

# OUR HERITAGE

*The San Francisco  
Ladies' Protection and  
Relief Society*

*1853-2003  
The First 150 Years*

## A TIMELINE

- February 1848** San Francisco and the rest of California become part of the United States.
- February 1849** The first ship bearing gold-seekers from the East Coast arrives in San Francisco Bay, and the *City Boom*.
- 1849-1851** On six separate occasions, fire destroys much of the city, and the citizens rebuild.
- 1853** Gold production diminishes, and the San Francisco economy enters a slump.
- August 1853** The San Francisco Ladies' Protection and Relief Society is founded to assist women and families stranded by the Gold Rush.
- May 1856** The Second Committee of Vigilance takes over the city in an attempt to "clean up" corruption and crime.
- 1857** The Society founds a home for women and children needing shelter. A house at Second and Tehama Streets is rented for \$25 per month and is called "Hospitality House."
- 1858** The San Francisco economy recovers and the city enters another boom period.
- July 1860** Mr. Horace Hawes donates a lot bounded by Van Ness, Geary, Franklin, and Post Streets to the Society for a permanent home.
- Winter 1862-1863** Work begins on a building designed by Mr. S. C. Bugbee for the lot on Franklin Street, a home for children known as the "Ladies' Home."
- May 1869** The transcontinental railroad eases travel between California and the East Coast, bringing more people to San Francisco.
- December 1869** Only \$40 remain in the Society treasury, and the President pleads for donations in her annual report.
- 1875-1896** Substantial gifts improve the Ladies' Protection and Relief Society's financial situation.
- March 1880** The California State Legislature passes an act appropriating money to support orphans, half-orphans, and abandoned children at institutions such as the Ladies' Home.
- September 1898** Sufficient funds are collected for work to begin on the final wing of the Ladies' Home.
- April 1906** A massive earthquake and fire devastate San Francisco. The Ladies' Home remains standing, but must be evacuated for about a year until repairs can be made.
- Summer 1913** The children of the home enjoy their first summer vacation outside the city.
- 1915** San Francisco celebrates the opening of the Panama Canal with the Panama Pacific Exposition, a fair on the city's northern waterfront—a neighborhood that will later be home to The Heritage.

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# OUR HERITAGE

*The San Francisco Ladies'  
Protection and Relief Society*

*1853-2003*

*The First 150 Years*

*by Ashley Chase*





THE SAN FRANCISCO LADIES' PROTECTION AND RELIEF SOCIETY  
ACKNOWLEDGES WITH GRATEFUL APPRECIATION

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*Our Heritage: The San Francisco Ladies' Protection and Relief Society, 1853-2003, The First 150 Years*  
by Ashley Chase

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*This book is dedicated to the many  
women and men whose generosity  
of time and spirit has sustained the  
San Francisco Ladies' Protection  
and Relief Society  
since its founding in 1853.*



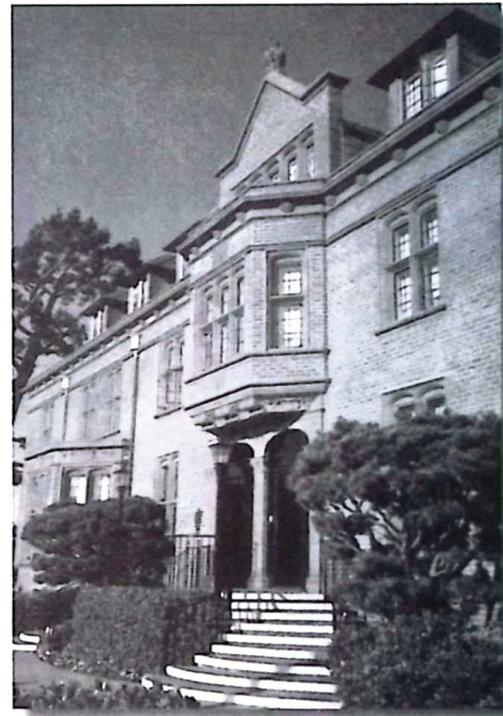
## A LONG HISTORY

A handsome brick building sits at the corner of Laguna and Bay Streets in San Francisco. It could be an English manor, with its big bay windows, slate roof, and finely molded terra-cotta trim. The building looks as if it has always been there.

This is The Heritage, a retirement residence sponsored by the San Francisco Ladies' Protection and Relief Society. The building itself is almost eighty years old, but the organization that built it is even older. When the Society was founded in 1853, the neighborhood where The Heritage stands today was mostly marsh and sand dunes. The lagoon that gave Laguna Street its name still existed, and washerwomen charged outrageous prices to clean gold-seekers' shirts in its waters. The city had changed a great deal since 1849, but it was still in the throes of the Gold Rush. An 1855 account, the *Annals of San Francisco*, described the city of 1853 in these words:

*There was still the old reckless energy, the old love of pleasure, the fast making and fast spending of money, the old hard labor and wild delights, jobberies and official and political corruption, thefts, robberies, and violent assaults, murders, duels, and suicides, gambling, drinking, and general extravagance and dissipation. The material city was immensely improved in magnificence, and its people generally had an unswerving faith in its glorious future.... They often...outraged public decency; yet somehow the oldest residents and the very family men loved the place, with all its brave wickedness and splendid folly.*

Since that era, San Francisco has grown and changed immeasurably. Still, a modern-day San Franciscan might find the city of 1853 strangely familiar: San Franciscans still ride the waves of boom and bust, with a spirit of "splendid folly" and a profound affection for their home.



The Heritage, a retirement residence for men and women sponsored by the San Francisco Ladies' Protection and Relief Society

## INSTANT CITY, INSTANT PROBLEMS

As the city changed around it, the San Francisco Ladies' Protection and Relief Society also went through many transformations. Over its long history it has run a de facto employment office, a "hospitality house" where indigent women could stay, a children's home, a convalescent home for women and children, a home for elderly women, and now a retirement residence for both men and women—The Heritage. Through all these changes, however, the Society's essential character has remained the same: it sees itself as a family that offers protection and relief, and it is always striving to meet the community's needs.

San Francisco became a major city virtually overnight. Before the Gold Rush of 1849, San Francisco was a village of well under a thousand residents. When the world rushed to California for gold, most came through San Francisco. By 1853, the city's estimated population was fifty thousand—a fifty-fold increase in four years. San Francisco was remarkably cosmopolitan, with citizens from every corner of the globe. It was also overwhelmingly male: only about 16 percent of its citizens were women. The majority of San Franciscans were young men between the ages of twenty and forty.

According to the *Annals*, the city comprised 626 brick or stone buildings and "an immense number" of wooden ones in 1853; about half of all these had been built that same year. San Francisco already boasted many of the amenities of the great eastern cities. There were libraries, banks, public schools, hospitals, fire companies, several local newspapers, dozens of hotels, several theaters, and regular horse-drawn bus service. Two hundred lawyers argued in the court houses. The *Annals* assert, "The billiard rooms, and the public and private places at which gambling is carried on, can scarcely be counted; and the same may be said of the places where vast quantities of intoxicating liquors are daily consumed." Brothels, too, abounded.

The rapidly-expanding city was experiencing growing pains. Devastating fires, rampant crime, squatters who seized public and private lands by force, and vigilante

justice, all plagued San Francisco in its early years. Perhaps even more difficult in terms of daily life was the astronomical cost of living. Wages were high—five times higher than in eastern cities, by one estimate—but rents and retail prices were even higher.

By 1853, gold production and rents had peaked, and started dropping. The market was glutted with high-priced goods, and merchants began to go bankrupt. Toward the end of the year, the city's economy entered a slump. People were still pouring into this El Dorado, but now they were finding fewer opportunities. Government was not prepared to address these problems, and that is how private organizations such as the San Francisco Ladies' Protection and Relief Society became vitally important.

**I**magine yourself a young woman newly arrived in the San Francisco of 1853. Months ago, you left behind New York and everything you'd ever known to board a ship bound for California. The ship circled all the way around South America, through tropical seas, past Cape Horn with its violent swells and terrifying storms, stopping at exotic ports to resupply. At last, the ship passes through the turbulent waters of the Golden Gate. Now, through the fog, a bustling city appears.

At the dock, you are expecting to see your brother. Eagerly you search the faces of the men gathered there, but you see only strangers, talking in a dozen different languages. Has your brother gone to the gold fields? Has something terrible happened to him? Some of the men eye you, a woman alone, with evil intent. You hurry to an address suggested by a fellow passenger, but hurry away even faster when you find it to be a house of ill repute. Everywhere you pass signs advertising



San Francisco as it looked in 1853, when the San Francisco Ladies' Protection and Relief Society was founded.

## WOMEN HELPING WOMEN

food, supplies, and lodging at prices so exorbitant, you think at first they must be in error. Friendless, having spent your last funds on the ocean voyage, you are ready to despair when you see a woman's face at the window of an officer's cottage. The woman looks kind, and she opens her door when you knock. You tell her your troubles. To your immense relief, she offers help and protection until you can find your brother or make your own way.

This is the legend of the first woman assisted by the San Francisco Ladies' Protection and Relief Society. She had knocked on the door of Mrs. A. B. Eaton, wife of an army major stationed in San Francisco. Mrs. Eaton spent only about a year in San Francisco, but she was to have a lasting effect on the community. When the young woman appealed to her, Mrs. Eaton not only helped that one woman, but gathered friends to create an organization that would help other innocent women cast adrift in the wake of the Gold Rush.

On August 4, 1853, women representing several of the city's churches met at Trinity Episcopal Church and formed the San Francisco Ladies' Protection and Relief Society, which promised "to render protection and assistance to strangers, and to dependent and destitute women and children." By the summer of 1855, the Society was incorporated, giving it powers such as making contracts, buying and selling property, and raising money. The Society had three levels of membership: Annual at \$5, Honorary at \$20, and Life at \$50. Following a common pattern of the day, two boards were formed along gender lines: a board of twenty-four "Lady Managers" and a much smaller Board of Trustees, all men.

Many of the early Trustees were husbands of Managers. Indeed, the Society's early boards probably saw their roles in the organization as similar to those of the husband and wife in a traditional nineteenth century household. The Lady Managers carried out the daily operations of the organization, while the male Trustees controlled the operation's finances. This structure reflected nineteenth

century ideas about men's and women's spheres: women were said to be morally superior, and therefore perfectly suited to charitable pursuits, but they were considered ill-equipped to handle financial matters.

Despite this divided structure, the Lady Managers possessed a great deal of power and responsibility. Not only did they carry out all the work of the Society; they also raised money, and even petitioned the California State Legislature for funds—but we will come to that later. As the name suggests, this was an organization of women, for women. The “Ladies” of the title were not only the ones in need of help; they were the ones helping.

The help they offered was multifaceted. Whatever was needed, the Society tried to provide. An early annual report of the Society gives a prime example:

*In a little alley, right in the neighborhood of wealth and elegance, within the narrow low wall of a shanty, were found a suffering family, their only resting place at night a rough pile of shavings, with a scanty covering.... [Only God] knew where they would find sustenance for their languishing bodies. A good Samaritan found them in this trying condition, presented the case immediately to the Society; they were furnished with bed, bedding, and provisions, and, more than all, the sympathy and kindness of neighbors; the babe of a few days old comfortably clothed; the mother's wants provided for; the man rendered unfit for hard labor by oft repeated fits of epilepsy, is now getting what little work he is able to perform.*

The Society's members personally went out in search of women and families to help. They presented cases at the regular monthly meetings of the Board of Managers. There the Managers decided as a group whom to help and how best to do it. They supplied needy women or families with food, clothing, and fuel. In

emergencies, they might pay for rent or medical care. In some cases, the Managers cleverly made the Society's uncertain funds stretch farther by paying poor families to lodge homeless young women.

The Managers came up with another novel idea for serving two needs at once. Young women adrift in San Francisco needed a respectable means of support. At the same time, wealthy and middle-class families were clamoring for domestic help. The Managers began matching need with need, finding jobs for their protégés in acquaintances' households. Thus the Society's office on Sacramento Street came to serve as an employment office—perhaps the first in San Francisco. Printed handbills advertising the Society's services read, in part: "All respectable women in want of protection, employment in families or as needle women, by applying at the office, will receive immediate attention."

The handbill's use of the word "respectable" was no accident. At the time, San Francisco was notorious for its brothels. The Society's Managers were almost certainly motivated in their work partly by the hope of saving their protégés from falling into sin, and partly by the desire to raise the moral tone of the city as a whole.

While the Lady Managers were trying to reform the city through peaceful means, their husbands and sons were attempting to reform it by force. Many citizens saw violence as the only solution to San Francisco's problems with crime and corruption. These citizens took the law into their own hands in 1856, after a local politician murdered a crusading journalist known as James King of William. Led by prominent local businessmen, the Committee of Vigilance—a large, organized citizen army—rose up to take over the city. The vigilantes tried to "clean up" San Francisco by executing or banishing those they considered guilty. At least one Manager's husband, Mr. E. B. Goddard, served on the executive committee that ruled the vigilantes. Another's son was quartermaster of an infantry regiment. The widow of the uprising's martyr, Mrs. James King, was soon named a Manager as well.

Deciding their work was done, the vigilantes disbanded after three months, and San Francisco's citizens went back to their usual business. Real reform would take time and persistence, and the San Francisco Ladies' Protection and Relief Society Managers quietly resumed their work of helping fellow Franciscans.

In 1857, the San Francisco Ladies' Protection and Relief Society went through a tumultuous period of its own. A decision to change threatened to tear the organization apart. Across the country, benevolent societies were transforming themselves. In the first half of the century, reformers focused on changing the community through persuasion and charity. By the 1850s, these methods appeared ineffective. Benevolent societies began to focus on creating institutions—group homes that they believed could protect the innocent from the corrupting realities of urban society.

Many Managers of the San Francisco Ladies' Protection and Relief Society felt that such a home was desperately needed in San Francisco. Women and children needed a reputable place to stay while waiting for work, or for men away at the mines. Not everyone agreed, however. When the idea of founding a home was proposed at a Managers' meeting in the summer of 1857, many objected vehemently. Their reasons for opposing a home have not survived—only the fact that they thought the proposal "rash." Perhaps they thought the expense would bankrupt the Society, or perhaps they worried about taking responsibility for their charges during the dangerous night hours. Whatever the reasons, the debate turned into a feud.

The Society's president and secretary-treasurer gave the Managers an ultimatum: either abandon the idea of a home, or we will abandon you. Even though their own leaders insisted it was too risky, the majority of Managers courageously decided that a change was needed. For the first time, but certainly not the last, the Society would evolve to meet the community's changing needs. By a slim margin,

## A HOME FOR THOSE IN NEED

---

For thirty years, Mrs. Nathaniel Gray was president of the San Francisco Ladies' Protection and Relief Society. Mrs. Gray came to San Francisco from New York in 1852 to join her husband, who had become the city's



most prominent undertaker. Mrs. Gray believed in freedom and education for all. While living in New York, she and her husband had assisted those fleeing from slavery. After the Civil War, Mrs. Gray sponsored a school for African Americans in North Carolina. She also helped found a school for Chinese American girls in San Francisco. Work with the Society was her most enduring commitment, however. Mrs. Gray served as president until her death in 1887, when the minutes are filled with resolutions memorializing her dedication and service to the organization.

the Managers voted to establish a home. The defeated officers swept from the room, never to take any further part in the affairs of the Society.

The Managers who remained lost no time in carrying on their work. At the same meeting, they elected new officers to replace those who had deserted them. The Managers chose Mrs. Nathaniel Gray to be their president, an office she would hold for the next thirty years. Mrs. E. B. Goddard, who had first proposed the home, became the new secretary.

By September 1857, the Society had rented a house at Second and Tehama Streets for \$25 per month. The Managers filled the home with furniture donated by members and hired a matron to run it. One Manager's husband drove a wagon along Front Street, calling out to merchants for donations of food and household goods. The "Hospitality House" soon opened its doors.

The "rash" undertaking was a great success—perhaps too much of a success at first, because the small rented home was soon overflowing with residents. Clearly the Society had identified an important need in the community. Within six months, the Managers were discussing the construction of a permanent home. Until a suitable site could be found, they decided to purchase a larger house on Tehama Street. Not only would they find more room for their swiftly growing family, they would also save the expense of monthly rent.

Buying a house would ultimately save the Society money, but they would have to spend money first. They would need over \$6,000 to buy the house and make repairs. The Managers resolved to ask the state for the funds, and they chose one of their own, Mrs. A. B. Reese, to make the appeal. At a time when some still believed that women should not speak in public, Mrs. Reese joined many brave women of her era who were letting their voices be heard. In January 1860, she boarded the riverboat bound for Sacramento. Mrs. Reese addressed the California Legislature in an old courthouse, the legislature's temporary quarters until the new California State Capitol building could be completed. Her speech must have been persuasive, because the legislature granted the

Society the sum of \$3,000 toward the purchase of the house, and added another \$2,000 later that year. The Managers raised the balance, plus thousands more that became the start of their building fund, earmarked for the construction of a permanent home.

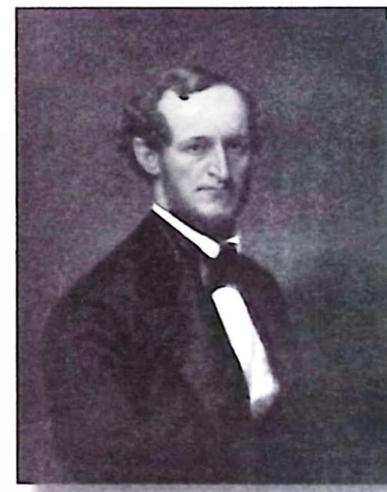
While the San Francisco Ladies' Protection and Relief Society was outgrowing its house and looking to expand, the city as a whole was going through the same process. San Francisco had grown east into the bay, turning piers into streets, and it had grown west as far as Larkin Street. The area beyond, known as the Western Addition, was mostly sand dunes overgrown with lupine. The streets had been mapped out, but only Bush Street had actually been graded.

One enterprising Manager of the Society, Mrs. J. J. Denny, saw the promise held by this area of windswept dunes. In 1859, she approached Mr. Horace Hawes, a prominent lawyer, politician, and philanthropist of the day. Mr. Hawes knew the Western Addition well: he had helped plan and name its streets in 1855. Mrs. Denny asked him to donate some undeveloped land to the Society. Mr. Hawes consented, and his generous gift insured the Society's long-term survival.

In July 1860, Mr. Hawes deeded a square block of land bounded by Van Ness, Geary, Franklin, and Post streets to the Society "forever." He placed certain conditions on his gift: the Society could not mortgage the land or sell it for many years, and the land or the income derived from it must be used "for the sole and exclusive use and purpose of rendering protection and assistance to strangers, to sick and dependent women and children." These conditions were no hardship, since they fit the Society's plans for the land perfectly. The lot on Franklin Street would serve as their home for many years to come.

The Society had a place to call home, but now the home itself needed building. An ambitious plan was volunteered by Mr. S. C. Bugbee. A well-known San Francisco architect, Mr. Bugbee later designed the famous Crocker Mansion. For the Society's home, he envisioned an elegant structure in the Second Empire style, with a central hall

## THE HOUSE THAT GENEROSITY BUILT



Mr. Horace Hawes

*“The Society will ever cherish [the name] of the Hon. Horace Hawes as its benefactor and friend.” —annual report of 1860*

With one stroke of the pen, Mr. Horace Hawes secured the Society’s future. In 1860, he donated the land on Franklin Street where the Ladies’ Home, also known as the “old brown ark,” was built. Perhaps Mr. Hawes was moved to this generosity by memories of his own childhood experience in rural New York. Mr. Hawes had been an impoverished half-orphan himself. His mother died in 1824 when he was eleven years old, and Mr. Hawes was sent away to be indentured to a neighbor. At the age of sixteen, he earned his independence and supported himself as a teacher while studying to become a lawyer. Mr. Hawes was a pre-Gold Rush pioneer in San Francisco, arriving in 1847. Over his long career as a California lawyer and lawmaker, Mr. Hawes served two terms in the state assembly and one in the state senate. He had a lasting effect on the structure of San Francisco government, as the author of the act that organized San Francisco and San Mateo counties.

flanked by two wings. This building, which served as a haven for thousands of children over the years, came to be known affectionately as the “old brown ark.” More commonly, people referred to it as the Ladies’ Home. The Society did not have sufficient funds to build the whole edifice right away. Instead, they decided to begin with one wing, and add to the building as the need and funding arose.

The first step in building the home out on the dunes was, simply, to reach the building site. The builders had to construct a plank road across the sand just

to transport their materials.

Work began in the dreary winter months of 1862-1863, and by the end of 1863 the Ladies’ Home was complete—for now.

As the Society’s home was taking shape, a new focus was taking shape as well. The Society had begun in response to women in peril, and it still assisted many women. Increasingly, however, children were becoming the focus of the



**When it was built in 1863, the Ladies' Home stood out on the sand dunes in the largely undeveloped Western Addition.**

Society’s work. In 1860, roughly equal numbers of women and children resided in the Society’s home. By 1862, the number of children living in the home had risen to more than twice the number of women residents. The Ladies’ Home was soon almost exclusively a home for children, with only a few elderly women living there.



The Society shifted its focus from women to children in response to changes in the community around it. By the 1860s, the Gold Rush was over. People were still flocking to California, but men who came to San Francisco were no longer dashing off to the gold fields. The original problem the Society had been founded to address—that of women left alone and friendless in the city while their men mined for gold—was no longer an issue. But city problems are hydra-like; whenever one disappears, several more raise their ugly heads. Nineteenth-century San Francisco was filled with needy children, and government did not provide the resources necessary for their care. Orphanages existed already, but these were not designed to house children whose parents were living but unable to care for them. An all-purpose children's home was needed in San Francisco, and the Society delivered.

By 1865, settled in its new home, the Society could state in its annual report that it was “no longer an experiment but...a permanently established charity, well adapted to the wants of a large city, with constantly widening fields for usefulness.”

Imagine yourself a boy of eight or nine living in the Ladies' Home in the 1870s. You are deep in dreams when the teacher wakes you at seven o'clock. You dress yourself, tidy your bed, and hurry down to the basement with your friends. You find your place in line and march into the dining hall at half past seven exactly. Matron McGladery says grace. Then your sister and the other older girls serve breakfast: steaming oatmeal and milk. You eat with relish, and raise your hand for a second helping.

After breakfast, you feed the pigs and chickens and do other outdoor chores while the girls clean up the dishes and do housework. At nine o'clock, you all file into the big classroom and take your seats, girls on one side and boys on the other. For the hundredth time, you read the mottoes on the walls: “Never too late to mend.” “Find a way or make a way.” Someday, you think, you will find a way to become a fireman.

## LIFE IN THE OLD BROWN ARK

*Corman, May July 19 1880.*

*W<sup>t</sup>. Jones & Brontell had permit to take Mary Corman to live with her to bring up to become a useful assistant in the care of children. She promises to do well & live well & give her a kind home. W<sup>t</sup>. Jones & Brontell live in Honolulu, Hawaiian Isl.*

*Sifraan M<sup>t</sup>. 16. W<sup>t</sup>. Pererance.*

*Hogart, Louisa. Sept. 1<sup>st</sup> 1880*

*W<sup>t</sup>. & W<sup>t</sup>. John H. Horde, residing at 822 Union St. S. F. had permit to take Louisa Hogart with intention of adopting her.*

*Refugee W<sup>t</sup>. Friedrich Martens, & wife Martens. Married to Mrs. Gladys Lohs in Germany. W<sup>t</sup>. Augustus Martens.*

*Hogart, Louisa. Sept 14<sup>th</sup> 1880.*

*W<sup>t</sup>. Hartwell and wife, residing in Tulare City, Tulare Co. have permission to take Louisa Hogart with intention of adopting her and treating her as if she were their own daughter. They promise to do well by her, give her a kind home & educate. They see without me will bring Louisa up to be the best that fits.*

*Refugee W<sup>t</sup>. Robert Bohne, residing in Porterville. Married to Sarah Gumm. French descent.*

*Dairy business - Tulare, Tulare Co. 3 children boy*

*Hampshire. Joe Sept 14<sup>th</sup> 1880*

*W<sup>t</sup>. Anna Poring, one sister, and residing at Boston, Mass Co. Cal<sup>r</sup>. wish for Hampshire to adopt as their own child. W<sup>t</sup>. & W<sup>t</sup>. Poring are Dissidents and will give the boy the best religious, moral and secular instruction in their home to better. W<sup>t</sup>. Hart, Williams Isl. of H. S. is Perm.*

The teacher interrupts your daydream by beginning class. You study reading, spelling, penmanship, arithmetic, and geography. Geography is your favorite—you love imagining strange lands far away. At four, the teacher lets everyone file to the door. When she gives the signal, you all burst out, yelling and running around the yard.

Today is the first Thursday of the month—visiting day. You and your sister wait eagerly for your father. He shakes your hand warmly when he arrives, and you tell him all about what you've been doing that month. He says he has found a new job. Maybe someday he'll find a way to take you back home.

After supper, you walk out to the barn with your friend Lloyd to milk the cows. Lloyd's mother didn't come to see him today. Did something bad happen, or did she just forget visiting day? The milking finished, you and Lloyd run back out into the yard to play while the summer sunshine lasts.

When you head up to bed, you pass the nursery on the way. Your baby brother is in there, wailing as usual. You like the nurse who works there. Her son lives with you in the dormitory. They have a sad story. (Of course, everyone here does.) The family sold everything they had to come to California from Michigan. The father came first, leaving tickets for the rest of the family. He was robbed on the way, and died when he reached San Francisco. When the family got to the city, they had no money and no father. They had to stay in the home. The mother turned out to be so handy in the nursery, she was hired as the permanent nurse.

You wash your hands and feet and get ready for bed. The teacher reads a story and then the bell rings for silence. You go to sleep thinking about the outing planned for later in June: riding the carousel in Golden Gate Park....

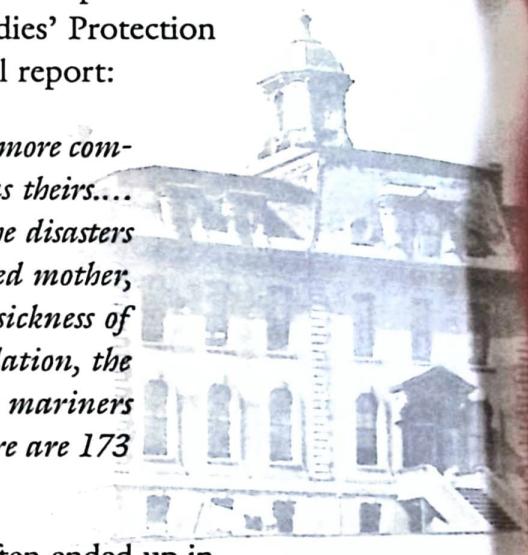


The Ladies' Home was not exactly an orphanage, although some orphans did live there. Mrs. George Barstow, secretary of the San Francisco Ladies' Protection and Relief Society, eloquently explains in the Society's 1869 annual report:

*The name of orphan is the key to every heart. But there are sorrows more complicated, and helplessness as complete, and destitution as bitter as theirs.... The causes which bring [children to the home] are as varied as the disasters and vicissitudes of human life. Some are deserted by an abandoned mother, or a vagabond father, and are outcasts. Some come by sudden sickness of parents—the death of a father or mother in poverty, rash speculation, the gaming table, or the curse of drunkenness. And thus the little mariners have come to us, shipwrecked, from all the storms of life, and there are 173 of them in the Home today.*

In the late nineteenth century, children from "broken homes" often ended up in institutions. Parents left single and poor by death, divorce, or desertion had nowhere to turn. There was, of course, no government welfare available to destitute single parents. These parents often had no choice but to give up their children.

Many of the children were not entirely abandoned, however. Parents were allowed to visit once a month, and many reclaimed their children once they had found a way to support them. One girl's letters to her mother paint a wrenching picture of what the separation must have been like: "Dear Mama, I hated to have you leave me this day.... Do you know mother, I have been thinking of you every



"No matter what may be their nationality, the religion of their parents, or the place or accident of their birth, whether Christian, Jew, Infidel, Pagan, or Mohammedan, if they are little children, helpless, forsaken, and in want, that is in itself a passport against which the Ladies' Home has never shut its door," wrote Mrs. Barstow, secretary of the Society, in the 1872 annual report. In a time when intolerance and discrimination were the norm, the home had a policy of accepting children of all backgrounds. According to the surviving records, most were children of immigrants from all over Europe. There were also many Mexican Americans, and at least one child was of Chinese descent. The Society's annual reports often repeat that the home did not discriminate on the basis of color. The Ladies' Home was unusually diverse for its time.

minute of the day.... Come visiting day. Don't forget." Parents who were able paid monthly fees for the children's care—whatever they could spare. Still, many abandoned or orphaned children stayed at the home for free.

There was no shortage of children to care for. The home's population exceeded one hundred by the end of the 1860s, and its capacity grew to approach three hundred children, ranging in age from infancy to fifteen, at any one time. The Ladies' Home family was impressively diverse for its time, as the Society made a point of accepting children without regard to race or creed. (See the sidebar.)

As in the city at large, disease struck the home periodically. Annual reports from the 1870s through the turn of the century thank Drs. Mouser and McNutt for volunteering their skill in caring for sick children.

Caring for the children's immediate needs of food, care, and shelter was not all the Managers hoped to do. They hoped to shape the children into model

#	name	age	admitted	discharged
f	Louisa Johnston	9	July 1878	Jan 5 1881
b	Josephine Johnston	5	July 1878	June 5 1884
f	Clara C. Just	13	May 1882	July 15 1885
c	Carl 16 Just	11	May 1878	Dec 15 1884
f	Hettie Johnston	10	Oct 16 1882	March 25 1883
f	George Johnston	6	Oct 16 1882	April 25 1882
f	Eloisa Jackson	11	Oct 20 1882	Jan 4 1883
f	Frances Judson	10	Jan 15 1883	March 9 1883
f	Frederick Judson	8	Jan 15 1883	March 8 1883
f	Alberta Judson	4	Jan 15 1883	March 9 1883
f	Lizzie Jones	8	Jan 26 1883	Feb 13 1883
f	Maggie Jones	6	Jan 26 1883	Feb 13 1883
f	Abrah C. Jordan	9	May 3 1883	May 21 1883
f	Elmee Jordan	5	May 3 1883	May 21 1883
f	Federic Johnson	7	Aug 26 1883	Sept 25 1883
f	Cornelia Johnson	6	Aug 26 1883	Sept 9 1883
f	Edith Johnson	8	March 2 1883	April 5 1883
f	Alberta S. Jones	2	"	"
f	Zerina Jones	1	"	"
f	Julia Johnson	7	Oct 24 1883	November 1883
f	Robert Pageo	6	March 9 1886	March 9 1886
f	Alma Pageo (unis)	4	"	"
f	Albert E. Jones	8	March 12 1886	March 12 1886
f	James C. "	6	Jan 1 1887	"
f	Edward "	4	"	"
f	May E. Jones	12	July 12 1886	Nov 17 1886
f	John R. Jones	9	"	Dec 14 1886
f	Charles Jones	6	Oct 1 1886	Nov 13 1886
f	Frank O. Jones	5	"	"
f	Harriet E. Johnson	14	Nov 24 1886	March 21 1887
f	Isabel A. Jenkins	9	Dec 13 1886	"
f	Grace James	3	Oct 6 1887	Sept 11 1888
f	William Johnson	5	Oct 17 1887	"
f	Curry Johnson	14	Dec 1 1887	Dec 21 1887
f	Paul Johnson	12	December 1888	Aug 9 1889
f	Frank "	9	"	Jan 3 1889
f	Alfred "	7	"	"
f	Stephen "	5	"	"
f	John "	8	"	March 19 1887

citizens. Classes were designed to give the children a moral and intellectual education. The children attended church regularly. Boys and girls were required to do work around the home appropriate to their age. Following the standards of the time, the work was divided by gender as well. The girls were taught sewing and good housekeeping. The boys learned the value of hard work by helping with outdoor chores. All this was designed "to aid them in the launch into life."

Life at the Ladies' Home changed, of course, over the years. By 1868 the original wing of the building had grown so crowded that classes were being held in a corner of the barn. The building's central portion, which included a roomy classroom, was added in 1869. The home's surroundings grew more and more urban, and the cows were sold in 1887. Toward the turn of the century the older children began marching each morning to public schools in the neighborhood, and by 1913 none of the children attended school in the

Hogart, Amelia

September 14, 1880

*Dr. W. F. Cartwell and wife, residing in Tulare City, Tulare Co. have permission to take Amelia Hogart with intention of adopting her and treating her as if she were their own daughter. They promise to do well by her and give her a kind home and education....*

The matron's record book is filled with fostering contracts such as this one. Amelia Hogart is interesting because a note scribbled at the bottom gives us a peek into her life after leaving the home. She married Frank Geurin, a Frenchman. They had a dairy business in Tulare County, and raised three boys together.

home. Also in 1913, Mr. George Newhall, a Trustee, sponsored the children's first summer vacation in the country. Each summer, at ranches in Sonoma and Los Gatos, the children swam and fished in the creeks, watched trains go by, and played with the animals. Arriving in Sonoma that first summer after hours on the ferry boat and train, one boy asked "Are we still in the United States?"



*Children from the Ladies' Home enjoyed a carriage ride at summer camp in 1914.*

The Society's Managers tried their best to make life at the home pleasant, but they tried even harder to help children leave it behind. Managers sought out families to take children into their homes. These families had to give references and agree to a long list of conditions before fostering children: they agreed to treat the children as members of the family, to provide for them, and to arrange for their academic and religious education. The children, in turn, were expected to help out around the house according to their age and strength. Managers followed up on the placements, and removed children from homes that proved unacceptable. More often, families ended up permanently adopting the children.

In the case of older boys and girls who had not been adopted, the Managers attempted to place them out for employment. Teenage girls often became domestics or seamstresses. Boys were sent off at the age of twelve to work on farms or in shops. The boys' future was of particular concern to the Society. Mrs. Barstow wrote in 1869, "Some of the boys show signs of mechanical genius.... But as yet we have found no way in which such can learn trades, although there might be one of the number having the genius of a Watt, or a Fulton, or a Morse." Trade associations resisted letting the boys work as apprentices. Mrs. Barstow pleaded with the community to help the boys find a way to learn trades and make their way in the world.

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Meanwhile, the San Francisco Ladies' Protection and Relief Society was struggling to make its own way. The annual reports are filled with tales of dire financial crisis and eloquent pleas for donations. In 1872, Mrs. Barstow wrote, "We, the Managers of the Ladies' Home, are yearly beggars from the Public. We have no fund to draw upon. We have no money in the bank. Today we have only \$43.92 in the treasury. A bequest received this year was used to pay a debt.... Our prayer is, 'Give us this day our daily bread.'"

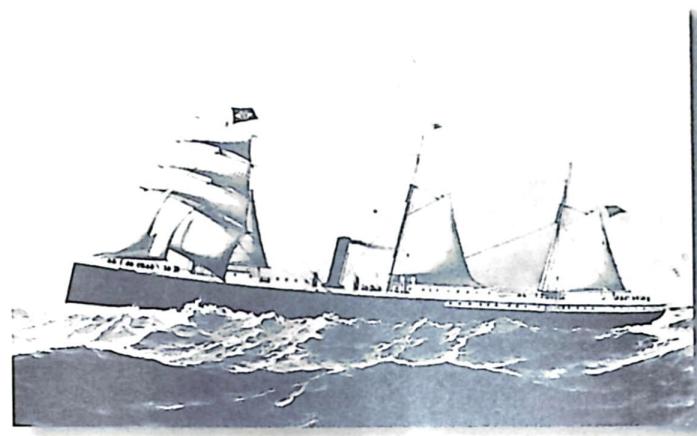
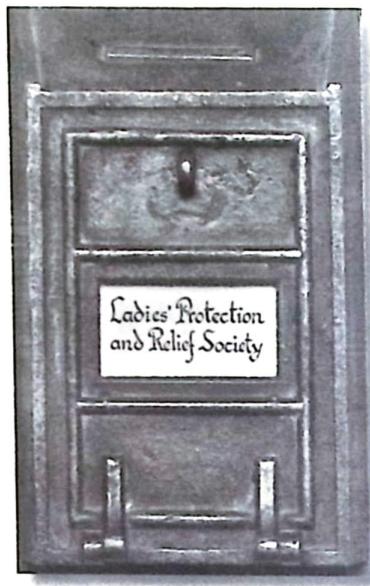
Private charities in nineteenth century California bore a heavy burden. The government relied on private organizations to take care of those who fell through the cracks, but it did not always provide funds to these organizations. The Society's 1879 annual report pointed out that the city authorities regularly brought abandoned children to the home "confident that they will be kindly received and tenderly cared for," but "we have never received a dollar in their behalf from the City Treasury." As today, private donors were needed to underwrite all the Society's good works. The Managers appealed to their fellow citizens' generosity, and rarely did so in vain.

The Managers were not content with simply asking for donations and waiting for money to come in. They came up with creative ideas to raise funds and furnish the needs of their home. In the 1860s, the Society began an innovative program of selling packets of tickets. Instead of giving change to panhandlers, people could hand out these tickets, good for help at the Ladies' Home. In this way, Samaritans knew that their donation would feed or clothe the recipient, and not be spent on alcohol or dissolution.

In the 1860s and 1870s, the Society's most heartwarming means of support came from Mr. Samuel C. Harding, the home's own Santa Claus. During the week of Christmas, Harding would gather wagons and drive from store to store asking for donations of food, household goods, and other essentials. "Sam Harding Day" was a festive occasion, as Harding drove up to the home at the head of a train of wagons loaded with Christmas cheer. Dozens of excited

## FIND A WAY OR MAKE A WAY

All steamers making port in the city carried collection boxes for the San Francisco Ladies' Protection and Relief Society. One of the Society's collection boxes survived San Francisco's worst shipwreck. In 1901, one hundred and forty people lost their lives when the passenger steamer *Rio de Janeiro* sank in heavy fog off Fort Point. The wreck was never found, but a fragment of the cabin was discovered floating near Alcatraz Island. Attached was the Society's collection box, still intact. It contained Japanese and Chinese coins, Japanese paper currency, and \$7.55 in United States coin. Today, this poignant souvenir hangs on the wall between the two front doors of The Heritage.



After the steamer *Rio de Janeiro* sank in 1901, this collection box for donations to the Society was found amid the wreckage.

children gathered at the door to meet him, and then joined in a religious service giving thanks for their blessings.

Another unusual fundraising idea came from Mr. Hawes' daughter, Mrs. James Robinson, who joined the Board of Managers in 1888. She suggested installing collection boxes for the home on all steamers docking in San Francisco. Mrs. Robinson enlisted help from all corners of the globe, as strangers from every country dropped their coins in the boxes. Her collection box idea added substantially to the Society's revenue.

Whatever funds the Society received, the Managers stretched as far as they could, using their money wisely. One annual report proudly commented, "we do not believe a parallel can be produced for economy in the use of charitable funds."

In the 1880s, the Society found itself on firmer ground. The State Legislature voted in 1880 to provide money for the support of orphans, half-orphans, and abandoned

children. This insured a steady income for living expenses. The state funding could not be used for building projects, however. The Ladies' Home was becoming overcrowded, and the addition of the final wing was essential. One Manager wrote, "It seems as if the walls of the old building must be elastic, as never before have so many been sheltered under its roof."

Luckily, generous donors made several large gifts. By 1898, there was enough money in the building fund to begin the new wing. The wing added a kindergarten, a modern infirmary, an auditorium, playrooms, and badly-needed extra dormitories. Mr. Bugbee's ambitious edifice, begun more than thirty years earlier, was finally complete. The "old brown ark" was truly an ark in the storm, housing nearly three hundred needy children at any one time.

The brown ark was rocked on April 18, 1906, along with the whole city. A newspaper report describes the earthquake's immediate effects on the Ladies' Home in the following words:

*The windows were reduced to atoms, doors were wrenched from their hinges, portions of the side walls fell and the roof of the annex, containing the offices, reposes on the sidewalk below. Bureaus and chairs were toppled over by the tremblor, and the building was rendered hopelessly untenable. But the officers kept their heads, and today each and every occupant on that fateful morning is enjoying life across the bay.*

—San Francisco Chronicle, May 1, 1906



All three sections of the Ladies' Home were finally completed in 1899.

## THE BIG ONE

The amazing story of how all escaped that day is perhaps best told in the words of the indefatigable Miss M. McGladery, long-time matron of the home. The highlights from her account are reproduced in italics below.



This 1906 photo of earthquake devastation in San Francisco shows smoke from the fire that consumed the city's downtown.

*Nearly all were quietly sleeping when they were awokened by the falling of plaster and the swaying of the building. I went out into the hall, fearing a panic amongst the children. The night nurse was the only one in hysterics. But people with strong nerves have been known to give way under such terrifying circumstances. The swaying of the building was so awful it seemed as if at any moment we might be entombed. Strange to say, all the older children were calm and remained in bed, covering their heads with their blankets.*

Luckily, no one was badly hurt. A chimney had fallen on one boy's bed, but Miss McGladery found him unhurt in the yard. She asked him what had happened, and he answered, "When the first brick fell, I thought it was time to get."

*Earthquakes and fires do not prevent children from being hungry.... Fortunately plenty of bread was on hand and the morning milk had just been delivered. Those children ate just as heartily as if the even tenor of their lives had not been rippled. I noticed, though, they didn't stay in the dining room any longer than was absolutely necessary [presumably because they feared that the building might collapse]....*

In this dire emergency, many parents who could reach the home took their children away with them, not knowing what would become of the home.

*The day was spent in the lower part of the yard. By evening the fires had spread so rapidly it looked as if we would have to move before morning.... The grown folks were up and down all night, watching the progress of the fire.... At half-past ten [the next morning] we were ordered out by the authorities, as dynamiting was to be done on Van Ness Avenue.*

*Where should we go with one hundred forty-five children for shelter? Just here the providence of God was shown. I was making for the Park when a soldier, assigned to duty in that neighborhood, said, "Take your children to the Presidio; you will be better cared for there." So to the Presidio we started. On our way out a gentleman gave us a large box of crackers. The children sat down by the wayside to eat this lunch and some ladies supplied them with good, pure water....*

*We reached the Presidio in the afternoon, foot-sore and weary. Many of the little ones had to be carried. We had intended to camp inside the gate, but an officer suggested that we would be nearer supplies and the children would be better cared for in the grove in front of the General Hospital. Our Heavenly Father was still looking out for us. Never at any time through the confusion of those first days was our family unprovided for....*



After the earthquake of 1906, the children and staff from the Ladies' Home retreated to a refugee camp in the Presidio.

Perhaps the one person who did the most to make the Ladies' Home feel homelike was Miss M. McGladery. She worked at the home for forty-three years, beginning as assistant matron in 1865 and taking on the full responsibilities of matron in 1871. Miss McGladery was known for the affection and individual attention she gave the children. One annual report states, "She has the same motherly care for all, and many a little one calls for 'Gladery' with more affection than he has ever known for mother." Having led her family calmly and resourcefully through the great earthquake, Miss McGladery retired in 1908. She became mother indeed to two of the home's children, personally adopting a girl, Laura, and a boy, Leo.

*By the third night all were housed [in tents], fortunately, for the rain commenced on Sunday evening. Being on the slope, the ground soon became damp and also the blankets. The tents had to be moved, but the children were kept under cover....*

Helpful citizens volunteered to take on the babies and some of the children. The remaining family moved from one temporary home outside the city to another until the Ladies' Home could be repaired.

*The children really felt they were on a grand picnic—no school, Church, or Sunday-school to break into their play. But sickness soon began to appear, probably due to our cramped quarters....*

Tragically, two little girls died of typhoid in the weeks following the quake, but all the rest came through the disaster unharmed.

*Before our next meeting Thanksgiving Day will have passed. We, as a family, have much to be grateful for. The Lord has cared for us. The children are looking forward as usual and the refrain, "Thanksgiving Day, the turkeys ran away, and we will ask for a holiday" rings through the house. There is no doubt in their minds but that the runaway turkeys will turn up at [the temporary home]. They won't get any further.*

Just after the earthquake, the newspaper had reported that the Ladies' Home had been destroyed, but that was incorrect. The home had withstood the quake with only minor damage. Repairs were made, and the family moved back within a year.



## A NEW DIRECTION

The Ladies' Home stood strong through the earthquake, but changes in the world around it would soon shake the Society to its foundations. Ideas about childcare were beginning to shift. By the 1920s, orphanages and children's homes had begun to fall out of favor. Two White House conferences on child welfare, in 1909 and 1919, put reformers' focus on foster care instead of institutions for children in need.

This emphasis on foster care was not out of line with the San Francisco Ladies' Protection and Relief Society's own philosophy. The Society was always concerned with preparing the children for life outside the Ladies' Home. As early as 1858, the state had granted the Society the authority to "bind out" children for apprenticeships. Throughout the home's history, the Managers worked hard to find homes for all the children they could. As the 1899 annual report stated, "The policy of the Society has always been to encourage...the idea that the Institution is not to afford a permanent home, but is a refuge to tide over an emergency."

However, the new child welfare reformers disapproved of placing children in institutions, even temporarily in an emergency. Government began sponsoring programs for placing needy children in immediate foster care, rather than funding institutions like the Ladies' Home.

The decline of orphanages in general came at a time when the Ladies' Home itself was in a decline. The beloved Miss McGladery had retired in 1908, and was eventually replaced as matron by Miss I. V. Graham, a stern disciplinarian. By the 1910s, letters and firsthand accounts show that many children were unhappy in the once-happy home. The numbers of children living at the home had dropped considerably—by 1914, only about 80 children lived where nearly 300 children once had. The Managers and Trustees realized that the Society must change or become obsolete.

Annual Meeting  
1923

The Annual Meeting of the San Leandro Ladies' Protection & Relief Society was held at the Home on Tuesday, January 2nd, 1923 at 7 P.M. Mrs. Bevins, President, presided over Madame Austin, Chaplain, Dr. Seward, Thompson, Lawrence, Lopez, Abbott, Foster, Mrs. Nease, Bevins, Foster, Smith, Green & Voldo. As there were ten voting members and no motion was made to adjourn, the first vote in favor was given in favor of the motion. The members & the last meeting were present and accepted. The report of the Secretary of the Society was read and read in full - By resolution of the Board the following except from the Secretary's report is incorporated in the minutes of the said meeting as follows:

"That this session of transition, investigation and discussion has closed with a unanimous decision as to change not and a Board clearly united on all fundamental questions of fact - largely due to our President Miss Bevins. Considering her personal care for not causing children & the female consideration & the needs of this community, with health & vision and the study in all clear-headed work she has stood aside. & the Board and come to its own conclusions, helpful always, giving to her time, strength and knowledge of every need. "I am of the Board for forward into the Year 1923 with the almost confidence in our Board President and in the work yet to be done." The report of the Merging Committee was given by Mrs. Timmons as the Chairman was absent. The following names: Mrs. Russell, Mrs. Rose & Thompson and Foster, the Secretary left the room and the following were elected:

This June 7. Bevins and as President  
Mrs. J. H. Durin " Vice President  
Mrs. C. Louise Smith " Vice President  
Mrs. Paul B. Austin " Vice President  
Mrs. Muriel G. Kise " Recording Secretary  
Mrs. Helen Miller Pittman " Corresponding Secretary  
Mrs. Alice F. Hutchinson " Member

In the early 1920s, the boards struggled over what direction their Society should take. The Trustees and some of the Managers favored shifting the Society's focus to the care of older women. Older women had always lived at the Ladies' Home in small numbers. As early as 1872, an annual report of the Society speaks of hopes to build a separate Old Ladies' Home. These hopes had never been fulfilled. The need for retirement homes had only increased since that time, as the proportion of older people in the population grew at the start of the twentieth century. Since women were at a greater risk of experiencing poverty in old age than men were, affordable housing and care for elderly women was an emerging need in the community.

When an offer came in 1921 to merge the Society with the University Mound Old Ladies' Home, it seemed to many board members like the perfect opportunity to make necessary changes. Some disagreed, however. The president of the Managers, Miss Anna Beaver, who wanted to keep the Society's focus on children, proposed merging with the Protestant Orphanage instead. At the Society's annual meeting in January 1922, the secretary of the Board of Trustees, Mr. H. M. A. Miller, summarized the pros and cons of both mergers and presented the boards with a decision: should the Society merge with a home for the elderly or with an orphanage? The men of the Board of Trustees were unanimously in favor of a merger with University Mound Old Ladies' Home, and a majority of the Managers agreed.

Plans for the merger went ahead for several months, but in September the Managers had a change of heart. They resolved to

remain independent—they would not merge with University Mound or any other society.

The Managers stuck to their original decision in one important respect, however. The Society would no longer focus on housing dependent children. They would build a new home, designed for housing elderly women and convalescents (women and children recovering from illnesses). Reluctantly, Miss Beaver would have to give up her beloved home for children.

Just as in 1857, the Society's Managers had decided to make a major change in the Society's direction, against the wishes of their own president. This time, however, the president did not sweep from the room and forsake her organization. The board paid Miss Beaver this tribute in the minutes of the January 1923 annual meeting:

*That the period of transition, investigation, and discussion has closed with a unanimous decision as to the change of work and a Board closely united on all fundamental questions, we feel, is largely due to our President, Miss Beaver, subordinating her personal love for work among children to the broader consideration of the needs of the community. With breadth of vision and wide study in all charitable work, she has stood aside to let the Board come to its own conclusions, helping always, giving of her time, strength, and knowledge for every need. Thus, we, the Board, go forward into the new year with the utmost confidence in our beloved President and the work yet to be done.*

Once again, the Society transformed itself to serve the changing community. Happily, it was able to survive the transformation intact.

## AN ARCHITECTURAL MASTERWORK

The “old brown ark” had been the San Francisco Ladies’ Protection and Relief Society’s outward face for sixty years.

By the early 1920s, the Society’s direction had changed, and its house would change as well. In this period, the building now known as The Heritage, designed by the celebrated architect Miss Julia Morgan, took shape.

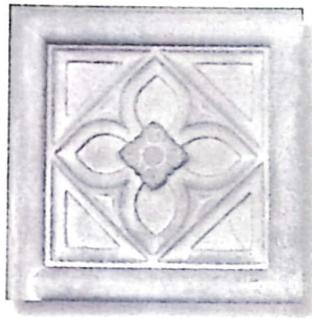


Even before they had decided to shift their focus to elderly women and convalescent women and children, the boards knew they would have to move their home. The “old brown ark” was no longer surrounded by sand dunes—it was in the middle of town. Its location on Franklin Street had become far too central and close to business for its purpose as a residence.

To find their new home, the Society once again looked to sandy empty lots on the city’s outskirts. In 1915, San Francisco had held a great world’s fair along its northern waterfront. Organizers of the Panama Pacific International Exposition built a wonderland of glittering temporary pavilions on undeveloped shoreline.

By 1922, everything but the Palace of Fine Arts had been cleared away, leaving wide open spaces for building. An area once known as the “Gay Way,” which had held refreshment stands and carnival games, became the Society’s new home. Mrs. Kate F. Austin generously donated the empty block to the Society for a nominal sum of





\$10, according to the deed. Mrs. Austin helped secure the Society's future with her gift of land, just as Mr. Hawes had sixty years earlier.

To design its home for elderly women, this Society of women chose the most prominent woman architect in America, Miss Julia Morgan. No one knows exactly how Miss Morgan became involved with the Society. Some of her commissions were for her former sorority

sisters from her days at the University of California in Berkeley. Perhaps one of the Managers had known Miss Morgan in those days. In any case, commissions for women's institutions were Miss Morgan's specialty.

Miss Morgan designed a long rectangular building in the English style, constructed of reinforced concrete with red-brick facing and terra-cotta trim. Apart from the requisite residents' rooms, dining room, and infirmary, Miss Morgan's plan included a library and a beauty shop. Behind the building was a large formal garden, laid out around a fountain. A quaint gardener's cottage stood off to one side.

The board approved Miss Morgan's plans in March 1923, and work began on the building now known as The Heritage. New homes were found for the children remaining at the Ladies' Home on Franklin Street, and the "old brown ark" closed its doors for good at the end of the school term in 1923. In March 1925 the Managers had their first meeting in the new home. It was the beginning of a new era in the history of the Society.



Miss Julia Morgan designed the building known today as The Heritage. An esteemed architect, she was also San Francisco-born, and practiced in the city throughout her career. At the University of California in Berkeley, Miss Morgan had been a protégé of the great arts-and-crafts innovator, Mr. Bernard Maybeck. She was the first woman ever to earn a degree in architecture from the prestigious École des Beaux Arts in Paris.

Miss Morgan was to become famous as the architect of Mr. William Randolph Hearst's estate in San Simeon, but a great many of her projects were for women's organizations across the country, such as women's colleges and clubs, and YWCA chapters.

Miss Morgan was dedicated to the advancement of women. Not only did she design hundreds of buildings for women's organizations, she also went out of her way to hire qualified women as assistants. Miss Morgan always hoped to find a successor, a woman to carry on her practice, but she never did.

## A NEW HOME

The new home had been built, and now the San Francisco Ladies' Protection and Relief Society Managers set to work building a new family to fill it. They successfully sought out older women who could live together in harmony. Soon a close-knit community emerged.

The new home's residents paid monthly fees, just as the families of many children at the Ladies' Home had. However, the Society wanted the home to be affordable for those who needed it. They kept the fees significantly lower than the actual cost of the services offered. The budget for 1926 shows expenses of over \$22,000, while the income from residents' fees was only \$3,000.

The home's convalescent wing offered relief to those recovering from illness or an operation. In the first half of the century, medical procedures were often more debilitating than they are today. Simple operations are now often performed on an outpatient basis, but in that era an operation might require weeks or even months of convalescing. Local doctors referred women and children to the home to recover in pleasant surroundings. The fees for this service were nominal—just \$1.50 per day.

When World War II ravaged the world outside, many residents took the opportunity to give what help and relief they could to others. The home's superintendent, Miss Georgina Ash, organized residents as Red Cross auxiliary workers. Every day in the upstairs sunporch, groups wound



The garden of 3400 Laguna Street, now known as The Heritage, as it looked in the 1930s.

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bandages or wrapped hundreds of food packages to be sent to prisoners of war overseas.

California, as ever, was changing in the postwar period. Thousands of people had come to the state to help build ships and other necessities for the war effort. Thousands more had passed through as soldiers on their way to the Pacific, and many had fallen in love with the golden state, choosing to return when the war ended. California was on its way to becoming the nation's most populous state. Meanwhile, the home in its current dimensions could only accommodate about forty permanent residents. At the Society, long board meetings were given over to discussion of the next step in meeting the demands of a new era.

But in 1953 they laid all questioning aside and held a one-hundredth birthday party. A century had passed since Mrs. Eaton and her friends offered their protection to women stranded in the raucous San Francisco of Gold Rush days. The Society had changed much since its early days, but for the past thirty years it had held steady as a home for elderly ladies.

The celebrants at the party could not have guessed that the home was on the verge of another major change, one that would give it a new name, an expanded building, and a distinctly different population of residents.



Named the Julia Porter Garden in the 1980s, this garden is still enjoyed by residents today.

## TWO HISTORIC INSTITUTIONS COME TOGETHER

Just as the San Francisco Ladies' Protection and Relief Society was celebrating its centennial, another historic San Francisco organization was finding itself in trouble. The Crocker Old People's Home, founded in 1874, had been condemned by the fire department. The home's Managers had made temporary changes to bring the building up to code as far as possible, but a permanent solution was needed.

This solution would grow out of a friendship between two women: Mrs. Anna B. Pogson, administrator of the Crocker Home, and Mrs. Donald Craig, a Manager and former president of the San Francisco Ladies' Protection and Relief Society. When Mrs. Pogson told Mrs. Craig about the Crocker Home's problem—a large community of

older men and women to care for and a home no longer fit to house them—Mrs. Craig realized that the San Francisco Ladies' Protection and Relief Society had the opposite problem. The Society had an excellent facility, but fewer than forty residents lived there. The board was seeking ways to use its resources to serve more people.

As the founders of the Society so often had, Mrs. Craig saw a way to solve two problems at once. Mrs. Craig suggested an idea to Mrs. Pogson: "Why not

combine our resources and enlarge 3400 Laguna to accommodate both families?" The friends agreed that all would benefit from the plan.

Mrs. Craig was asked to serve on the boards of both organizations as a liaison in 1954. The San Francisco Ladies' Protection and Relief Society welcomed the idea of a merger with the Crocker Home. One Trustee, Mr. Chalmers G. Graham, urged the



Society to go through with the plan as soon as possible, since "the opportunity to be of greater service to the community might be lost if not accepted now." The sole concern of the board was that the character of the San Francisco Ladies' Protection and Relief Society should remain the same.

The board of the Crocker Home, on the other hand, was bitterly divided over the idea of a merger. While the president and others approved, some board members disagreed vehemently. They challenged the legality of a merger, citing contracts the home had made with residents and gifts of property bequeathed for the specific use of the Crocker Home.

But in the end, both the State Department of Welfare and the Attorney General of California gave their blessing to the merger. In fact, the Department of Welfare predicted that the merger would "create a stronger agency, one which will be able to offer services greater than the sum total currently offered by the two separate agencies." The San Francisco Ladies' Protection and Relief Society took responsibility for the Crocker Home residents, honoring contracts the Crocker Home had made.

Plans were made to expand the Society's home on Laguna Street. To design the addition, the Society chose Mr. Warren C. Perry, husband of the president of the Board of Managers. Mr. Perry was uniquely qualified to enlarge Miss Julia Morgan's masterpiece. Like Miss Morgan, Mr. Perry had attended the École des Beaux Arts in Paris, and got his start working for Mr. John Galen Howard, the



Captain Barrett Hindes, Trustee, displays the plans for expanding the Society's home at 3400 Laguna Street to Mrs. Warren C. Perry and Mrs. Julia Porter, Managers, in the mid-1950s.

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The Crocker Home was founded in 1874 as the Scandinavian Benevolent and Relief Society, a home for elderly Scandinavians without families to care for them. Residents paid a lump sum on admission, which guaranteed their care for the rest of their lives, without any further fees. By 1884, the home accepted non-Scandinavian residents, and its name had been changed to "The Crocker Old People's Home." As a memorial to her husband, the widow of railroad magnate Charles Crocker had endowed a new building for the home, at the corner of Pine and Pierce streets. The lack of monthly fees eventually caused financial problems for the Crocker Home, as residents often lived on for many years after their admission funds had been exhausted. By the 1930s, the home Mrs. Crocker had endowed was sadly outdated, and judged a firetrap. The impoverished organization spent two decades searching for a way to house their residents, until the merger with the San Francisco Ladies' Protection and Relief Society solved their dilemma.

same architect Miss Morgan had worked for early in her career. Mr. Perry had succeeded Mr. Howard as the head of the Department of Architecture at the University of California in Berkeley. But now Mr. Perry was retired, and free to take on this project.

On a limited budget, Mr. Perry would need to expand the building on Laguna Street to accommodate more than twice its current population. Despite the constrictions of budget, Mr. Perry gave the Society all the space it needed. Along the rear of the lot, a four-story residence hall would rise. This hall would be linked to Miss Morgan's building by a long, airy corridor, with a gracious dining room on one side and large windows on the other, looking out on the garden. The formal garden would become a central courtyard, with its fountain remaining intact.

The expansion was complete by the end of 1957, and the former residents of the Crocker Old People's Home moved into the Society's home. Mrs. Pogson joined the family with them, taking over as administrator for Miss Georgina Ash, who was retiring after thirty years of service.

For the first time, men became part of the community of residents. The old name "Ladies' Home" no longer seemed appropriate, and everyone referred to the Society's home simply by its address, 3400 Laguna Street. Suggestions for a more welcoming and descriptive name began pouring in. Finally, from more than one hundred names the board chose one that appealed to everyone. Captain Barrett Hindes, president of the Trustees, announced in 1959 that the enlarged home on Laguna Street would have a new name: THE HERITAGE. He explained, "Heritage is something you cannot buy. You just come by it through a lifelong worthiness."

## A COMMITMENT TO CARE

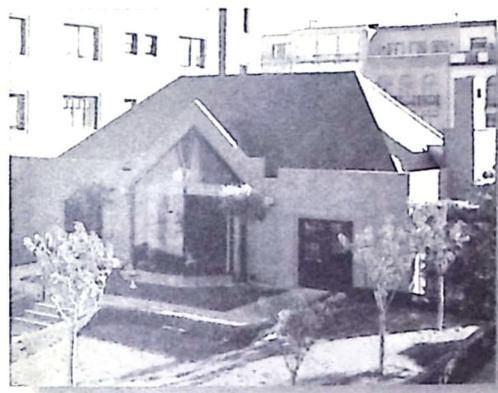
The Crocker Home was no more, but it had contributed an important legacy to The Heritage—the philosophy of life care. Life care is a commitment to care for residents for the rest of their lives. The Heritage provides several levels of care, including skilled nursing on the premises. Residents' monthly fees stay the same, regardless of the services they receive. Most important, residents are guaranteed care for the rest of their lives, even if they become unable to meet their financial obligations.

This level of security is unusual: there are fewer than twenty licensed life care facilities in all of California.

The first life care residents came to The Heritage in 1957 from the Crocker Home. When the San Francisco Ladies' Protection

and Relief Society took responsibility for the Crocker Home residents, the Society honored their life care contracts. Other residents were still living at The Heritage as monthly "boarders." The Society's income allowed it to increase the number of life care residents in 1959. By the 1970s, the entire Heritage family had been guaranteed life care.

Over the years, the commitment to provide comprehensive care has spurred improvements to the medical facilities. Prominent architect Mr. Gardiner Dailey designed a new medical wing that was built in 1963, shaping The Heritage floor-plan into a full square with a courtyard in the center. Mrs. Ebba Burrows, a



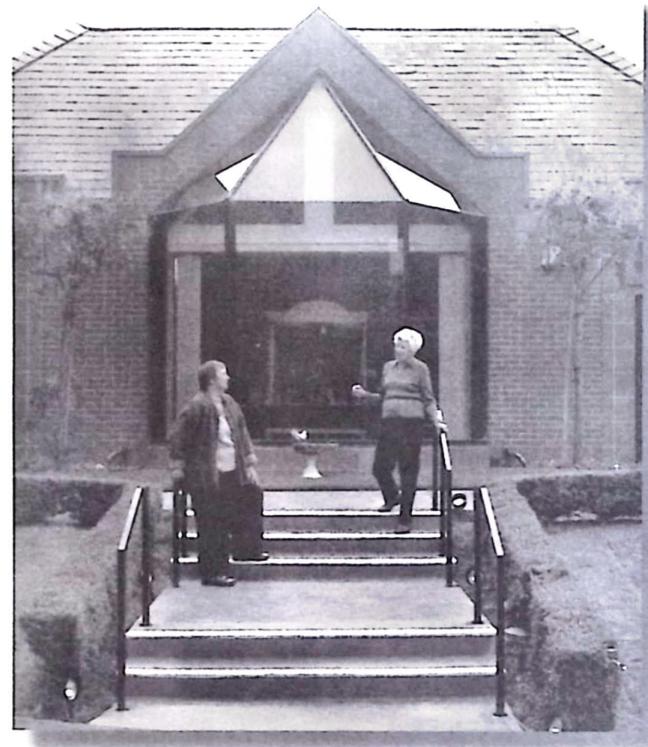
The Heritage Health Center



Mrs. Ebba Burrows, resident and donor, Mrs. Robert C. Kirkwood, Manager, and Mr. Charles Bradley, Trustee, break ground for the new Heritage Health Center in 1963.

At The Heritage, Dr. John C. Henderson is known as "the beloved physician." He has provided excellent care to Heritage residents for more than thirty-five years. Appointed Medical Director in 1968, Dr. Henderson is also the personal physician of most of the residents. His notes start filling their charts when they first come to The Heritage. Dr. Henderson is not only beloved by patients; he is also respected by colleagues. In a survey of Bay Area doctors taken for a 1999 issue of *San Francisco Magazine*, Dr. Henderson was named one of the area's "Top Docs." Nurses who have worked with him at The Heritage call him "thorough," "considerate," and "wise." Dr. Henderson joins a long line of doctors who have lent their skills and dedication to the Society, from the mid-nineteenth century to the present.

resident who received an unexpected legacy from her sister's estate, generously donated the funds to The Heritage to sponsor the new wing.



Two Heritage residents return from visiting friends in the Heritage Health Center.

Protection and Relief Society today fulfills its original mission of offering *relief*—relief from worry about medical care, relief from worry about escalating costs. Residents know that no matter what happens, The Heritage will provide for them for the rest of their lives.

By the 1980s, the wing was in need of renovation from a hospital-like setting to a more homelike atmosphere. Mrs. Mae Oba, the director of nursing, guided the transition to a modern health center. Mrs. Oba believed deeply in care with dignity, and The Heritage Health Center epitomizes her views—residents there are treated respectfully, as individuals.

Skeptics on the board were sure the Health Center renovation, budgeted at one million dollars, would cost at least twice that. But the board worked closely with the architects, and proudly saw the project to completion exactly on budget in 1986.

Through life care at The Heritage, the San Francisco Ladies'



Walk through the door of The Heritage, and it feels as if you are at home. Residents, staff, and board members alike talk about the strong and lasting relationships they have formed and the feeling of community they have experienced at The Heritage.

Members of The Heritage family typically have a long time to form those bonds. Staff members often stay on for decades, many choosing to spend their entire careers at The Heritage. Many board members stay involved for life. Few institutions can boast of such dedication and loyalty for so many years.

The shared participation of residents, staff, and board is what makes The Heritage a community. Many residents volunteer their time visiting in the Health Center, serving on the resident council, or participating on one of the many committees. The arts program is especially exciting. Generously funded by several donors, the program has expanded to include a professional teacher, a renovated art room, photography facilities, and a pottery kiln, where residents created the tiles shown above. The arts program involves the entire community of residents, including those in the Health Center. In addition to art classes, residents have attended classes in current events, communications, yoga, tai chi, and even acupressure on The Heritage premises. They take trips to museums, concerts, and other performances.

Residents of The Heritage maintain their personal independence. There is every opportunity for residents to be active, both within The Heritage community and in the world outside its doors. Still, a supportive community also respects its

## THE HERITAGE FAMILY



Miss Julia Morgan designed The Heritage parlor and other gracious public spaces for residents to gather and enjoy each other's company.

When Mr. David L. White was looking for a retirement residence in 1997, only one felt like home. For the past forty-eight years he had volunteered his time on the San Francisco Ladies' Protection and Relief Society's Board of Trustees, serving many terms both as president and as secretary. Mr. White was recruited to the board in 1949 for his expertise in real estate. He saw the Society's properties through many changes—the merger and expansion of the '50s, the construction of the Health Center in the '60s, and the extensive renovation of the Health Center in the '80s. He also steered the Society through important lease negotiations throughout these decades. Before stepping down from the board, Mr. White recruited his own replacement, another real estate expert. Long experience with The Heritage had shown Mr. White what a wonderful place it is. A widower, he chose to live the rest of his days as a resident of The Heritage.

members' needs for privacy. There is no pressure on residents to join in particular groups or activities if they do not wish to do so. At The Heritage, there is room for time alone and for time together.

Perhaps one of the reasons the San Francisco Ladies' Protection and Relief Society seems like a family is that families have always been deeply involved in the Society. Some have participated in the Society for several

generations. Mrs. A. C. Nichols was a founding member of the Society's Board of Managers in 1853. In the 1970s, the president of the Managers was Mrs. Nichols' great-granddaughter, Mrs. Robert Sherman. Mrs. Sherman's mother, Mrs. James W. Towne, had also been a Manager. Mrs. Nichols' descendants are still serving the Society today. Likewise, descendants of Captain Macondray, a nineteenth century trustee, are actively involved in the Society.

These families have made a commitment to the Society one of their traditions, passed down



The Heritage library is a favorite place for reading and quiet conversation.

from generation to generation. Their dedication has helped keep the Society a vital part of the community for so many years.

## A SPIRIT OF GENEROSITY

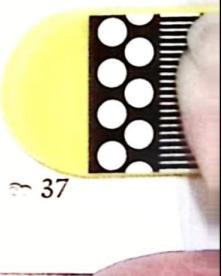
Generosity has always been essential to the San Francisco Ladies' Protection and Relief Society. Early donors such as Mr. Hawes laid the groundwork for the Society's operations, establishing a secure financial base. Still, modern-day donors are tremendously important. The Heritage receives no financial support from the government, and residents' fees do not cover expenditures. The services provided by The Heritage are costly, but the Society keeps life affordable by subsidizing every resident. Generous giving makes all this possible. Everywhere you look at The Heritage, you see gifts—from needlework pillows lovingly stitched by hand to major building projects.

One case in point is the gracious Heritage dining room. Dr. and Mrs. E. Emgee left a legacy to "add to the amenities offered at The Heritage" in appreciation for the wonderful care received at The Heritage by their longtime housekeeper. At the time, the Society determined that refurbishment of the dining room—after nearly forty years of use—would best fulfill the Emgees' wishes, adding an amenity that would benefit every resident. The firm of Page & Turnbull, distinguished architects who specialize in historic restoration, completed the spacious, light-filled dining room in 1995. The garden at Francisco and Laguna, chapel, and Health Center are three more examples of projects funded by generous gifts.

The outside community has been generous to The Heritage, and the institution and its residents are always giving back. Many Heritage residents are deeply engaged in the community outside its doors. They volunteer their time at Friends of the Library, the San Francisco Symphony, the National Parks Service, museums, churches, and other organizations. These are not the first



The Heritage dining room was renovated thanks to a generous legacy.



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Mrs. Maude K. Swingle was a Heritage resident especially notable for her involvement in the outside community. For over twenty years, Mrs. Swingle walked from The Heritage to work as a reference librarian at the California Historical Society, where she proved invaluable to researchers. Before beginning her second career at the historical society, Mrs. Swingle had been a botanist who published numerous articles on plant science. She traveled extensively with her husband in Asia, investigating plant species for the U.S. Department of Agriculture. As a widow, Mrs. Swingle settled at The Heritage in 1968. She worked at the historical society, first as a member of the staff and later as a volunteer, until the age of ninety-four. After her retirement, she kept busy hooking rugs and composing her own rug designs on computer. A favorite at The Heritage, Mrs. Swingle lived to be over one hundred years old.

Society residents to volunteer their time for others: as early as 1917, children at the Ladies' Home worked for the Red Cross making kits to help children displaced by World War I. During World War II, residents at the house on Laguna Street also did Red Cross work. Today's residents continue this tradition of community service.



This stained glass window graces The Heritage chapel.

meals are prepared in the style of Chinese, Filipino, and other cuisines, to serve the tastes of different neighborhoods. Self Help for the Elderly, a community organization, contracts with The Heritage to provide meals, and makes arrangements for distribution of the food to those in need. This successful collaboration has served the community for over twenty years.

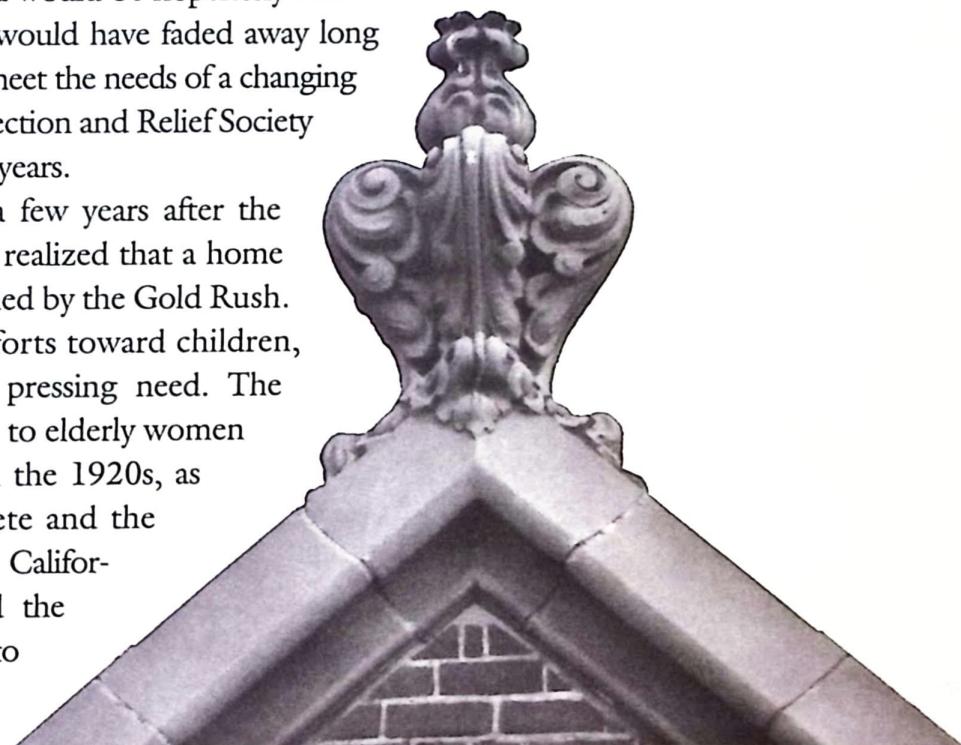
Perhaps The Heritage has its greatest impact on the outside community through its Chinatown Kitchen program. In a joint effort with Self Help for the Elderly, this program provides nutritious meals to low income seniors. When the program began in the 1970s, the meals were cooked in The Heritage kitchen, but the successful program grew too large for the space. Now The Heritage runs and staffs a kitchen in Chinatown, where

## A DYNAMIC ORGANIZATION

The traditions of service to the community and a feeling of home have endured throughout the history of the San Francisco Ladies' Protection and Relief Society. However, just as the Society's family has changed over the years—first young women, then children, then elderly women and convalescent women and children, and now retired men and women—what it means to be of service to the community has changed as well.

Organizations must adapt to their environments in order to survive. A society tailored to the needs of the Gold Rush era would be hopelessly anachronistic in today's San Francisco. Indeed, it would have faded away long ago, too outdated to be of use. In order to meet the needs of a changing community, the San Francisco Ladies' Protection and Relief Society has transformed itself many times over the years.

The first transformation came just a few years after the Society was founded, when the Managers realized that a home was needed for women and children stranded by the Gold Rush. In the 1860s, the Society directed its efforts toward children, because theirs seemed to be the most pressing need. The Society's focus shifted again from children to elderly women and convalescent women and children in the 1920s, as children's homes were becoming obsolete and the state's population was growing and aging. California's population continued to grow, and the Society responded by expanding in 1957 to provide service to many more residents, including men for the first time.



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Mrs. Peter C. Richards was in a unique position to move the Ladies' Protection and Relief Society into the twenty-first century. She had served on both of the Society's governing boards, as a Manager and a Trustee. She was also an expert on the care of the elderly: she had left the Board of Managers to study at UCSF, where she earned her MS in Gerontology. In 1997, Mrs. Richards became the first woman to chair the Board of Trustees, which had once been exclusively male. Her ties to both boards helped her achieve what others had proposed in the past: combining the two boards into one.



teen years, and the Managers were unable to recruit any men to their board.

Communication between the two boards was often difficult. During the 1980s and 1990s, there was a growing conviction among members of both boards that the Society had to be able to discuss all of the issues of The Heritage at a single table. In 1997, the Board of Trustees elected its first woman chair, Mrs. Peter C. Richards. Mrs. Richards had been a member of both boards, and this put her in a unique position to bring the two together. Cooperatively, the Trustees and the Managers considered a major decision: combine the two boards into one.

Like Miss Beaver before them, opponents of the board merger laid their personal wishes aside for the good of the Society as a whole. In December 1999, the Board of Managers voted unanimously to dissolve. The Trustees and several former Managers formed a new Board of Directors to lead the Society into the next century. Once again, the Society was changing with the times.

In the year 2000, the Society went through yet another transformation—and this time, the change was in the organization itself.

When it was founded in 1853, the Society was divided into two boards: a "Board of Lady Managers" to run the day-to-day operations, and an exclusively male Board of Trustees to control the finances. This two-board structure had served the Society for almost one hundred and fifty years. Beginning in the late 1970s, there were efforts to bring men and women to both boards, but the Board of Trustees remained almost entirely men for the next fifteen years, and the Managers were unable to recruit any men to their board.

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Now, as the San Francisco Ladies' Protection and Relief Society celebrates the one hundred and fiftieth anniversary of its founding, the Society looks back at its past and forward to its future. The next one hundred and fifty years are sure to bring change, both to the city and to the Society. The Society will continue its commitment to its life care residents while it seeks ways to expand its services, ensuring that its resources benefit as many people as possible.

As it has always done, the Society will maintain its essential character as it evolves in response to an ever-changing city. The same traditions of excellence, graciousness, feelings of home and family, and a spirit of generosity will endure.



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## PRIMARY SOURCES

The collection of the California Historical Society includes the minutes from regular meetings of the Society's Board of Managers, dating from 1857 through 1955. A register of children who were residents of the Ladies' Home in the 1880s and 1890s, as well as a book of "case histories" dating from 1871-1909, detailing adoption agreements for some of the children, may also be found at the historical society.

The Bancroft Library at the University of California, Berkeley, houses annual reports of the Society from the years 1866–1867, 1868–1869, 1874–1875, 1885–1886, 1887, 1888–1889, and 1897–1899. Also at the Bancroft is a pamphlet titled *A Souvenir of the Golden Wedding of Mr. and Mrs. Nathaniel Gray* (1882), as well as the book *History of the Life of Nathaniel Gray: A Character Study* (1889). The introduction to the 1872 volume *Report of the Proceedings and Arguments in the Probate Court of the City and County of San Francisco, State of California: On the Trial to Admit to Probate the Last Will and Testament of Horace Hawes (Deceased)* provides biographical information on Mr. Hawes.

At the San Francisco History Center, San Francisco Public Library, are annual reports of the Society from 1860, 1901–1902, and 1914. The 1914 report includes the image of the children reproduced in this booklet.

Laurie Padgett was kind enough to send copies of the letters her aunt had written her grandmother while living at the Ladies' Home on Franklin Street.

The Board of Directors of the Society and The Heritage staff have provided access to their private collection of minutes of annual meetings from 1942–1955 and 1971–1998, as well as newsletters and miscellaneous items in their files. Past and present board members, staff, and residents have graciously volunteered their time to answer questions and give their perspectives.

In writing this history of the San Francisco Ladies' Protection and Relief Society, I owe a great debt to two authors who have told the earlier parts of this story in the past, Rowena Beans and Carol Green Wilson. These and a few other useful sources are listed below.

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## SELECTED SECONDARY SOURCES

## APPENDIX

**B**elow 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 the Society for many decades are listed in the era during which they began their 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 hand written. Peruse the names, and you might find your own family has a long-forgotten connection to the Society.

### MANAGERS

#### 1853 - 1903

Mrs. L. S. Adams  
Mrs. L. Aigeltinger  
Mrs. Ambrose  
Mrs. J. H. Applegate  
Mrs. John Archibald  
Mrs. I. J. Arthur  
Mrs. Dr. Atkinson  
Mrs. E. B. Babbitt  
Mrs. Frank Baker  
Mrs. L. L. Baker  
Mrs. E. Bannister  
Mrs. E. Barbee  
Mrs. George Barstow  
    (President)  
Mrs. J. W. Batbee  
Miss Anna W. Beaver  
    (President)  
Mrs. T. P. Bebar  
Mrs. J. Benton

Mrs. T. P. Bevans  
Mrs. H. Bigelow  
Mrs. Biggs  
Mrs. Rev. Blain  
Mrs. A. G. Booth  
Miss Chornite Borel  
Mrs. M. B. Bourn  
Mrs. G. W. Bowers  
Mrs. D. N. Breed  
Miss Alice Brown  
Mrs. L. E. Buck  
Mrs. J. M. Buffington  
Mrs. S. C. Bugbee  
Mrs. E. Burke  
Mrs. James W. Burling  
Mrs. S. F. Butterworth  
Mrs. J. Case  
Miss I. E. Clark  
Mrs. Charles Clayton  
Mrs. A. Coffin

Mrs. N. P. Cole  
Mrs. D. Coney  
Mrs. Frederick D. Conro  
Mrs. R. Cook  
Mrs. P. B. Cornwall  
Mrs. J. M. Cox  
Mrs. L. A. Dam  
Mrs. William A. Darling  
Mrs. Grace E. David  
Mrs. Jessie Davidson  
Mrs. Horace Davis  
Mrs. C. Day  
Mrs. James H. Deering  
    (President)  
Mrs. J. Deeth  
Mrs. S. W. Dennis  
    (President)  
Mrs. J. J. Denny  
Mrs. Benjamin Devoe  
Mrs. H. Dodge

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Mrs. J. S. Dungan  
Mrs. S. A. Eastman  
Mrs. A. B. Eaton  
Mrs. E. Fales  
Mrs. L. Farnam  
Mrs. L. P. Fisher  
Miss M. C. Fessenden  
Mrs. J. H. Flint  
Mrs. A. B. Forbes  
Miss Margaret Foster  
Mrs. Fuller  
Mrs. J. R. Garniss  
Mrs. E. B. Goddard  
Mrs. R. M. Goddard  
Mrs. J. P. Goodwin  
Mrs. Charles Goodall  
Miss Goodall  
Mrs. A. Grant  
Mrs. Nathaniel Gray  
(President)  
Mrs. T. C. Hamblly  
Mrs. Harris  
Mrs. J. C. Hawley  
Mrs. R. N. Healey  
Mrs. M. Heath  
Mrs. George Helleman  
Mrs. Thomas Hill  
Mrs. Holbrook  
Mrs. J. Hooper  
Mrs. Moses Hopkins  
Mrs. Timothy Hopkins  
Mrs. William Howe

Mrs. J. B. Hoyt  
Mrs. Hugh Huddleston  
Miss Lizzie Hutchinson  
Miss Kate Hutchinson  
Mrs. C. Jackson  
Mrs. Capt. Johnson  
Mrs. A. Jones  
Mrs. George Kellogg  
Mrs. Hugo Kiel  
Mrs. J. King  
Miss H. J. Kirkland  
Mrs. N. G. Kittle  
Mrs. Franklin Knox  
Miss M. E. Kohl  
Mrs. E. S. Lacey  
Mrs. A. C. Lane  
Miss Lichenor  
Mrs. M. A. Lloyd  
Mrs. S. E. Loomis  
Miss Isabel Lowery  
Mrs. Martin  
Mrs. Mason  
Mrs. J. C. Mayer  
Mrs. N. McGuire  
Mrs. McKee  
Mrs. J. J. Miller  
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Mrs. S. Mosgrave  
Mrs. Dr. Mouser  
Mrs. H. M. Newhall  
Mrs. W. Mayo Newhall  
Mrs. A. C. Nichols

Mrs. J. Leroy Nickel  
Mrs. A. M. Ninn  
Mrs. Nutting  
Mrs. Dr. Ober  
Mrs. Cyrus Palmer  
Mrs. M. Parker  
Mrs. Dr. Peck  
Mrs. N. P. Perine  
Mrs. Samuel Pillsbury  
Mrs. Carter Pomeroy  
Mrs. E. B. Pond  
Mrs. Dr. Rice  
Mrs. A. B. Reese  
Mrs. G. A. Reynolds  
Mrs. John Reynolds  
Mrs. J. B. Roberts  
Mrs. J. A. Robinson  
Mrs. James Ross  
Mrs. George E. Sage  
Mrs. E. P. Sanford  
Mrs. Peder Sather  
Mrs. J. B. Saxton  
Mrs. J. R. Sims  
Mrs. Frederick Smith  
Mrs. A. G. Soule  
Mrs. M. M. Soule  
Mrs. M. Southwick  
Mrs. A. G. Stiles  
Mrs. S. B. Stoddard  
Mrs. W. Stringer  
Mrs. R. B. Swain  
Mrs. A. P. Talbot





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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

*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  
Miss 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. H. R. Gallagher  
Mrs. Henry Walter  
Gibbons  
Mrs. Ruth Merrill  
Hammond  
Mrs. Wentworth Hare  
Mrs. A. L. Hart  
Mrs. William Hilbert  
Mrs. Stetson G. Hindes  
Mrs. James H. Humphreys  
Miss Myra Jeffers  
Mrs. M. B. Kellogg  
Mrs. William Kohl  
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(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  
Mrs. Reginald Knight  
Smith  
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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**1954 - 2000**

Mrs. Frank Abbott, III  
(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  
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Mrs. Knox H. Finley  
(President)

Mrs. James D. Forward

Mrs. John Gallagher

Mrs. Walter Gallatin

Mrs. Archibald Granger

Mrs. A. C. Griffith

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Mr. John E. Cushing  
Mr. William A. Darling  
Dr. Morton R. Gibbons  
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Judge Walter Perry  
Johnson  
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Mr. H. M. A. Miller  
Mr. Joseph A. Moore, Jr.  
Mr. Alenor Newhall  
Mr. George A. Newhall  
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**1954 - 2000**

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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  
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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



## A TIMELINE

A new program by State authorities of placing children in foster homes diminishes the need for children's homes.	<b>1921</b>
The Society decides to change its focus from children to elderly women and convalescents.	<b>1922</b>
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).	<b>March 1922</b>
The trustees approves architect Miss Julia Morgan's plans for the Laguna Street building that will become known as The Heritage.	<b>March 1923</b>
The Ladies' Home for children on Franklin Street closes its doors.	<b>Summer 1923</b>
The Society's new home for elderly women and convalescents on Laguna Street begins operation.	<b>March 1925</b>
The Society celebrates its centennial.	<b>1953</b>
The San Francisco Ladies' Protection and Relief Society and the Crocker Old People's Home plan a merger. Architect Mr. Warren Perry begins plans to enlarge the home on Laguna Street to accommodate residents of both homes.	<b>1954</b>
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.	<b>1957</b>
The enlarged home on Laguna Street is named THE HERITAGE.	<b>May 1959</b>
A Health Center is built at The Heritage.	<b>1963</b>
The Heritage establishes the Chinatown Kitchen meal program in collaboration with Self Help for the Elderly.	<b>1977</b>
The Health Center is substantially remodeled and Friendship Hall is built.	<b>1986</b>
A major earthquake hits northern California, but The Heritage emerges almost untouched.	<b>October 1989</b>
The Heritage dining room is remodeled.	<b>1996</b>
The San Francisco Ladies' Protection and Relief Society Board of Trustees combines with the Board of Managers to form a new Board of Directors.	<b>2000</b>
The original slate roof on The Heritage is replaced.	<b>2002</b>
The San Francisco Ladies' Protection and Relief Society celebrates its 150th anniversary.	<b>2003</b>

