the Center to help them move to a Keystone Stars level 2.

2005 The Center begins it's year long 90<sup>th</sup> Anniversary Celebration. The Center received notification that they had met all qualifications to be awarded a Star 2 status in the Keystone Stars program. This made the Center eligible for a \$15,000 merit award and education and retention grant awards to all staff who have degrees in Early Childhood Education and have worked at the Center for at least 12 months. Dolores Gray was awarded the PACCA Educator of the Year Award.

2006 - The Center won the United Way's Success by Six Award for Excellence in the field of Early Care and Education. Over 85% of the staff either have degrees or are working towards degrees in Education. John Gerdy served a successful year as president. Night on the Town, under the leadership of Beth Gingrich, recorded record breaking success by earning more than \$90,000 in revenue for the Center's operations.

2007 - Julie Fulton served as president of the Center. The Center reached STAR 3 level in the Keystone Stars program. The Center also won the Ethics in Business Award in the non-profit division. The Development Coordinators job description was changed to a Development Director position and the hours were increased by 10.

2008 - Jennifer Hessinger served as president of the Center. The Center was awarded a grant from the Department of Education to start a Pre-K Counts class in the Center. This class

designed for children who were at risk for school failure was funded by the Department of Education. The program was free to parents. Lancaster Day Care Center has a class of 20 - 4yr. old children attending for 5 hours a day. Child care services are available to parents for before and after school care. The Center also reached the highest star level in the Keystone Stars program. The Center was awarded a STAR 4 designation in January of 2008. The PA Educational Tax Improvement Credit (EITC) yielded \$60,000 in preschool subsidies from qualifying corporations. Angela Richards chaired a successful Night on the Town and Tracy Fletcher chaired the Tee For Tots Golf Outing.