



OUR COMMITMENT

Message from the Chair of the Board of Directors

Our mission “to be an innovative and charitable model for serving the needs of seniors” was truly the focus of the Society throughout 2012. We continued to provide a personal and elegant home for our current residents while looking forward to ensure that the seniors of the future will find The Heritage as an invigorating and attractive location to call home.

We have several goals this year to accommodate our present and future residents. One goal focuses on more choice in the residential units within our community, so we’re developing our San Francisco properties to provide larger units with more square footage for enhanced independent living. In fact, we’ve recently remodeled two two-bedroom flats and five one-bedroom units from smaller studios in the Perry and Morgan buildings – and for each unit, we’ve added a full kitchen to enable residents to cook when they choose to.



Our increased emphasis on wellness programs is part of a continual, proactive approach to maintaining the health and vitality of our valued residents. The enthusiastic participation in the “Out and About Program” confirms that residents of The Heritage value an active lifestyle.

Furthermore, for the past several years, The Board has been engaged in a study of the needs of seniors of the future to assure that our programs provide the services and lifestyle they will expect. We have specifically identified opportunities to expand our programs to attract more assisted living residents and private patients in our Health Center as we see both are areas of need within our San Francisco geographic area.

Delivering on the promise of the future requires strong leadership, experienced management and a dedicated staff. Mid-year, the Board determined that it needed more assistance to implement all the programs and ideas identified within our strategic plan. To that end, a new position, CEO of the Society, was created to provide executive leadership for our organization. Ken Donnelly, formerly EVP of the Institute on Aging and an experienced professional in executive management in senior services, joined The Heritage staff in July. After only a few months, Ken has moved many of our programs forward with the dual goal of increasing the services we provide to the community and with strengthening the financial health of the Society.

In 2013, we proudly mark the 160th anniversary of The San Francisco Ladies Protection and Relief Society which has provided assistance to many different groups of San Francisco residents across eight generations. We look forward to celebrating our history and our future with you during this year.



We extend our gratitude and thanks to all of you who share our commitment to the mission of The Heritage. In addition, we thank our generous donors, friends, volunteers, board and staff for providing the support that makes it all possible.

Sincerely,

Laura Pilz

Chair of the Board of Directors



THE HERITAGE INSIGHTS

An Interview with new CEO, Ken D. Donnelly

The Board of Directors of the San Francisco Ladies Protection and Relief Society (The Society) hired Ken D. Donnelly to the position of Chief Executive Officer in July 2012. Mr. Donnelly brings a rich background in older adult services, senior housing construction management, operations and finance. He served the previous 25 years in non-profit management at Motion Picture & Television Fund, Conard House and the last 17 years with the Institute On Aging (IOA).

Interviewer: Mr. Donnelly, welcome. What interested you about the CEO position?

Mr. Donnelly: I made a career decision 25 years ago to involve myself in the “helping professions.” I have always gravitated to older adults for their wisdom, life experience and outlook. After feeling that I had done all I could as the Executive Vice President at Institute On Aging (IOA) these past several years, I was looking for a new opportunity to lead an organization into the demographic period that has been coined the Silver Tsunami.

Interviewer: The CEO position is a new one for the organization. What have been your initial priorities in the six months since taking over?

Mr. Donnelly: First was to learn more about senior residential care and the community at The Heritage. My background had been in the provision of senior services. While I brought together a partnership with a senior housing developer at IOA, there certainly was much to learn. Marla Hastings, Executive Director of The Heritage, has been very helpful in my overall acclimation and in introducing me to both the residents and the staff.

Also, the Board of Directors for The Society had been discussing the future of the organization for a period of time prior to my appointment. I saw my role as bringing together a coherent strategic direction and shepherding the implementation into the future.

Interviewer: Can you tell us more about your vision for the future of the organization?

Mr. Donnelly: We want to become more of a community asset. First, we have a small, wonderful skilled nursing facility that we are striving to make more home-like. With the dearth of skilled beds available in the City and County of San Francisco, we feel that we can be offering between 5-10 beds to the community. These



beds would be offered for Medicare-qualified stays as well as to those who can afford to pay privately for the high quality of care we offer.

Second, we need to expand the types of units we offer. We are currently renovating two adjoining properties on Francisco Street. When the project is completed we will have seven additional units — two two-bedroom flats, and five one-bedroom units. These units will have a full kitchen and more square footage for living independently.

Finally, we are looking at more diverse residential and services packages that will appeal to both the current prospective resident but also the future (Baby Boomer) resident.

Interviewer: Any other thoughts you would like to share?

Mr. Donnelly: I am very excited for the future of the organization. We have a dedicated and knowledgeable Board of Directors. Our staff is top-notch. And many of the Board members and staff have been with the organization for many years. Lastly, I would like to say that the community of residents at The Heritage is a warm and caring group who appreciate San Francisco, living in the Marina District, and each other. I appreciate everyone’s confidence in me.



THE DIRECTOR’S UPDATE

Message from The Executive Director

When I have the opportunity to greet newcomers to The Heritage, it is always a great pleasure for two reasons. Their first reaction is one of delight in the beauty of our buildings and grounds, while their second observation is usually about the quality interaction between residents and staff. With an average population of 100 residents, we can be, and are, considered to be a family.

As a family, we’re vibrant. We’re creative. We’re and always thinking about what changes that we can contribute to the greater good of our community.

There is a growing interest in focusing on a fine dining experience for our residents, not only in our main dining room but also at the higher levels of care such as our skilled nursing facility. To help meet this goal, The Heritage has transitioned the way service is being delivered in the main Dining Room. Just like a fine downtown restaurant, leather menu holders with the entrees of the day now start each evening meal. Rather than presenting the starter salad, it’s delivered fresh upon ordering. We have also upgraded the Kitchen Manager position to Executive Chef. and look forward to utilizing his talent in the main and skilled nursing dining rooms as we continue to enhance our dining experience.

Residents wanted more van service so that they could attend weekend and evening cultural events like the symphony. That’s why we now provide additional service one evening a week and on Saturday/Sunday afternoons. The evening van service has lent itself nicely to groups of residents having dinner out on the town. Our “Out and About Program”, endowed by the Barrett and Margaret Hindes Foundation, continues to bring new adventures to our residents as they participate in scenic tours and outings to destinations like Samuel P. Taylor Park and the historical sights of Sonoma.



In addition, residents wanted easier access to the top level of our Porter garden. A beautiful new ramp has been installed with colorful accenting tile work. A particularly talented group of residents tend to the potted plants in this area, making it a pleasant destination for all.

As a community, residents are mindful of their own well-being and support each other in maintaining a balanced approach to their lives. Our Well-Being Coordinator, Althea Kippes, continues to be in demand assisting residents in setting their well-being goals and in broadening their fitness world. The location of The Heritage in a park-like setting with views of Fort Mason, the Golden Gate Bridge and San Francisco Bay turns the concept of exercise into an adventure.

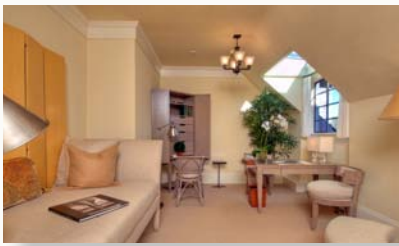


We look forward to a 2013 that will bring many positive changes as we continue to grow and build upon the strong foundation that is The Heritage.

Maria Long Hastings
Executive Director

OUR NEW LOOK

Expanding Our Residential Units



Bright lighting. Appliances for cooking. More room to stretch out. The Heritage has been expanding the size of a number of units to offer our residents more amenities than ever before. In fact, we’ve

recently remodeled two two-bedroom flats and five one-bedroom units, all with full kitchens, to enable our residents more square footage for more comfortable independent living.



HOME IMPROVEMENT

Residents' Council Report

As President of the Council, my first thoughts about 2012 are about our excellent committee members who contributed so much in making last year so successful.

With input from the Council, several improvements were made within our community. We gratefully thank the Board for these changes:

- A ramp was installed in the Porter Garden to enable residents to more easily access the back garden area.
- Another ramp was installed outside the parking exit.
- Van service was expanded to provide weekend coverage.
- New carpeting was installed in our dining room.

Our Committee voted to open its meetings to more input from residents. We continue to invite residents to the meetings and welcome their participation.

For the second year, we adopted the Head Start Toddler's Class in the Bayview District. Residents knitted hats and scarves, raised money for other gifts for the children, and delivered them personally in December.

The White Elephant Sale was a success again, as it is every year. I thank all of the residents who contributed their white elephants as donations to raise funds, and more importantly I thank those who contributed their time and labor. The proceeds from the sale are donated to the Employee Appreciation Fund.

We also participated in a fundraising effort through the generosity of the See's Candy organization, which provided additional contributions to "sweeten" the Employee Appreciation Fund.



This was my third (non-consecutive) year as President. It is a pleasure to work with and for our residents.

Doris Howard
Residents' Council President

RESIDENTS' CORNER

What's On Your Bucket List?



Anna Capurro had Ride the Ducks on her bucket list for some time. When an opportunity arose for a Heritage sponsored activity, she spearheaded a tour for Heritage residents.

It was a full house, or full boat one should say. The amphibious vehicle picked up 35 residents outside our building, drove through San Francisco for a little sightseeing and then splashed down in the Bay for a short cruise around McCovey Cove near AT&T Park. One lucky resident, Gloria Learned, was celebrating her birthday that day and got to drive the vehicle... right into the water! We think these smiles tell the story of just how much fun was had.

STAIRWAY WALKS

Keeping Fit

Resident Mercedes Vandenberg has always been very active and very fit. She's a regular at the Presidio YMCA and actively walks around our wonderful neighborhood.

Now, she has established a new goal. "When the 7th edition of Stairway Walks in San Francisco came out with its beautiful cover of the mosaic stairway at 16th Avenue and Moraga in the Sunset District, my friend and I decided to do all the stairway walks listed in the book. So far, we have done 14 of the 29." The Lyon Street stairs remain her favorite.



LONG MAY THEY SERVE

Our Loyal Employees

When residents come through our doorways, they tend to stay here a long, long time. While our residents' longevity is impressive, our employees' commitment to The Heritage is even more astounding.

In fact, all our staff members have an amazing 1,197 years of collective service and those shown above have logged more than 206 years of service here.

Over 50% of employees have worked at The Heritage for 20 years and we're proud to boast six employees in particular who have each worked with us for over 30 years:

- John Killeen, previous Director of Activities and Social Services, now Activities Assistant, who has been with The Heritage for nearly 40 years.
- Monina Pascual has been with us for 35 years; she is a CNA/Ward Clerk.
- Tony Lawrence, Health Center Dining Coordinator has an impressive 34 years of service.
- Norma Lobo, a Food Server, has nearly 34 years.
- Rosebelle Javier, CNA and van driver, 32 years of service.
- And Elvira Martiniano, also in Food Service, has been here for 31 years.



Left to Right, Back Row: Marla Hastings, Elvira "Elvie" Martiniano, Rosebelle Javier, Anthony "Tony" Lawrence, John Killeen; Front row: Norma Lobo, Monina Pascual.

What is The Heritage's secret to success? Why have these loyal employees each worked here for so long? "This business has changed a great deal over the years, but one thing hasn't changed — the dedication and service of our employees," says Marla Hastings, Heritage Executive Director. "A stable workforce means a lot in a retirement community, where long-term relationships create the foundation for excellent care and quality of life."

A recognition luncheon was held recently in our main dining room, so residents as well as staff could celebrate this notable accomplishment. Each of the honorees was presented with a trophy, a framed certificate, a lapel pin and flowers.

PROFESSOR'S BENCH

Daily Life Lectures



On sunny afternoons, retired math and literature professors — Professors Walter Sokel (literature) and Harold Levine (mathematics) — spend quality time on their favorite bench. Here, these long-time residents of The Heritage chat about their life experiences, talk about their favorite San Francisco sports teams, and wax poetic about the world's problems.



WHY WE LIKE IT HERE!

What Residents Say About Life at The Heritage

"I moved into The Heritage at age 75 while I still was reasonably able physically and mentally to decide my own future. I gave up stairs and stuff for peace of mind and security. The adjustment was made easy by friendly, helpful and supportive staff and neighbors — a welcoming community of interesting and interested people. I continue to lead my life as before, but with a larger circle of friends. And I love to brag that Julia Morgan designed my house!" — J.E., age 76

"Moving to The Heritage was one of the best decisions I've ever made. I'm enjoying the elegant surroundings, the camaraderie with my fellow residents and a wide variety of activities. We have a lovely life here." — K.C. age 80



OUR GOLDEN HISTORY

Celebrating 160 Years of Service to San Francisco

The Heritage is owned and operated by the San Francisco Ladies’ Protection and Relief Society, one of the City’s oldest and best-established charitable organizations. Both the Society and the Heritage have fascinating histories, as richly colorful as San Francisco itself. And, just like the city that has been dubbed “Baghdad by the Bay”, their real stories began with a few shiny nuggets of gold.

The Year was 1848

San Francisco was just a tiny port city with a population of under 1,000 people. Then, a huge gold nugget was discovered on January 24th at Sutter’s Fort near Sacramento, igniting a worldwide gold rush.

A Golden Legacy Sprung From The Wild West

Over the net few years, San Francisco quickly became the hub for traveling prospectors, who needed to trade handfuls of nuggets for cash – beginning the city’s long-standing tradition as a financial epicenter.

By 1853, the city had exploded to about 50,000 residents, mostly men between the ages of 20 and 40. This certainly was the Wild, Wild West! But as the original “49ers” caught “gold fever” and sought their fortunes in the muddy rivers and streams of Central California, they often abandoned their families who were left behind in San Francisco.



How The Ladies’ Protection and Relief Society Began

Women and children were often seen on the streets, seeking shelter and food. One such woman knocked on the door of Mrs. A. B. Eaton, who took her in. Seeing the poor woman’s plight – and knowing she shared it with so many others – Mrs. Eaton gathered a church full of acquaintances to discuss how to best aid these women in need. This marked the formation of the San Francisco Ladies’ Protection and Relief Society in 1853 “to render Protection and Assistance to strangers, to sick and dependent Women and Children”.

A Board of Managers was formed and memberships were sold; originally at \$5 for an Annual Membership, \$20 for Honorary Membership and \$50 for Lifetime Membership. San Francisco’s most distinguished citizens counted themselves among the proud supporters.

The Early Years

From 1853-1856, the Society focused on boarding women in benefactor’s homes, while operating an employment agency to provide women with jobs and wages. In 1857, the Society established its first dedicated care home at 2nd and Tehama Streets, renting for just \$25 a month. Furniture was donated from the homes of Society members; merchants along Front Street were asked to grant provisions, and soon the new Hospitality House was ready for guests.



A Generous Gift from Horace Hawes

It wasn’t long before the Society outgrew the rented house. Then one Board member approached a benevolent San Franciscan, Horace Hawes, about donating undeveloped land. He made a generous gift of one city block, bordered by Van Ness, Geary, Franklin and Post – an area of barren sand dunes at the time but home to Tommy’s Joynt and other businesses today.

The Board raised funds to build there, and asked architect S. C. Bugbee to donate his talents to draft plans for a large home that would house thousands in need over the next 65 years. Mrs. James Robinson, daughter of Horace Hawes, introduced a brilliant means of funding when she installed collection boxes targeting the steamships making port in San Francisco. (One of these collection boxes is permanently installed today in the Heritage lobby.)

The Franklin Street house, which came to be known affectionately as the “Old Brown Ark”, was primarily used as an orphanage but also housed indigent mothers and elderly women.

The Roaring 20s and Julia Morgan

In the early 1920’s, the government mandated foster care as the preferred choice for children, and unfortunately, the “Ark” closed down. However, the need to care for San Francisco’s elderly women had now become more important than ever.



In 1922, The Heritage’s current land site was donated by a generous benefactor, after the then-empty block within the Marina District had been used as part of the extended site of the 1915 Panama-Pacific International Exposition. Julia Morgan, the first female architect in San Francisco, renowned for her work on the Hearst Castle, the Fairmont Hotel, Mills College and many other projects, was enlisted to design a home of elegance and stature to provide convalescent care to



the City’s elderly women. When it was completed in 1925. Sisters Edith and Lucy Allyne, direct descendants of local pioneers, donated half the funds to purchase apartments on adjoining properties to house members of the home’s staff.



The 1950s And A New Name

By 1957, the need for convalescent care had declined, and the Ladies’ Protection and Relief Society accepted a merger with the Crocker Old People’s Home. Then, for the first time, we began offering all-inclusive contracts that included apartments, meals and on-site medical care.

In 1931, six-year-old Flora Zagorites played in Funston Park (now Moscone Field). Today, she’s a resident of The Heritage (shown in the background).

After the merger in 1959, Captain Barrett Hindes, President of the Board of Trustees, led the Board in determining a name search for the newly focused organization. With over 100 names considered, one rang the truest: The Heritage. He noted: “Heritage is something you cannot buy. You just come by it through a lifelong worthiness.” And so, we became The Heritage.

The 21st Century Evolution of a San Francisco Landmark

Since then, The Heritage has only grown more refined and specific in its focus. Our lovingly maintained grounds and facility attest to the attitude of caring that is pervasive throughout the Heritage culture.

Now in our 160th year, the San Francisco Ladies’ Protection and Relief Society continues to be a vital force in responding to the needs of an ever-changing city and residents who have an active voice in their community. The traditions of excellence, graciousness, feelings of home and family, as well as a spirit of generosity remain as our cornerstones.



A PARTIAL TIMELINE

1853 The San Francisco Ladies’ Protection and Relief Society is founded.

1857 The Society founds a home for women and children needing shelter.

1921 A new program by State authorities of placing children in foster homes diminishes the need for children’s homes.

1922 The Society decides to change its focus from children to elderly women and convalescents.

March 1922 The Society acquires property bounded by Francisco, Bay, Laguna, and Octavia Streets (former site of the “Gay Way,” a concession area at the Panama Pacific Exposition).

March 1923 The trustees approve architect Miss Julia Morgan’s plans for the Laguna Street building that will become known as The Heritage.

Summer 1923 The Ladies’ Home for children on Franklin Street closes its doors.

March 1925 The Society’s new home for elderly women and convalescents on Laguna Street begins operation.

1953 The Society celebrates its centennial.

1954 The San Francisco Ladies’ Protection and Relief Society and the Crocker Old People’s Home plan a merger. Architect Warren Perry begins plans to enlarge the home on Laguna Street to accommodate residents of both homes.

1957 Former residents of the Crocker Old People’s Home move in and become part of the family at the Society’s home on Laguna Street. The Laguna Street home becomes certified as a Life Care institution.

May 1959 The enlarged home on Laguna Street is named THE HERITAGE.

1963 A Health Center (SNF) is built at The Heritage.

1977 The Heritage establishes the Chinatown Kitchen meal program in collaboration with Self-Help for the Elderly.

1986 The Health Center is substantially remodeled and Friendship Hall is built.

October 1989 A major earthquake strikes Northern California and cancels the World Series between the Giants and A’s, but

The Heritage emerges almost untouched.

1996 The Heritage dining room is remodeled.

2000 The San Francisco Ladies’ Protection and Relief Society Board of Trustees combines with the Board of Managers to form a new Board of Directors.

2002 The original slate roof on The Heritage is replaced.

2003 The San Francisco Ladies’ Protection and Relief Society celebrates its 150th anniversary.

2013 The Heritage proudly celebrates its 160th anniversary of serving the San Francisco community.

BRAIN FOOD

Life at The Heritage



The Heritage residents have plenty of opportunities for stimulating the intellect and feeding the soul. Imagine enjoying an intimate cello concert in our gracious Morgan Hall, or walking a few steps down to Friendship Hall to participate in a lecture.

Here is a sampling of Heritage experiences during this past year:

Lectures

- Kip Cranna, San Francisco Opera’s Director of Musical Administration on the upcoming season
- Art of the Silk Road
- The Paley Collection
- City of White and Gold – *San Francisco in the Gilded Age*
- Meet the Magic – *An Inside Look at the Magic Theater*
- Men of Dance – *Fred Astaire and Gene Kelly on the big screen*
- Healthy Bones for Life
- An Inside Look at The America’s Cup
- Julia Morgan

Concerts

- An Evening of Chanson and Cabaret with Lua Hadar and Allison Lovejoy
- Cello and Piano – *Robert Howard and Keisuke Nakagoshi*
- Marin Men’s Chorus
- Celebrating Mexican Independence Day with Chili y Limon
- Afternoon Sing Around The Piano

NEED A HAND?

We’re Here to Help!

When you or a loved one may need a little extra help, we want you to know that The Heritage is here for you.

We now accept individuals directly into our Assisted Living program. That enables residents to now enjoy the gracious Heritage lifestyle while receiving supportive help with the various activities of daily living.

For more information, contact our Director of Marketing at 415-202-0300.

HEALTH CARE UPDATE

Skilled Nursing at The Heritage

Our Health Center staff takes great pride in its work and are committed to providing exceptional, compassionate care around the clock. As space is available, we admit private patients into our Health Center.

Contact our Director of Marketing at 415-202-0300 for more information and rates.

WEBSITE MAKEOVER

Our New Digital Look



Here at The Heritage, we’re keeping busy staying current. We know that prospective residents visit numerous communities several times each before choosing one as their home. And more and more, people use the Internet to click through a website as the first step when researching communities to visit.

Our website was in need of some refreshing; a new look will be launched during 2013 and will include a few videos that portray what it’s like to live here.

ABOUT CLUB HERITAGE

Where Senior Membership Has Its Benefits



The Heritage has a rich offering of concerts, classes and lectures, all designed to enrich our residents’ lives.

To share our vast cultural resources with the outside community, we have recently made some of these activities accessible to our Club Heritage membership. For a modest quarterly fee, Club Heritage members can attend these events.

For more information about the Club, contact our Director of Marketing at 415-202-0300.

WITH GRATITUDE

Heartfelt Thanks to Our 2012 Supporters

The Heritage’s rich history is made possible from the generosity of past donors. Today’s donors are adding a new page to that history.

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Dr. Henry Safrit
Elizabeth Hazard
Brenda Tse-Szeto
Patricia Gallagher
Margaret Wallace
Kevin Wallace

FORMER BOARDS OF MANAGERS AND TRUSTEES

160 Years of Service and Dedication

Below are listed the names of women and men who have served on the San Francisco Ladies’ Protection and Relief Society boards, giving their time, hard work, and resources to serve the community.

The list is divided into fifty-year eras. Those who served Society for many decades are listed in the era during which they began their

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1853 - 1903

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Mrs. John Archibald
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Mrs. Frank Baker
Mrs. L. L. Baker
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Mrs. T. P. Behar
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Mrs. T. P. Bevans
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Mrs. G. W. Bowers
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Mrs. N. P. Cole
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Mrs. L. A. Dam
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Mrs. Jessie Davidson
Mrs. Horace Davis
Mrs. C. Day
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Mrs. L. Farnam
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Mrs. J. H. Flint
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Mrs. Charles Goodall
Miss Goodall
Mrs. A. Grant
Mrs. Nathaniel Gray
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Miss H. J. Kirkland
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Mrs. Franklin Knox
Miss M. E. Kohl
Mrs. E. S. Lacey
Mrs. A. C. Lane
Miss Lichenor
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Mrs. S. E. Loomis
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Mrs. Martin
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Mrs. J. J. Miller
Mrs. John Morton
Mrs. S. Mosgrave
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Mrs. H. M. Newhall
Mrs. W. Mayo Newhall
Mrs. A. C. Nichols
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Mrs. A. M. Ninn
Mrs. Nutting
Mrs. Dr. Ober
Mrs. Cyrus Palmer
Mrs. M. Parker
Mrs. Dr. Peck
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Mrs. Samuel Pillsbury
Mrs. Carter Pomeroy
Mrs. F. B. Pond
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Mrs. A. B. Reese
Mrs. G. A. Reynolds
Mrs. John Reynolds
Mrs. J. B. Roberts
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Mrs. Frederick Smith
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Mrs. M. M. Soule
Mrs. M. Southwick
Mrs. A. G. Stiles
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Mrs. W. Stringer
Mrs. R. B. Swain
Mrs. A. P. Talbot
Mrs. D. F. Tarhill
Mrs. John Taylor
Mrs. Capt. Thomas
Mrs. E. Thomas
Mrs. Toppin
Mrs. A. G. Turner
Mrs. W. K. Van Allen
Mrs. Varney
Mrs. H. P. Wakelee
Mrs. Waller
Mrs. H. Watson
Mrs. O. L. Wheaton
Mrs. Charles W. Willard
Mrs. G. H. Willey
Mrs. C. S. Wright
Mrs. S. S. Wright

service. Since the Society has had such a long history, the list may not be exhaustive. Some names may have been lost in the mists of time, or misspelled, as the early minutes were had written. Peruse the names, and you might find your own family has a long-forgotten connection to the Society.

1904-1953

Mrs. James H. Allen
Miss Edith W. Allyne
Mrs. Paul Austin
Mrs. Lorenzo Avenali
Mrs. Wakefield Baker
Miss Rowena Beans
Mrs. Duane L. Bliss
Mrs. William K. Bowes
Mrs. George Boyd
Miss Martha Brown
Mrs. Leo D. Byrne
Mrs. Linda Cadwalader
Mrs. Carroll G. Cambron
Mrs. Donald G. Campbell
Mrs. L. Curran Clark
Mrs. George Clough
Miss Sarah Colhis
Mrs. Donald Craig
(President)
Mrs. Oscar Cushing
Miss Eleanor Davenport
Mrs. Grace Wilson Fairlie
Miss Irene W. Ferguson
Mrs. Henry Walter Gibbons
Mrs. Ruth Merrill Hammond
Mrs. Wentworth Hare
Mrs. William Hilbert
Mrs. Stetson G. Hindes
Mrs. James H. Humphreys
Mrs. M. B. Kellogg
Mrs. William Kohl
Mrs. Edwin V. Krick
(President)
Mrs. Ellen Hindes Krusi
Mrs. Philip F. Landis
Mrs. Horatio P. Livermore
Mrs. Mansfield Lovell
Mrs. Ralph Lyon
Mrs. Alexander McCracken
Mrs. John J. Miller, Jr.
Miss Alicia Mosgrave
Mrs. E. W. Newhall
Mrs. William H. Nigh, Jr.
(President)
Mrs. Warren C. Perry
(President)
Mrs. Philip H. Pierson
Mrs. E.S. Pillsbury
Mrs. Bruce Porter
Miss Elizabeth Putnam
Miss Elizabeth Jane Rolph
Mrs. Russell Selfridge
Miss Elsie Sherman
Miss C. Louise Smith
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Mrs. Stuart F. Smith
Miss Katherine Spiers
Mrs. John T. Stephenson
Miss Kate Stone
Mrs. G.P. Thurston
Mrs. James W. Towne
Mrs. Sydney M. Van Wyck
Mrs. Reginald Vaughan
Mrs. W.R. Watson
Mrs. A.L. Whitney
Mrs. George Willcutt
Miss Lottie Woods
Miss Margaret Zane

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(President)
Mrs. Emil Appelman
Mrs. J. Jerrold Applegarth
Mrs. Peter Avenali
Mrs. Leo Bailey, Jr.
Mrs. Bruce Baker
Miss Olive G. Balcom
Mrs. Anthony V. Barber
(President)
Mrs. Kent Barber
Mrs. Gilbert Barrett
Mrs. Richard J. Bates
Mrs. George L. Bean
Mrs. Jackson P. Bean

Mrs. Denis Beatty
Mrs. George Beaver
Mrs. Charles R. Bishop
Mrs. E. E. Blackie
Mrs. John Boswell
Miss Helen Bridge
Mrs. Edwin L. Bruck
Mrs. David Bruns
Mrs. Clyde Charlton
Mrs. W. Dayton Clark
Mrs. John L. Cooper
Miss Laura Cooper
Mrs. John Parr Cox
Mrs. Richard De Mott
Mrs. Denning
Mrs. C. G. DeKay
Mrs. Philip deRoulet
Mrs. George Dodge
Mrs. David D. Donlon
Mrs. Peter B. Dunckel
Mrs. Andrew W. Edwards
Mrs. Theodore Eliot
Mrs. Henry Evers
Mrs. A. Barlow Ferguson
(President)
Mrs. Knox H. Finley
(President)
Mrs. James D. Forward
Mrs. John Gallagher
Mrs. Walter Gallatin
Mrs. Archibald Granger
Mrs. A. C. Griffith
Mrs. Ernest L. Gunther
(President)
Mrs. Charles E. Hall
Mrs. James Lowe Hall, Jr.
Mrs. Mary Hauser
Mrs. Glenn L. Hickerson
Mrs. Thomas W. Hickey, Jr.
Mrs. Frank de Milt Hill
Mrs. Robert Hiller
Mrs. Allen T. Hinman
Mrs. David Houston
Mrs. Henry W. Howard
Mrs. L. D. Howard
Mrs. Gary Hultquist
Mrs. Paul Ilg
Mrs. James Jordan
Mrs. Thomas Kelley
Mrs. Joseph I. Kelly
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Mrs. Robert C. Kirkwood
Mrs. A. M. D. Lampen
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Mrs. J. W. Leavitt
Mrs. Allan D. LeFevre
Mrs. Richard Leonards
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Mrs. Barry Livingston
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Mrs. Francis R. Lloyd
Mrs. Jack Logan
(President)
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Mrs. Edward McCormick
Mrs. David J. McDaniel
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Mrs. McPherson
Mrs. Lawrence V. Metcalf
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Mrs. Bruce Baker
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Mrs. Austin Morris
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Mrs. Richard A. Olness
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Mrs. David Pinkham
Mrs. Kenneth Pinney
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Mrs. Robert Reinecke
(President)
Mrs. Philippine S. Rettenmayer
Mrs. John F. Rhine
Mrs. Peter C. Richards
Mrs. Victor Richards
Mrs. Benson Roe
Mrs. John Rounnfall
Mrs. Patricia K. Scott
Mrs. Robert S. Sherman
(President)
Mrs. Walter Schilling
Mrs. William Shirley
Mrs. James Skene
Mrs. Charles E. Smith
Mrs. Justin Smith
Mrs. Mortimer Smith
Mrs. Scott Knight Smith
(President)
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Mrs. Paul Stanners
Mrs. Charles B. Stark, Jr.
Mrs. Craig A. Stephens
Mrs. Michael Stone
(President)
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Mrs. Dexter Tight
Mrs. David Tudor
Mrs. Robert Vermilya
Mrs. Robert von der Lieth
Mrs. Edith D. Walkup
Mrs. William T. Waste
Mrs. Malcolm Watts
Mrs. Robert Wert
Mrs. Wilcox
Mrs. E. W. Wilson

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1853- 1903

Mr. John Archibald
Mr. L. L. Baker
Mr. Samuel M. Bowerman
Mr. S.C. Bugbee
Mr. E. Bigelow
Mr. Charles R. Bishop
Dr. I. N. Clark
Mr. C. F. Crocker
Mr. J. B. Crockett
Mr. G. W. Dam
Mr. Horace Davis
Mr. C. J. Dempster
Mr. H. L. Dodge
Mr. William H. Dow
Mr. A. B. Eaton
Mr. A. B. Forbes
Mr. E. B. Goddard
Capt. Charles Goodall
Mr. Nathaniel Gray
Mr. A. C. Hemme
Mr. J. S. Hutchinson
Mr. George Kellogg
Mr. Hugo Kiel
Mr. N. G. Kittle
Rev. C. S. Lacy
Capt. F. W. Macondray
Mr. J. B. Roberts
Mr. J. R. Sims
Mr. J. P. Siskel
Mr. J. W. Stow
Mr. R. B. Swain
Rev. E. Thomas

1904 - 1953

Mr. Bradley B. Brown
Mr. Bruce Cornwall
Mr. John E. Cushing
Mr. William A. Darling
Dr. Morton R. Gibbons
Capt. Barrett G. Hinder
Judge Walter Perry Johnson
Mr. Edwin V. Krick
Mr. Ferard Leicester
Mr. Norman B. Livermore
Mr. Mansfield Lovell
Mr. H. M. A. Miller
Mr. Joseph A. Moore, Jr.
Mr. Alenor Newhall

Mr. George A. Newhall
Mr. Arthur Smith
Mr. David L. White

1954 - 2000

Mr. Harry L. Baker
Dr. James Bennington
Mr. Charles J. Bradley
Mr. Fred T. Clifton
Mr. Charles deLimur
Mr. Robert Devlin
Mr. Andrew W. Edwards
Mrs. Norma Garcia-Kennedy
Mr. Chalmers G. Graham
Mr. Robert D. Harris
Mr. Fentress Hill, II
Mr. Henry W. Howard
Mr. Harold G. King
Mr. Jack Logan
Mr. Lemuel H. Matthews
Mrs. Lawrence J. Metcalf
Mr. Paul A. Miller
Mr. Douglas G. Moore
Mr. George Morris
Mr. Stuart Morshead
Mr. D. J. Murphy
Mr. Paul C. Newell
Mr. Charles E. Noble
Mr. George J. Otto
Mr. John S. Perkins
Miss Laura Pilz
Mr. William Pflueger
Mr. Robert D. Raven
Mrs. Peter C. Richards
Dr. Bruce J. Sams
Mr. Bruce L. Scollin
Mr. James Sherman
Mr. Eric Stanford
Mr. George Stimmel
Mr. Frank F. Walker
Mr. Cecil O. West
Mr. James T. Wheary

2000-2003

Mrs. Anthony V. Barber
(Chairman)
Mrs. Denis Beatty
Dr. James Bennington
Mrs. John Cooper
Mr. Douglas Day
Mr. Andrew W. Edwards
Mr. Lewis R. Gridley
Mr. David Gruber
Mrs. Mary Hauser
Mrs. Glenn L. Hickerson
Mr. Henry Howard
Mrs. Barry Livingston
Mrs. Elizabeth S. Mitchum
Mr. George Morris
Miss Laura Pilz
Mrs. Peter C. Richards
(Chairman)
Mr. Bruce Scollin
Mr. James Sherman
Mrs. Paul Stanners
Mrs. David Tudor
Mrs. Michael Tired
Mr. James Wheary

2004-2013

Mrs. Carolyn Barber
Mr. Andrew E. Carlson
Mr. Douglas Day
Mr. Lewis R. Gridley
Mr. David Gruber
(Chairman)
Mrs. Diane Richards
Dr. Henry F. Safrin
Mr. Bruce Scollin
Mr. James Sherman
Mrs. Elizabeth Stanners
Mrs. Pamela A. Tudor
Mrs. Connie Tired
Ms. Leslie Van Houten
Mrs. James Wheary

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Connie B. Tired, *Vice-Chairwoman*
George H. Morris, *CFO*
Pamela A. Tudor, *Secretary*

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Andrew E. Carlson
Lewis R. Gridley
David Gruber
Mary O. Hauser
Jane F. Hickerson
David H. Hines
Geroge Ivelich
Jeanie S. Kayser-Jones
Patricia T. Otstott
Henry F. Safrin
Bruce L. Scollin
Leslie L. Van Houten

Dr. Doris Howard
Residents' Council Representative to the Board

RESIDENTS' COUNCIL EXECUTIVE COMMITTEE

Doris Howard, *President*
Mary Ann Grant, *Vice President*
Zoe Brown, *Secretary*
Anna Capurro, *Treasurer*
Shirley Ertola
Vivian Peirce
Jane Standing

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Ken D. Donnelly
CEO

Marla Long Hastings
Executive Director

Lee Ann Callaghan
Director of Food Services

Dave Costello
Director of Environmental Services

Pamela M. De Martini
Director of Marketing and Development

Joseph Conroy, III
Controller & Director of Human Resources

Douglas Kaplan
Director of Social Services and Activities

Cindy Johnson
Controller & Director of Human Resources

Raygenia Stewart
Director of Nursing



IN MEMORIAM

The Heritage honors our former Board Member
who passed away in 2012:

Mrs. Jerrold “Isabel” Applegarth