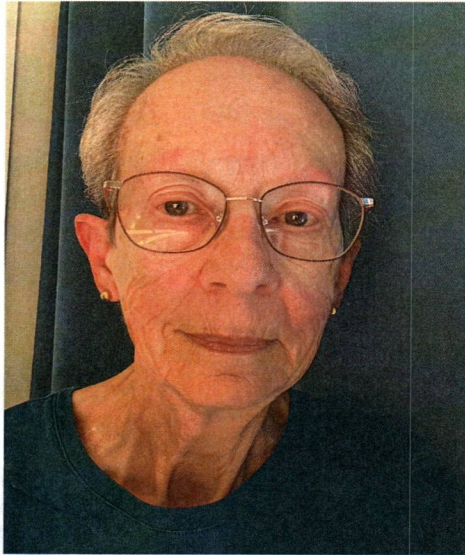


Dear Theo

From Kathy Kirkpatrick --

I am a candidate for nomination to the Board of Directors of Heritage on the Marina. It would be an honor to serve. I want to let you know of my desire for your approval and my qualifications for the position.



My working career was spent first as a program specialist for the Social Security Administration for 17 years. I then made a career change and went to work for Grace Cathedral, the Episcopal cathedral in San Francisco. I eventually became the Canon Sacrist, which translates into Facilities Manager. As such I oversaw the maintenance of the entire cathedral property and a \$1 million+ annual operating budget, as well as a larger annual capital improvement budget. My work there included the management of a multi-million dollar construction project which saw the demolition of an old office building and the construction of a new office building and parking garage.

Before being employed by the cathedral, I served as one of three congregationally-elected members of its Board of Trustees. After being employed, I worked closely with the Board of Trustees for over 20 years. In both capacities I became familiar with how the governing board of a non-profit organization works.

(over)

The next few years are inevitably going to see major changes for the residents of Heritage on the Marina. Financial imperatives mean that simply continuing to operate as the Heritage has in the past is not a viable option. Difficult decisions may have to be made. I can promise to articulate the concerns and desires of residents to the Board. At the same time, I affirm that the ultimate responsibility of any Board member, resident or not, is to vote in such a way that best guarantees the continuing existence of the institution.

We can take comfort in the knowledge that we are a resilient community. I have seen that over the five years that I have been a resident here. We survived the challenge of Covid – something that no one anticipated, and that filled many of us with anxiety and fear. We can survive the challenges of the next few years with the same spirit.

Kathy Kirkpatrick

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