

# A SPECTACULAR 50 YEARS!

*The Story of Plymouth Harbor*





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Plymouth Harbor, Inc. is a not-for-profit corporation which operates as a Continuing Care Retirement Community (CCRC) regulated under Chapter 651, Florida Statutes.



### **OUR MISSION**

Plymouth Harbor on Sarasota Bay is a church-sponsored, not-for-profit community of distinction for older adults committed to providing the most positive aging experience possible for its residents.

### **OUR VISION**

To be the Life Plan Community of choice.

### **OUR CORE VALUES**

We build inclusive relationships and a sense of community through trust and open communications. We encourage cooperation through collaboration and the respectful sharing of ideas and beliefs. We exhibit integrity and honesty in all dealings. We encourage innovation and ensure excellence through high quality standards. We emphasize a holistic approach; supporting resident independence by celebrating individuality and treating people with dignity. We recognize the importance of preparedness and are committed to providing a safe and secure environment for all constituents.



## ACKNOWLEDGEMENTS

The story of Plymouth Harbor on Sarasota Bay is a celebration of the past, an appreciation of the present, and an envisioning of the future. Spanning over five decades, from its founding in 1966 to today, these pages are a compilation of the memories, triumphs, challenges, dreams, and accomplishments of the people of Plymouth Harbor.

For those new to Plymouth Harbor, this book will be an opportunity to learn of its origins and remarkable growth. For others, it will be a path to shared experiences. For all, it will provide a testament to the living, breathing, and ever-changing miracle that is Plymouth Harbor.

Special thanks go out to the Plymouth Harbor staff, residents, trustees, and supporters who provided treasured photos, historical documents, and most importantly, personal memories for this book.

Editors: Joan E. Collier, Kathy Messick

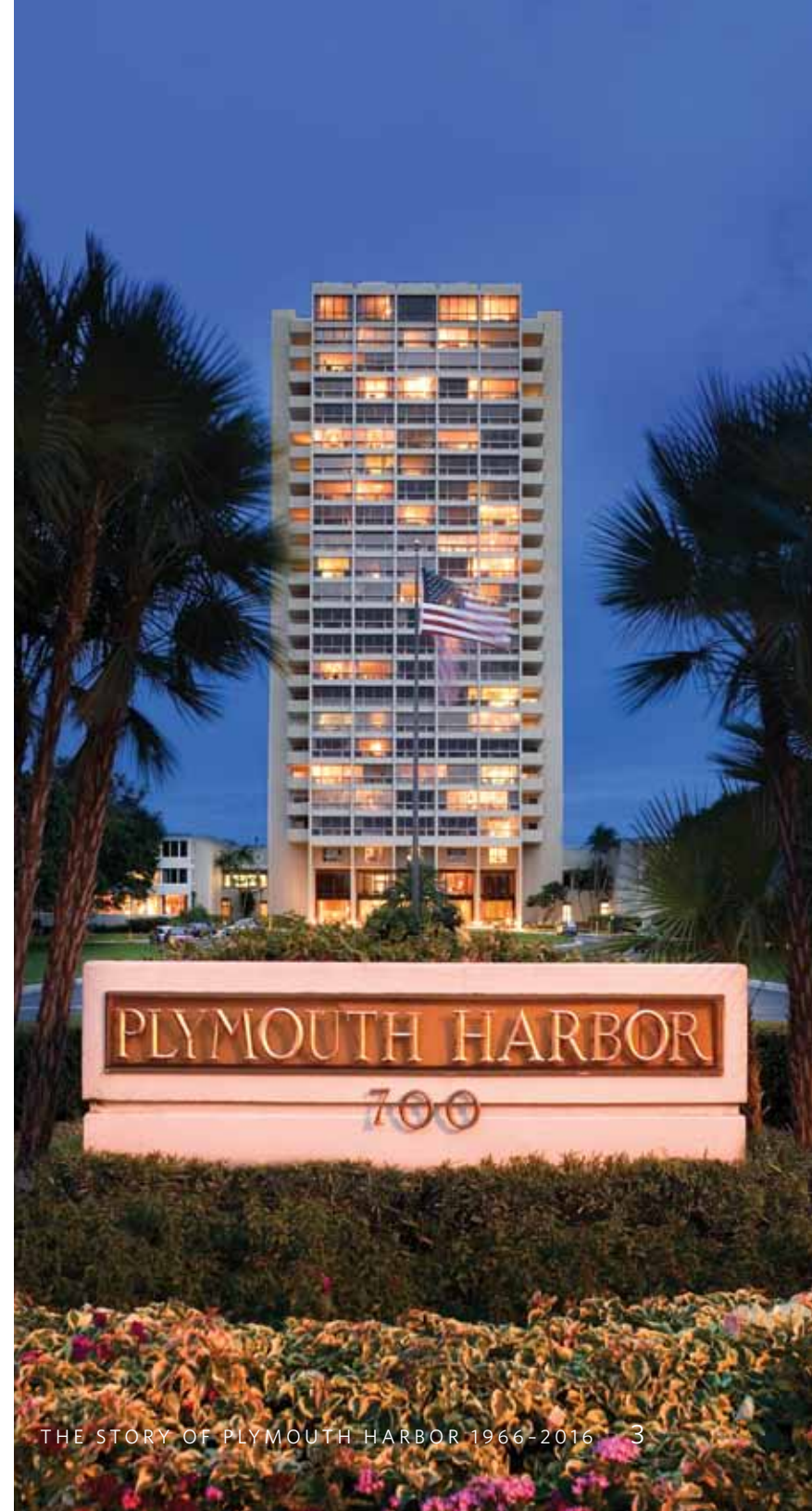
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## G. DUNCAN FINLAY, M.D., CHAIR OF THE PLYMOUTH HARBOR, INC. BOARD OF TRUSTEES



My message to you is about community. Whether we call our organization a Continuing Care Retirement Community, or the new Life Plan Community, the operative word is still community. It is a tribute to The Rev. Dr. MacNeil and the founders, particularly the architects, whose vision created Plymouth Harbor and whose design emphasized its function as a community.

We have long known that mental activity, physical activity, and healthy eating enhance successful aging. We now understand that community, the interaction and mutual interest with others, is just as important, and that is what sets us apart. It is vitally important that we continue to make that a recognized feature and goal of living at Plymouth Harbor.

I arrived in Sarasota in 1972 and started practice on St. Armands Key. As a result, I have had the privilege of viewing Plymouth Harbor over a 44-year span as a casual observer, a medical provider for residents, and now as Chair of the Plymouth Harbor, Inc. Board

of Trustees. I had the opportunity to observe the Plymouth Harbor administrative team from the seat of administrator of Sarasota Memorial Hospital, and in my current role, I have the opportunity to learn firsthand about Plymouth Harbor's reputation around the state and across the nation.

That view has been one of great admiration for the community and its location, the medical care provided in the Smith Care Center, the administration and staff, and most importantly, the residents themselves and their lives of great accomplishment. I even have two former patients who reside there as well as numerous friends and colleagues.

I believe the future is bright for Plymouth Harbor. Let me assure you that your Board of Trustees is highly experienced, comprised of respected leaders, and deeply engaged in oversight of the present and planning for the future of Plymouth Harbor. We pledge you our service and caring, now and in the years to come.

To our residents, old and new, I ask you to be engaged, to be a real part of our community. It will make us all better.

## HARRY E. HOBSON, PRESIDENT AND CEO, PLYMOUTH HARBOR ON SARASOTA BAY



As the President and CEO of Plymouth Harbor on Sarasota Bay for 12 years now, I continue to be impressed with the vision of our founder, The Rev. Dr. John Whitney MacNeil, with each passing year.

Plymouth Harbor is a fascinating story of a man's vision and leadership that ignited the passion of others to create a community for older adults where they could live, grow, and age with both grace and dignity—and I can confidently say that his vision continues today.

Plymouth Harbor opened its doors on January 15, 1966, after five years of planning by The Rev. Dr. MacNeil and a group of volunteers, most of whom were associated with the First Congregational UCC in Sarasota. They were committed to developing a national model for the best in retirement living. Today, as we celebrate our 50th Anniversary, Plymouth Harbor is one of the nation's most outstanding Life Plan Communities, with award-winning architecture, a spectacular waterfront location, and an unparalleled reputation. This is evidenced by our many best practice recognitions and, most recently, by our Smith Care Center receiving the Governor's Gold Seal Award for Excellence, which is awarded to less than 5 percent of Florida's skilled nursing facilities.

Since our founding in 1966, Plymouth Harbor continues to attract quality residents, both nationally and internationally, who bring a variety of interests to our community. It has evolved with the times to remain at the forefront of our industry and is recognized as an employer of choice in the region. As President and CEO, I feel fortunate to lead such a distinguished organization through the many awards and recognitions it has received, not only in my tenure, but over the last 50 years.

We will always be indebted to the efforts and dedication of our founder. We also recognize the support The Rev. Dr. MacNeil received from his loving wife, Judith, a current resident of Plymouth Harbor.

While honoring The Rev. Dr. MacNeil, we have our sights firmly set on the future. We are committed to carrying on Plymouth Harbor's tradition of excellence, with a full continuum of the finest health care services. To do so, we recognize that we must continue to change with the times and make the investment in ourselves as The Rev. Dr. MacNeil did 50 years ago.

This year, we commemorate a spectacular 50 years by celebrating our past and envisioning our future, and we look toward another prosperous, rewarding, and exciting 50 years at Plymouth Harbor on Sarasota Bay.



## THE PLYMOUTH HARBOR, INC. BOARD OF TRUSTEES

The Plymouth Harbor, Inc. Board of Trustees was established in 1961, at the inception of Plymouth Harbor, to help guide the leadership of Plymouth Harbor. Members of the board serve three-year terms, and may serve two consecutive terms. Terms are renewed each January.

### CHAIRS:

Everett C. Andrews	1961-1965
Claude A. Cook	1965-1968
Homer B. Myers	1968-1969
Guy A. Durgan	1969-1977
Homer B. Myers	1977-1986
William H. Gauldin, Jr.	1986-1989
Robert E. Perkins	1989-1992
Robert F. Quimby	1992-1994
David Mitchell	1994-1995
Donald E. Nolt	1995-1997
Kenneth Bailey	1997-1998
Kathleen Toale	1998-2000
Clint Monts de Oca	2000-2002
Susan Scott	2002-2005
John C. Patterson	2005-2007
Roy E. Dean	2007-2008
Larry Ream	2008-2009*
Carla Plush Smith	2009*-2011
F. Thomas Hopkins	2011-2015
G. Duncan Finlay, M.D.	2015-Present

\* The 2009 transition occurred in September



*The 2016 Plymouth Harbor, Inc. Board of Trustees. Back row, from left: Alan B. Grindal, M.D., Mary Allyn, G. Duncan Finlay, M.D., Ambassador James D. McGee, Cindy Malkin, William Woeltjen, Harry E. Hobson, Brian D. Hall, John M. Cranor, III, Sarah H. Pappas, Ed.D., Kathryn Angell Carr, and Jon F. Swift. Front row, from left: Nora Patterson, Terry Aldrich, Dale N. Woodling, Lee DeLieto, Sr., and Cade D. Sibley. Not pictured: Thomas Elliott, Wendy Underwood.*

## CADE D. SIBLEY, CHAIR, THE PLYMOUTH HARBOR FOUNDATION



I am honored to have been asked to serve as Chair of The Plymouth Harbor Foundation Board and to participate in the celebration of Plymouth Harbor's 50th Anniversary.

Plymouth Harbor holds a special place in my heart as my parents, Jack Denison and the late Teasley Denison, have been residents of Plymouth Harbor for 20 years. That was the gift they gave to me and my brothers, and it is my honor to serve the Plymouth Harbor community today. The friendships my parents made and the incomparable care that has been given them says everything about what Plymouth Harbor has meant over the years to so many of our residents and the community at large.

It is a privilege to be able to give back to Plymouth Harbor through The Plymouth Harbor Foundation, which was established in 2012 to support the charitable mission of Plymouth Harbor Inc. The Foundation is currently able to support and expand Plymouth Harbor's capital projects and further the charitable giving that impacts the lives of our residents and our employees.

The wonderful legacy created by our founders, complemented by the efforts of donors and volunteers, will assure that Plymouth Harbor will continue to thrive until we celebrate our 100th Anniversary and beyond.

## THE PLYMOUTH HARBOR FOUNDATION BOARD OF TRUSTEES

The Plymouth Harbor Foundation Board of Trustees was established in 2012 to further ensure the appropriate stewardship of contributed funds, to implement fundraising strategies that support the most positive aging experience possible, and to provide funding for innovative aging services and programs. Members of the board serve three-year terms, and may serve two consecutive terms. Terms are renewed each January.

### CHAIRS:

William R. Johnston  
Cade D. Sibley

2013–2016  
2016–Present



*The 2016 Plymouth Harbor Foundation Board of Trustees.  
Back row, from left: Bruce Crawford, Rebecca Levy-Sachs, Phil Starr, Garry Jackson, Tom Towler, William R. Johnston, and Jay Price. Front row, from left: Harry E. Hobson, Lee Byron, and Cade D. Sibley. Not pictured: Lee DeLieto, Sr., and Tom Hopkins.*



## THOMAS ELLIOTT, PRESIDENT OF THE PLYMOUTH HARBOR RESIDENTS ASSOCIATION



Today I am filled with pride to represent the residents of this great establishment as we celebrate the 50th Anniversary of our founding.

My mother's mother and father, the Mays, became residents here in the late 60s and lived here the rest of their lives. It was soon after they arrived that I visited Plymouth Harbor for the first time. I remember being impressed with the beauty of the building inside and out, the prize-winning grounds, lush and manicured, the birds, and the spectacular views in all directions. In the 70s my parents, Mary Virginia and Paul, bought a condo across the street, and I began to visit more frequently. In the 80s my parents became residents here.

As I aged and progressed in my career I began to appreciate more and more the complexity and challenges that a growing Life Plan Community (in those days, a Continuing Care Retirement Community) faced, as well as the vision and courage of the founders. How fortunate we all are that they made excellent decisions one after another, year after year, and continue to do so.

The Residents Association, a longstanding volunteer organization, comprises all residents of Plymouth Harbor who have paid their \$1 annual dues. Its Board of

Directors is made up of an Executive Council and the officers of each of the 11 colonies, and the chairpersons of each of the more than 20 committees. The Executive Council includes the president, vice president, past president, treasurer, secretary and associates for colonies, committees, and individuals. The first three officers are voting members of the Plymouth Harbor, Inc. Board of Trustees. A critical function of the association is to promote two-way communication among residents, and between residents and Plymouth Harbor employees at all levels—including management and even trustees.

Typically, people move from one position to another every couple of years, greatly broadening their understanding of the inner workings of our home. This practice builds their relationships with other residents and with members of the management team. Most importantly it creates opportunity for members not just to participate, but to contribute—not just to know what's going on, but to see clearly how it relates to them. Working (and playing) together promotes caring and friendships, and eases consensus building. It facilitates continuous improvement through a culture of excellence, and that is what we are all about, after all.

Congratulations to us, to residents, management, and trustees, past, present, and future. On to the next 50 years!

## THE PLYMOUTH HARBOR RESIDENTS ASSOCIATION

The Plymouth Harbor Residents Association was established early in 1966, after Plymouth Harbor first opened its doors. The Association was formed to serve the common interests of all residents and to promote mutual understanding and cooperation between the residents, administration, and the Board of Trustees. Presidents of the Residents Association now serve a term of two years, and members renew their terms each April.

### PRESIDENTS:

Herbert Stoetzel	1967-1968	Elizabeth D. Johnston	1993-1994
John Dennis	1968-1969	Charles B. Fontaine	1994-1995
Herbert Stoetzel	1969-1970	Albert G. Moore	1995-1996
Frank Whelan	1970-1970	Donald Price	1996-1998
Norman Abel	1970-1972	Charles Esler	1998-2000
Helen Bragdon, Jean Collins & Franklin Wallin	1972-1973	Augustus Knight	2000-2002
Franklin Wallin	1973-1974	Steve Osterweis	2002-2003
Arthur Callahan	1974-1978	George Ives	2003-2005
Irene Carn	1978-1980	Norma Compton	2005-2007
Fredus Peters, Jr.	1980-1981	Bill Seiberling	2007-2009
William Johnston	1981-1982	Jack Denison	2009-2010
Louis Newman	1982-1984	Nancy Cook	2010-2011
John Aufhammer	1984-1986	Larry Coffey	2011-2012
Bruce Lourie	1986-1988	Ellen Harrison	2012-2013
Junius F. Allen	1988-1990	George Peters	2013-2013
Richard M. Service	1990-1992	Mary Allyn	2013-2015
Melvin O. Johnson	1992-1993	Terry Aldrich	2015-2016
		Thomas Elliott	2016-Present



*The 2016-2017 Plymouth Harbor Residents Association Executive Council. Back row, from left: Norma Schatz, Aubie Coran, and Carolyn Albrecht. Front row, from left: Sallie Luebbe, Thomas Elliott, Terry Aldrich, and Addie Hurst. Not pictured: Wendy Underwood.*

1911–1961

## A Vision is Born



John MacNeil was truly a man who loved people and related to people, and he radiated in terms of his own Christian faith. Having had suffered a lot of adversity, it strengthened rather than weakened him.



—THE REV. DR. JACK A. SMITH, FORMER  
EXECUTIVE DIRECTOR OF PLYMOUTH  
HARBOR

John Whitney MacNeil was born in Chelsea, Massachusetts, on May 29, 1911. At age five he developed whooping cough, which left him with asthma. He was about 5'7" tall with a small frame and fine features. Although he attended Mt. Hermon Academy, he did not have a high school diploma. In the hopes that a milder climate would suit him better, he went to Biltmore Junior College in Asheville, North Carolina. Eventually, he returned to the Boston area where he worked at various jobs selling insurance and jewelry, and serving as a bill collector.



As a youth, his family encouraged church going. The influence of his ministers was an important factor in his life. One of them encouraged him to attend Bangor Theological Seminary in Bangor, Maine. At Bangor, one was able to obtain a theological education without a B.A. degree.

His first church work was as the student pastor at Bangor's All Souls Congregational Church. There was a young lady in the choir named Judith Robinson. A spark ignited, and several years later Judith became Mrs. John MacNeil.

Conscious that he did not have a B.A. degree, the young man went to Bates College for several semesters. He was accepted at Bowdoin College in 1943, graduated in 1944 with a degree in history, and was ordained.

Over the years, the now-Rev. Dr. MacNeil accepted ever-increasing leadership positions at Congregational churches in Massachusetts. In 1957, the small and new congregation in Sarasota was seeking a minister. George Collins was chairman of the pulpit committee. John MacNeil's name came to the attention of the pulpit committee, and shortly thereafter he accepted the call to the First Congregational United Church of Christ.

The Rev. Dr. MacNeil quickly became a moving force in his new community and throughout Florida, serving on numerous and varied religious and civic organizations.



Not content solely with building the congregation and the program of the church, The Rev. Dr. MacNeil had a vision. He was aware of the efforts by others to start a college in Sarasota. One night he sat up in bed and said: "It's not right for us not to have a college of quality and I'm going to do something about it."

New College of Florida was born. The Rev. Dr. MacNeil was deeply involved in its establishment through his service as first, a member of a chamber committee established to bring a college to Sarasota, then his leadership in reaching out to the Board of Home Missions (BHM) of the Congregational and Christian Churches, which had as part of their mission funding for the establishment of new colleges.

The Rev. Dr. MacNeil promptly got in touch with denominational officials of the state and of the denomination headquartered in New York City. He presented the case that our denomination had founded Harvard; Yale; Dartmouth; Mount Holyoke, the first college for women; Oberlin, the first co-educational college in the world; Rollins College; and the University of California. The United Church of Christ announced support for New College of Florida in the amount of \$100,000 to begin and \$50,000 a year for ten years.

Someone once said that The Rev. Dr. MacNeil would never reach the peak of his ambitions, as he always



*Aerial view of Bird Key, Coon Key, Lido Key, and St. Armands Key prior to construction.*

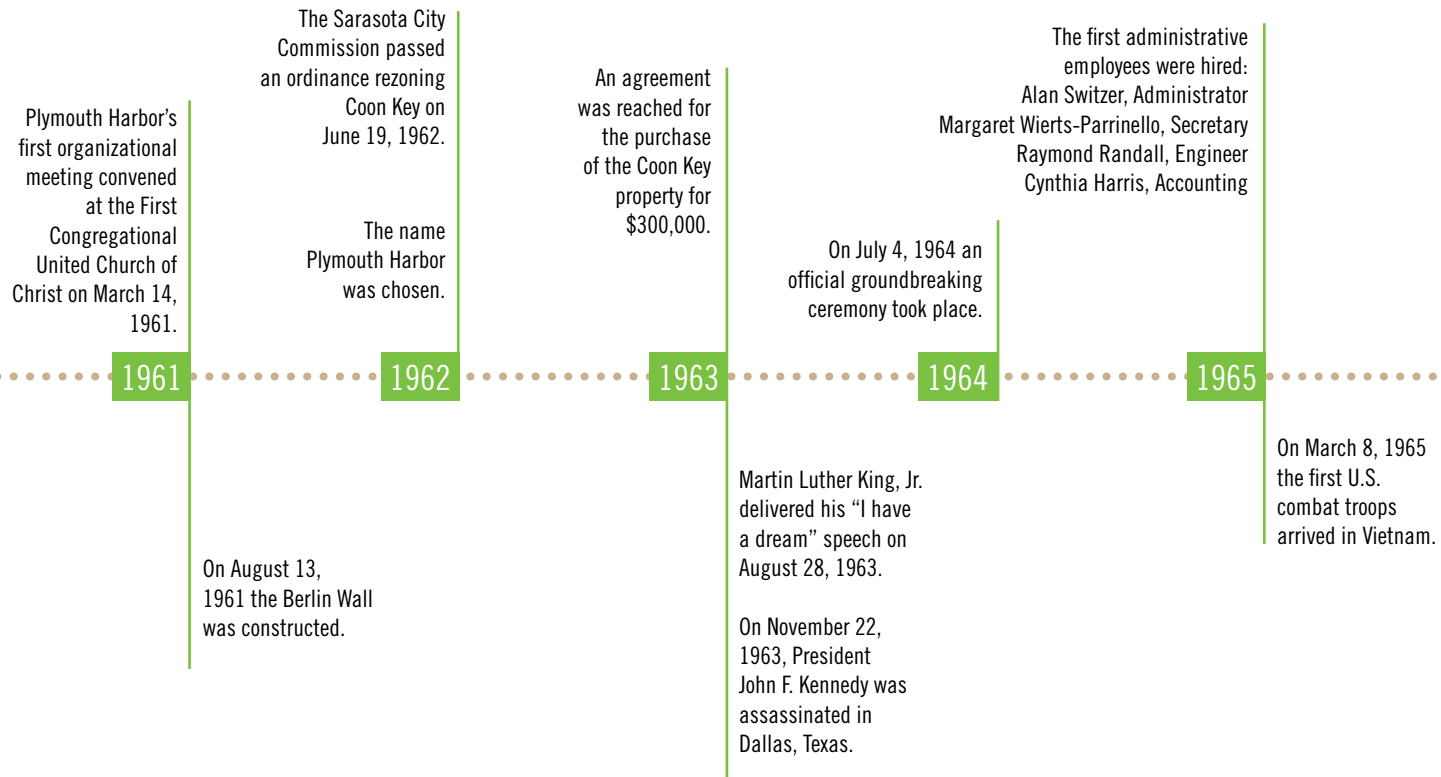
had to have new goals. Establishing a retirement community was next. March 14, 1961, records of the church contain a motion passed by The Retired Community Planning Committee, consisting of five church members and The Rev. Dr. MacNeil. It was here that the Plymouth Harbor Board of Trustees was born, and one of the five members, Everett C. Andrews, was elected Chair. Together, the new board established the purpose of the retirement home: "that we might promote the welfare of persons of moderate income."

Plymouth Harbor, even though it was not yet named, was born. The Rev. Dr. John Whitney MacNeil had been in town less than four years.

*—Excerpted from the writings of The Rev. Dr. Jack A. Smith, Plymouth Harbor Executive Director, 1971-1989*

# 1961–1965

## HIGHLIGHTS FROM PLYMOUTH HARBOR AND AROUND THE WORLD



## A Dream Realized

As with most wondrous things, Plymouth Harbor began with a dream. A dream of one man, John Whitney MacNeil, realized through the efforts of many.

More than 50 years ago, in the winter of 1961, The Rev. Dr. John Whitney MacNeil, senior minister of the First Congregational United Church of Christ, Sarasota, woke his wife, Judith, with a 4:00 a.m. announcement: "Our church is going to build a retirement community of distinction." Mrs. MacNeil, a woman of uncommon wisdom and humor, murmured, "Yes, dear. Now go back to sleep."

Mrs. MacNeil's understated response belied her deep understanding of her husband's concern about the isolation he saw among the many older couples and singles migrating to Sarasota, far from family and longtime friends. The Rev. Dr. MacNeil's dream was to provide a place for them to live and thrive, within a community of new friends, enjoying fellowship, hobbies, shared interests, and loving care when needed.

While he may have been a fine dreamer, he was also an excellent "doer." The morning after his epiphany, The Rev. Dr. MacNeil telephoned national church officials



and made his pitch. Well aware of his record of "dream it, then do it," church leaders quickly united behind him, lending spiritual and moral support. Members of his local Congregational Church rallied around just as quickly, drawn to his vision and energized by his personality. Church member Dr. George Baughman, who had worked with The Rev. Dr. MacNeil during the founding of Sarasota's New College of Florida, was an early trustee of Plymouth Harbor. He was a believer in a quote by famed architect Daniel Hudson Burnham: "Make no little plans. They have no magic to stir men's

“

John was a man of vision. We would come out every day to see it being built. There were lots of bumps along the road, but people put their shoulder to the wheel and got it done. John never lived here, but I live here now. It has come full circle.

”

—MRS. JUDITH MACNEIL MERRILL



## THE MEANING BEHIND PLYMOUTH HARBOR

Some corporation monikers are simply a construction of letters, designed by a committee for mass appeal. Others find their sources in fiction, location, or history. Plymouth Harbor's was a combination of its location on the water, albeit far from its namesake, and its vision of living in fellowship with one another.

The name was prescient and gave rise to one of the favored aspects of life at Plymouth Harbor, the colonies. In a unique and revolutionary concept, Plymouth Harbor was designed with a series of neighborhoods within its 25 floor Tower. Deemed "colonies," these neighborhoods establish a sense of belonging and intimacy.

Every three floors of apartments face a common area that, on

the lowest floor, houses comfortable couches, chairs, and tables for gatherings. Mezzanines on the upper two floors provide a bird's eye view of the lounge area. Colony residents determine the style of décor, so each presents its own special flair.

In addition to its social agenda, the colonies serve a practical purpose. Regular colony meetings are held, where members get the latest news on



events within Plymouth Harbor. It is a democratic process that provides an arena for residents to ask questions, provide feedback, and engage in often-spirited

discussions. Each colony also elects a Director and Associate Director to serve on the Residents Association's Board of Directors, whose members work with the

administration and the Plymouth Harbor, Inc. Board of Trustees for the betterment of all.

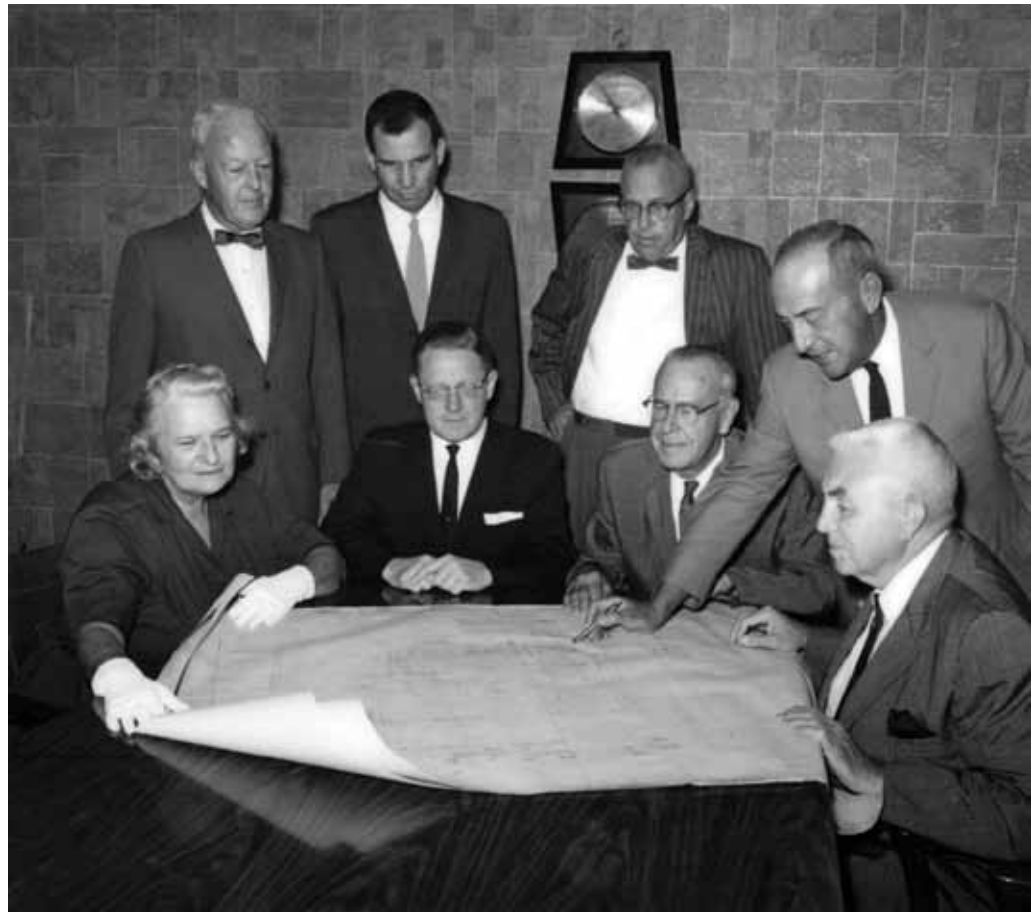
blood.” Dr. Baughman laughingly acknowledged that they needed the magic because they didn’t have any money. They also didn’t have any land.

The Rev. Dr. MacNeil and his small band of visionaries considered several locations in Sarasota and nearby keys, finally settling on 17-acre Coon Key. Surrounded by mangroves and the bay waters, the unspoiled property was host to birds and native wildlife. It also provided an absolutely stunning panorama of sea and sky.

With the site firmly in mind, there were only two obstacles: The land was owned by the Arvida Corporation, a large development company, and the group had no money.

The Rev. Dr. MacNeil and his supporters somehow convinced Arvida that Coon Key was worthless, with its low elevation making it prone to flooding, its zoning-prohibitive nature, and the laying-in of utilities an impossible challenge. Eventually, Arvida Chairman Arthur Vining Davis agreed to sell Coon Key for \$300,000. Victory! However, the group still had no money, except for the \$50 each of the five board members had donated as a starter fund.

While the national Congregational Church in New York City continued to lend its name and prestige to the



*The Rev. Dr. MacNeil and his group of visionaries discuss plans for Plymouth Harbor.*

## HOMER B. MYERS, A LONGTIME FRIEND AND SUPPORTER OF PLYMOUTH HARBOR



Homer B. Myers was a local Sarasota banker and a member of the First Congregational United Church of Christ in Sarasota. He was a large supporter of Plymouth Harbor. In addition to loaning the group funds, Mr. Myers used his ties to members of the community to help the organization succeed. Following the purchase of the land, he helped

ensure necessary zoning changes were made through Sarasota City Manager Ken Thompson, an old college friend. Mr. Myers went on to serve as Chair of the Plymouth Harbor, Inc. Board of Trustees, first in 1968-1969, and again from 1977 until 1986. Eventually, he himself became a resident of Plymouth Harbor.



I was living in Sarasota when Plymouth Harbor was being built. It was an amazing operation at the time, and remains so. It is a landmark building within our community, with a marvelous setting. It's a little piece of paradise.



—ROY DEAN, FORMER CHAIR, PLYMOUTH  
HARBOR, INC. BOARD OF TRUSTEES

project, it lent not a penny in financial wherewithal. For financial support, The Rev. Dr. MacNeil looked to his many successful friends within the Sarasota community.

Early money is always the hardest. Sarasota banker Homer B. Myers, a member of the local church, an early supporter, and later board member, and still later, a resident of Plymouth Harbor, stepped up. "He loaned us money as if we had money," recalled Dr. Baughman.

The group now had the land and the money. The name and campus were yet to come. With deed and mortgage firmly in hand, Plymouth Harbor's founders now had to deal with other practical matters. Unfortunately, the problems they presented to Arvida in negotiating a favorable price—low elevation, zoning, and utilities—were now theirs.

Zoning restrictions were the most pressing problem. The existing 35-foot height limit severely shortened the vision of the founders. Many Sarasota residents were already upset by the dredging and filling that had recently been undertaken to form the residential community of nearby Bird Key (coincidentally, an Arvida project). The Rev. Dr. MacNeil and his friends did not think the community would view kindly the zoning changes required to build the Plymouth Harbor



campus they envisioned. They needed to maintain a low profile and keep public discussion to a minimum.

The rezoning petition was considered by the Sarasota City Commission and Planning Board as required, and Plymouth Harbor continued on a fast track through the design and building process. Determined that residents have the opportunity to thrive in a communal setting while retaining their privacy, The Rev. Dr. MacNeil had toured other retirement communities across the country for inspiration on what to do—and what not to do. No long, dark corridors with anonymous closed doors one after the other for Plymouth Harbor. The Rev. Dr. MacNeil was determined not to have an institutional, hard, or unfeeling design.

Working with local architects Louis F. Schneider and Frank Folsom Smith, The Rev. Dr. MacNeil's vision was realized in a 25 story tower that made full use of the outside views, with a footprint sensitive to its surroundings. "We could have dredged and created a landfill, but we determined we would not fill the bay," Mr. Smith recalled. "We were very careful with the environment."

Once designed, an official groundbreaking ceremony took place on July 4, 1964. The Tower was built in 16 months—an extraordinary pace. "Basically, we did one



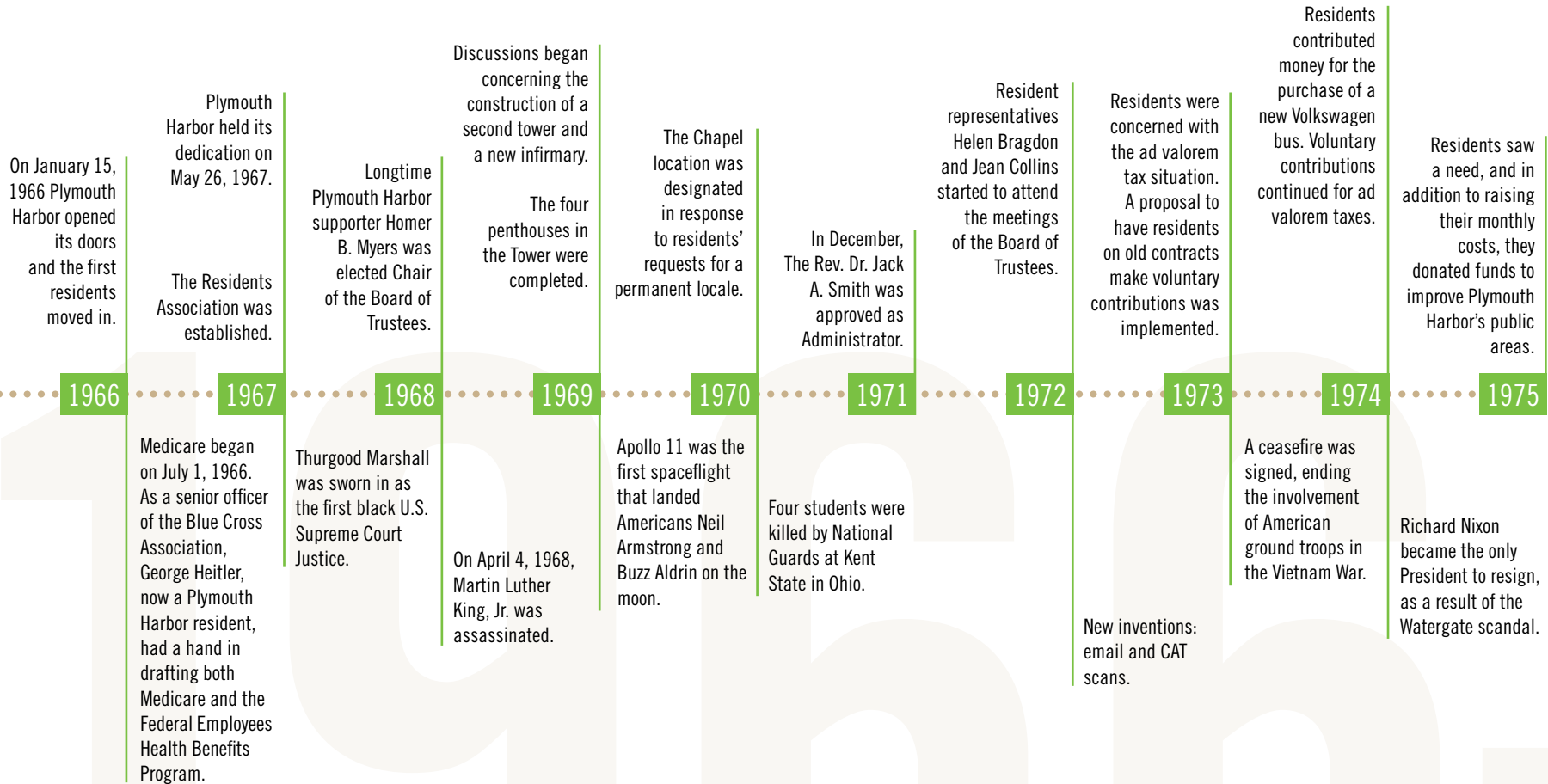
*One of the first models of the Plymouth Harbor property is revealed.*

floor a week," Mr. Smith said. Upon completion, the tower had 343 apartments. The total cost, including land, construction, and architects' and contractors' fees, was \$5 million (about \$10.75 per square foot).

The project, which pioneered the use of architectural concrete in Florida, has won numerous design awards, including the Florida Association of the American Institute of Architects' Test of Time Award.

# 1966–1975

## HIGHLIGHTS FROM PLYMOUTH HARBOR AND AROUND THE WORLD



## OUR FIRST DECADE

# From Drawing Board to Reality

In January 1966, Plymouth Harbor's first residents moved in. Those "pioneers" were met with no phone service, no dining hall, lots of dust and construction debris, and a small but determined staff.

Alan Switzer, the first Administrator, was the former manager of The Parker House in Boston. In a decision he may or may not have come to regret, he chose to both run and live at Plymouth Harbor.

"It was a zoo," remembered Margaret Wierls-Parrinello, the first employee hired by The Rev. Dr. MacNeil back in July 1965. He was a good judge of people: Mrs. Wierls-Parrinello remained at Plymouth Harbor for over 20 years, finally retiring in 1988.

"We only had certification to open the East and West Gardens and the first three floors," she remembered. "We had to find places for them [residents] to live in hotels because their apartments weren't ready. We also had to take them out to eat, because the restaurant and dining hall were not finished."

One of the tower's design elements, the tall front doors, posed an unexpected problem early on. "Sometimes in bad weather we couldn't open the doors because



*An aerial view of the Plymouth Harbor Tower and East and West Gardens. The four penthouses in the Tower were not completed until 1969.*

“

... people were moving  
in at all hours and days  
... they just showed up,  
often with birds  
and animals.

”

—MARGARET WIERTS-PARRINELLO

the winds were so strong,” Mrs. Wierst-Parrinello said. Plymouth Harbor quickly had a revolving door constructed between the two main doors.

Although initially hired as a secretary, she quickly took on any and all duties that came her way. Mrs. Wierst-Parrinello had to make copies of information for residents, waiting list reports, trustee materials, all with a hand-operated mimeograph machine. “Biggest mess you ever saw,” she said.

“No one had a private office back then,” Mrs. Wierst-Parrinello recalled. “We were out there in the open before God and everybody. People would just walk in, sit, and look around.” Eventually a new wall and Dutch door were installed to keep people from walking unannounced into the offices.

“The phone system was a nightmare,” she said. “We were fielding hundreds of calls a day from residents and people calling to talk to them because they didn’t have phone service in their apartments yet. And people were moving in at all hours and days. None of them felt they had to adhere to a specific move-in date, they just showed up, often with birds and animals.”

Alan Switzer continued as Administrator until his retirement in 1971. The Rev. Dr. Jack A. Smith, a



*The first signage installed on the Plymouth Harbor property*

minister in the Florida Conference of the United Church of Christ, was selected as the second Administrator. In addition to his work in the church, The Rev. Dr. Smith had a business degree and administrative experience. He worked closely with the trustees and residents to put Plymouth Harbor on a sound financial basis. He notably remarked, “Special mention should be given to trustees Homer Myers, Jack Gordon, Bill Gauldin, and Bob Perkins, likewise to residents Edward G. Lowry, Jr., Arthur Callahan, Larry Doyle, and Bruce Lourie. Mr. Lowry, a Rhodes Scholar, Harvard graduate, and retired president of General Reinsurance, spearheaded the effort.”



## THIRD GENERATION RESIDENT PAYS TRIBUTE TO FOUNDER

"I go back with Plymouth Harbor to the year of its founding—I was 31 years old and my grandparents moved in here. They were succeeded by my parents, and now we're here. There are only a few years in the history of Plymouth Harbor when there was not an Elliott in residence," said Thomas Elliott, Plymouth Harbor's first third-generation resident, and current President of the Residents Association. Mr. Elliott and his wife of nearly 58 years, Sue, moved into Plymouth Harbor in April 2015.

Mr. Elliott's grandparents Cary Rex and Hazel May "Eldean" were the first to discover Sarasota. They

moved into Plymouth Harbor from Lima, Ohio, in 1966, shortly after Plymouth Harbor's completion. Mr. Elliott's parents, Mary Virginia and Paul, visited his grandparents regularly, and eventually purchased a part-time home at Sarasota Harbor West before they finally moved into Plymouth Harbor.

"The Rev. Dr. MacNeil's vision and the realization of that vision is why we're able to be here today, and my family could not be more grateful. Putting together something of this complexity, and making it live this many years, is an extraordinary achievement."



For the Elliotts, regular visits to Plymouth Harbor during their 50-plus-year marriage provided an overview of both continuity and change. For instance, the couple has witnessed three complete renovations of the dining room, and Mr. Elliott insists that the "warm and caring

tone" of Plymouth Harbor has remained constant. He believes that this consistent tone is due to the long-term relationship between staff and residents and the close-knit residential community itself. "People here look out for each other," he said.



The Rev. Dr. MacNeil's vision and the realization of that vision is why we're able to be here today, and my family could not be more grateful. Putting together something of this complexity, and making it live this many years, is an extraordinary achievement.



—THOMAS ELLIOTT



## 1966: THE FORMATION OF THE PLYMOUTH HARBOR RESIDENTS ASSOCIATION

Plymouth Harbor residents do not stand idly by when they have concerns. Early in 1966, a group of residents chaired by Helen Bragdon began to meet to plan a Plymouth Harbor Residents Association.



To the good health and joy, comfort and well-being, to the security and peace of all who shall henceforth be blest by the shelter of this roof and these walls and the comradeship of this place, we dedicate this home, and it shall be called Plymouth Harbor.



—THE LITANY OF DEDICATION FOR PLYMOUTH HARBOR GIVEN BY THE REV. DR. MACNEIL ON MAY 26, 1967

These initial meetings were prompted by a desire to ensure the economic and future security of Plymouth Harbor. In their meeting notes, the founding group said they sought to serve the common interests of all residents and to promote mutual understanding and cooperation between the residents, administration, and the Board of Trustees. They also wanted to provide channels by which members could express their ideas, share in decisions, and work in areas of their interest to promote the security and well-being of all.

To that end, monthly colony meetings, in which every resident has the opportunity to make known wishes and feelings about any aspect of Plymouth Harbor, were initiated. The residential areas of Plymouth Harbor are divided into 11 “colonies.” In the Tower, a new colony begins at every third residential floor. For example, the Third Colony is comprised of the 3rd, 4th, and 5th floors. Each of the three residential garden buildings (East Garden, West Garden, and North Garden), and, more recently, the Smith Care Center, are also represented as their own colony.

Monthly colony meetings, where residents receive reports from the various committees, are the backbone of the organization. Resulting motions from the colonies are forwarded to the Residents Association Executive Council—and the results can be far reaching.

“For example, the establishment of an ad hoc committee to work on energy conservation issues came from a colony meeting,” said Isabel Pedersen, Conservation Committee member. “It evolved from a discussion in one of the colonies to become an active committee that makes recommendations with great regularity to administration.”

Today, the Residents Association is represented on the Plymouth Harbor, Inc. Board of Trustees by the current President, Vice President, and Past President, all of whom are full voting members of the Board of Trustees. This ensures that residents have an active, influential voice in Plymouth Harbor affairs.

“Our President and CEO, Harry E. Hobson, always calls Plymouth Harbor a ‘three-legged stool,’ composed of residents, staff, and trustees. It’s a fair statement,” says Terry Aldrich, Past President of the Residents Association. “Communication between the residents themselves as well as with management is crucial to the success of the stool remaining upright.”

In its entirety, the association is comprised of approximately 48 members—including the governing eight-member Executive Council, as well as a group of 20 committee chairs and 22 colony directors, all staffed by generous resident volunteers. With the support of a staff person assigned as liaison to each committee, residents focus on the serious, such as safety and security, to the lighthearted like musical programs in the Smith Care Center. The library is completely operated by resident volunteers and stocked with books paid for by residents. The Resident Fund Shop is managed by volunteers, with proceeds used to buy items necessary for residents—both small and large.

## 1966: ORIGINAL PRICE SCHEDULE

### ENTRANCE FEES:

Studio:	\$4,000-\$7,000
Efficiencies:	\$6,000-\$9,000
One Bedroom:	\$8,600-\$13,500
Two Bedroom:	\$13,000-\$20,500
Deluxe-2,000 sf:	\$29,500



## *The Spirit of Philanthropy*

### ALIVE AND WELL AT PLYMOUTH HARBOR

While the Plymouth Harbor Foundation was not established until 2012, philanthropy has been an integral piece of the history of Plymouth Harbor from the very beginning.

It is because of the generosity of residents, their families, employees, board members, and community philanthropists that Plymouth Harbor is a thriving, successful entity today.

From donating pieces of furniture to community areas in times of financial difficulties to contributing funds to renovate the building's infrastructure, residents have shown unwavering support for Plymouth Harbor.

Over the decades, supporters have voluntarily donated more than \$14.5 million to perpetuate the Plymouth Harbor mission. Plymouth Harbor celebrates and recognizes these contributions and is thankful to have such generous supporters in its corner.

## 1976–1985

### HIGHLIGHTS FROM PLYMOUTH HARBOR AND AROUND THE WORLD

Residents contributed \$63,182 for ad valorem taxes for a total bill of \$91,797.

1976

A financial campaign raised \$200,000 from residents holding old contracts.

1977

The new valuation of Plymouth Harbor was established at \$10,765,700. The old valuation was \$6,779,940.

1978

The Rev. Dr. John Whitney MacNeil, the founder of Plymouth Harbor, passed away.

1979

Hurricane shutters were installed on the main floor.

1980

The first computer was purchased for the Accounting Department.

1981

The Trustees approved a renovation of Pilgrim Hall.

1982

Plans began for a future expansion of Plymouth Harbor, including a new Energy Center, Health Center, and Independent Living residences.

1983

The Residents Long-Range Planning Committee was established.

1984

The name North Garden was selected for the new building.

1985

Ronald Reagan was elected president.

The Florida Office of Insurance Regulation established Continuing Care Retirement Community statutes, under which Plymouth Harbor was licensed and certified.

The second space shuttle, Challenger, made a successful maiden voyage, which included the first U.S. space walk in nine years.



## OUR SECOND DECADE

### A Period of Growth

As we moved through our second decade, Plymouth Harbor suffered some growing pains.

Bob Kimbrough, whose father was on the board and who himself later became a trustee, has had long and close ties with Plymouth Harbor. He recalled this time in Plymouth Harbor's history as a time of extraordinary generosity by the residents.

"My father was on the board early on, even before it opened, while it was still under construction. I think he served from around 1965 to 1972, when he died. I came on the board in 1973 and stayed for over 15 years. My mother moved into her apartment here in 1973. Around that time, the administration and board realized we were getting into financial difficulties. The existing resident contracts had clauses restricting increases in maintenance fees, which were not allowing us to keep pace with rising costs. The Rev. Dr. Jack A. Smith came on board as Administrator about that time, and he sought advice from business people on the board and among the residents. They in turn enlisted other residents to organize a campaign among themselves to voluntarily increase their monthly maintenance fees. An impressive number of residents did so. By the mid-1980s, Plymouth Harbor was pretty much in good shape financially."



The Rev. Dr. Smith also recalled: "We had a very good Board of Trustees and an excellent staff, and we all really worked with our residents. The cooperation was amazing. When we were in financial difficulty, in addition to raising their own monthly payments, residents did everything from paying for carpeting in the public areas to buying vehicles to purchasing silverware. We received many monetary donations from our residents. The residents saw that the need was there, and they responded to the need to save Plymouth Harbor."

*From left: Trustee William Gauldin, Jr., The Rev. Dr. Jack A. Smith, Resident Bruce Lourie*

**JOHN C. PATTERSON, FORMER CHAIR OF THE PLYMOUTH HARBOR, INC. BOARD OF TRUSTEES,  
REMEMBERS THE AD VALOREM LEGAL BATTLE IN PLYMOUTH HARBOR'S EARLY YEARS**



The battle caused the board to work together to really examine some fundamental principles. Why should an organization like Plymouth Harbor be tax exempt? What is the real philosophy and mission . . . It really challenged us to define ourselves and our reason for being.



—JOHN C. PATTERSON

I was a young attorney—in my late 20s—in my first job at the Icard Merrill law firm, which had represented Plymouth Harbor since its founding. It was around 1971 when I got involved—Plymouth Harbor was being charged with ad valorem taxes, and we thought it should be tax exempt.

Roy Dean, then a circuit court judge, and coincidentally, years later a trustee and chair of the board at Plymouth Harbor, heard the case. He ruled in our favor on a summary judgment motion, but Sarasota County Property



Appraiser John Mikos wanted it the other way, and he appealed. We, of course, cross-appealed, and asked for summary judgment, which would preclude going to trial. The Second District Court of Appeals heard oral argument here in Sarasota.

The judges raised questions about our not-for-profit claim and said 'no' to summary judgment and ordered the case to trial. As with most civil cases, we eventually reached an agreement and settled the case. Two significant results came from this long fight—it lasted six or seven years:

1: Landmark legislation was sponsored by local State Senator Granville Crabtree that granted a homestead equivalent to us and to all such facilities in Florida.

2: The battle caused the board to work together to really examine some fundamental principles. Why should an organization like Plymouth Harbor be tax exempt? What is the real philosophy and mission of Plymouth Harbor? Both Plymouth Harbor and the industry were fairly young at that point. It really challenged us to define ourselves and our reason for being.

In 1976, residents continued this generosity and contributed \$63,182 to ad valorem taxes toward the total bill of \$91,797. In 1977, a resident-run financial campaign raised \$200,000 from residents who held old contracts that prohibited Plymouth Harbor from increasing fees that were desperately needed to offset growing costs in the industry.

In 1978, things started to look up with a new valuation of Plymouth Harbor established at \$10,765,700—the old valuation was set at \$6,779,940. This same year, longtime Plymouth Harbor supporter Homer B. Myers was elected as Chair of the Plymouth Harbor, Inc. Board of Trustees. Mr. Myers was instrumental in helping Plymouth Harbor succeed from the very start—loaning money, assisting in city and zoning issues, and serving as a board member.

In 1979, a solemn wave came over Plymouth Harbor as the founder, The Rev. Dr. MacNeil, passed away at the young age of 68. Years earlier, at age 54, he had suffered a major heart attack and was forced to resign from the First Congregational United Church of Christ, having lived with some difficulty ever since. His wife, Judith, and son, Paul, survived him, and in 2006, Judith, now Judith MacNeil Merrill, moved into Plymouth Harbor.



Portrait of The Rev. Dr. John Whitney MacNeil by Rose Tideman

"I'm most grateful to be a resident here," says Mrs. MacNeil Merrill. "It seems as though I've come full circle, from the very moment of conception of this idea to my living here and being a part of it. I've come to realize that this is the way [John] lived his life—seeing the need, he took it upon himself, and that is the spirit of philanthropy."



I was only 14, in 1962, when Dad brought me out here to Coon Key to look at the land. We had to climb over a low hanging rope to get onto the trail that led to the lagoon. Dad somehow knew about this beautiful location, and would poke around here. It was something we did together, and I have fond memories of it.



—PAUL MACNEIL (THE REV. DR. JOHN WHITNEY MACNEIL'S SON)



*The Plymouth Harbor, Inc. Board of Trustees approved a renovation of Pilgrim Hall in 1982.*

Despite this tragic loss, Plymouth Harbor propelled forward with the continued help of the residents, and by 1980, Plymouth Harbor was beginning to be on solid ground financially. However, with a national inflation rate of 13 percent, costs were kept down whenever possible, and a number of new mandates were implemented. One of which included the installation of a new, “modern” switchboard with smaller, more

efficient equipment—resulting in a savings of roughly \$400 per month.

In 1981, the administration moved onto carrying out structural improvements, including reroofing for the East and West Gardens. Later that year, Plymouth Harbor dipped its toe in the technological movement with the purchase of the first-ever computer for use in the Accounting Department.

Sandy Etayo, an employee in our Accounting Department, began working here shortly afterward in 1983. “There was a recession and work was hard to find. I took this job temporarily, in my mind,” she said. The people, opportunities, and expanding work environment have kept her here.

Mrs. Etayo was hired for a data entry position, using the only campus computer. “It was nothing like what we have now,” she said. “I remember using two separate sets of floppy disks—one had the programs and one had the information. It certainly took a lot longer.”

Later in 1983, Plymouth Harbor was able to embark upon larger-scale renovations and improvements, and another voluntary campaign to raise \$200,000 was initiated by residents. It began with Pilgrim Hall, which



underwent a minor facelift for a period of about six weeks. The project was made possible through the generous gifts of residents and included a new stage, carpet, chairs, and a new cooling and heating system.

Around this same time, leadership began to realize that, in addition to the “here and now,” Plymouth Harbor needed to focus on long-term planning. As a result, the Residents’ Long-Range Planning Committee was established in 1984. And, as an important part of corporate due diligence, the Board of Trustees and the Residents’ Long-Range Planning Committee began working together on a master plan for Plymouth Harbor. Out of those meetings arose an ambitious expansion and improvement plan for Plymouth Harbor to complete in the coming years.

The first of these projects would include the construction of a new North Garden complex—a name selected by both residents and trustees. The building would include a new Health Center (now known as the The Rev. Jack A. Smith Care Center), 32 additional apartments, covered parking, and a mechanical center. On October 8, 1985, Plymouth Harbor held a distinguished and memorable groundbreaking ceremony in celebration of this project.



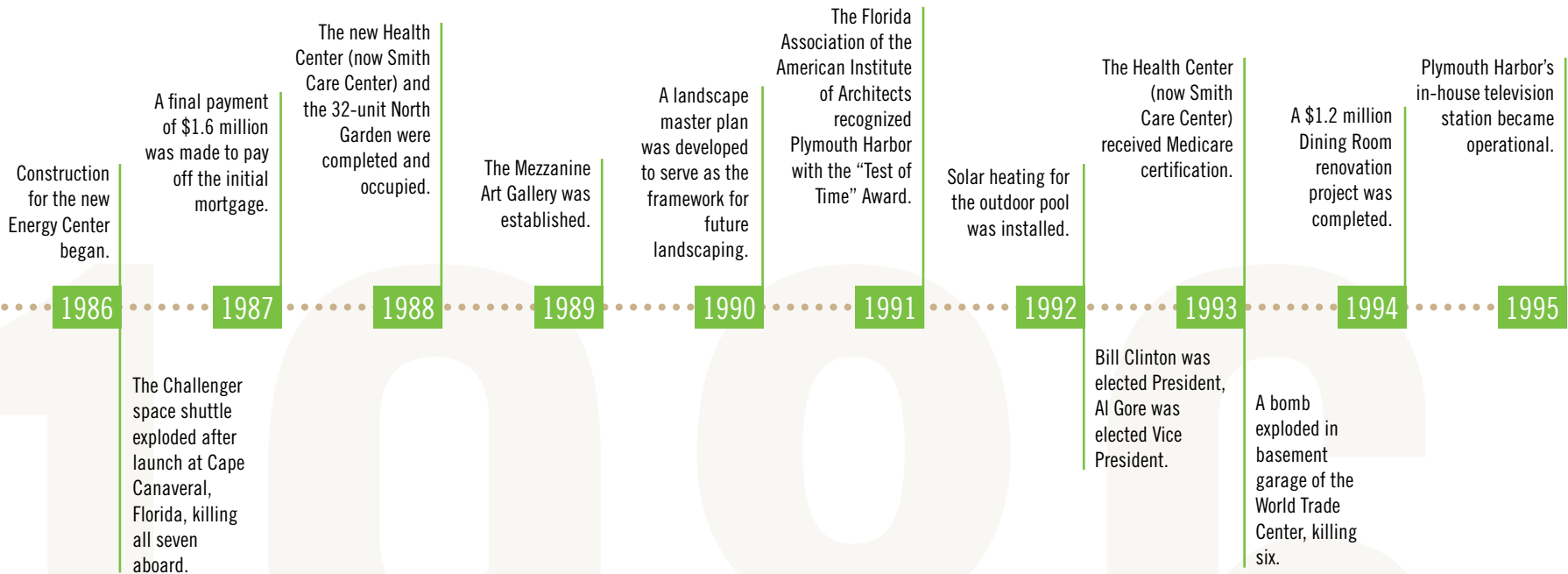
*Above: The North Garden Groundbreaking Ceremony in 1985*



*Left: Resident Bruce Lourie participates in the Groundbreaking Shovel Ceremony.*

## 1986–1995

### HIGHLIGHTS FROM PLYMOUTH HARBOR AND AROUND THE WORLD



## OUR THIRD DECADE

# Renovations and Innovations

Soon after Plymouth Harbor celebrated paying off the \$4 million mortgage taken out in June 1965, we began working on numerous building projects, both large and small.

A state-of-the-art Energy Center was constructed and the entire complex was retrofitted to quality standards in 1986. The next year resident generosity continued, and Plymouth Harbor was able to purchase a new 26-passenger bus, along with a new Ford LTD Station Wagon for use by the Health Services Department. Plans were initiated for a new heated indoor therapeutic pool, and a boardwalk and pavilion were constructed. Inside, on the lower level, the woodworking shop and a sewing room was upgraded for serious hobbyists and casual workers. The woodworking shop has become a special favorite among many residents.

In 1988, after three years of construction, the Health Center (now Smith Care Center) opened for residents needing skilled nursing care. The North Garden, which was also part of the expansion, opened with 32 new independent living units—and was quickly filled with people from the long waiting list.



*North Garden construction*

In part, the waiting list was so long because residents could increase the square footage in their apartments thanks to the foresight of designers and builders in making the walls non-load bearing and therefore “moveable.” These larger apartments meant fewer opportunities for new people to move in.

“

... I didn't have any sales tools! What I did have was a long waiting list for Tower units. I used that to talk to people about the North Garden.

”

—MARGARET WIERTS-PARRINELLO

*North Garden on opening day*



The North Garden open-air atrium was a design conceived by architect Stuart Barger to complement the existing Tower. When it opened in 1988, one of the selling points was the long waiting list for Tower apartments. “I was under a mandate to fill all those apartments quickly,” recalled staff member Margaret Wierts-Parrinello.

“But I didn't have any sales tools! What I did have was a long waiting list for Tower units. I used that to talk to people about the North Garden,” she said. The board wanted the new apartments filled as quickly as possible so that the future residents could choose their paint colors, carpeting, tiling, and the like, to help the architect complete the apartments.





*J. Mark Vanderbeck, Executive Director*

Once the North Garden was filled, Plymouth Harbor moved onto making other significant enhancements to the community. Like many companies in 1988, we were slowly entering the computer age. When John Ames joined the staff as Director of Admissions, he brought his personal Macintosh computer to the job. Over time, the administrative office was computerized, and throughout the years, both Plymouth Harbor staff and residents have gone high-tech.

Mr. Ames further propelled Plymouth Harbor into the information age with the installation of an in-house television station that kept residents informed of events, meetings, and important messages from the administration. This in-house channel is still in existence today as Channel 195, and in 2015, the station received a complete overhaul to better reflect the modern atmosphere of Plymouth Harbor.



*John Ames, Director of Admissions*

Many changes occurred in the year 1989. Long-serving Administrator and friend extraordinaire The Rev. Dr. Smith retired. After a year-long search, the Board of Trustees promoted J. Mark Vanderbeck to the position, and renamed the position Executive Director. At the same time, John Ames was selected as the Associate Executive Director, while continuing his marketing responsibilities and personally interviewing all potential residents.

A new assisted living center was opened in 1989, named the Callahan Center in honor of the many contributions and accomplishments of resident Arthur F. Callahan. Also in 1989, for year-round aquatic activity, Plymouth Harbor built an indoor therapy pool and spa to complement the outdoor pool, made possible by a gift from Andrew Mulholland, in memory of his wife Dudley.

*The dining room was renovated in 1994, and a lending library was established.*



In the latter part of this decade, both large and small enhancements to the campus continued, and in the year 1990, many administrative and policy changes took place. A landscaping master plan was developed to serve as the framework for future projects. Admissions policies were revised and approved by the Plymouth Harbor, Inc. Board of Trustees after consultation with the Residents Association and administration. A resident conference room on the Mezzanine was also constructed.

Construction continued in 1991 with the updating of administrative offices. A new telephone system was installed, and Plymouth Harbor began researching comprehensive computer systems for the facility. The lobby received a gift of new mailboxes, and Plymouth Harbor was awarded the Test of Time Award from the Florida Association of the American Institute of Architects.

In 1992, an Ad Hoc Long Range Financial Plan was developed. Later that year, solar heating was installed



for the outdoor pool, and safety enhancements were made to the Tower elevators. Most notably, however, Plymouth Harbor made its final payment on the North Garden and Health Center building mortgage. A croquet court was established the next year, and the North Garden retention pond was renovated. The Health Center also became Medicare certified. After a much-needed \$1.2 million renovation, Plymouth Harbor's dining room was completed in 1994, along with the redecoration of the Card Room (now known as the Club Room).

A lending library was established, and two organs were given to Plymouth Harbor as a gift—one was an Allen organ for use in Pilgrim Hall, given by residents Mildred and Bernard Doyle, and the other was gifted to the MacNeil Chapel. Plymouth Harbor received the Silver Bow Award in 1995 from the Sarasota Garden Club, recognizing the property's "outstanding beauty." The decade ended with a bang as Plymouth Harbor celebrated its 30-year anniversary.

## THE AWARD-WINNING JACK A. SMITH CARE CENTER IS ESTABLISHED

The Jack A. Smith Care Center today bears little resemblance to the original Infirmary. The Infirmary was located on the second floor of the Tower, in the space that is now occupied by the Callahan Center. It had 43 beds in 14 rooms, with only one private room. In the late 1980s the name was changed to the Health Center and moved to its present location in its own area on campus. The name changed again around the turn of the century, to the Plymouth Harbor Health and Rehabilitation Center, to more fully describe its functions.

One final name change came at the 40th Anniversary celebration, when in a surprise announcement—at least to him—the center was named The Jack A. Smith Care Center in recognition of the former Executive Director and his extraordinary contributions to Plymouth Harbor.

In 2010, and again in 2016, the Smith Care Center was awarded the Governor's Gold Seal Award for Excellence. The award recognizes nursing facilities that demonstrate excellence in long-term care over a sustained period, promote stability of the industry, and facilitate

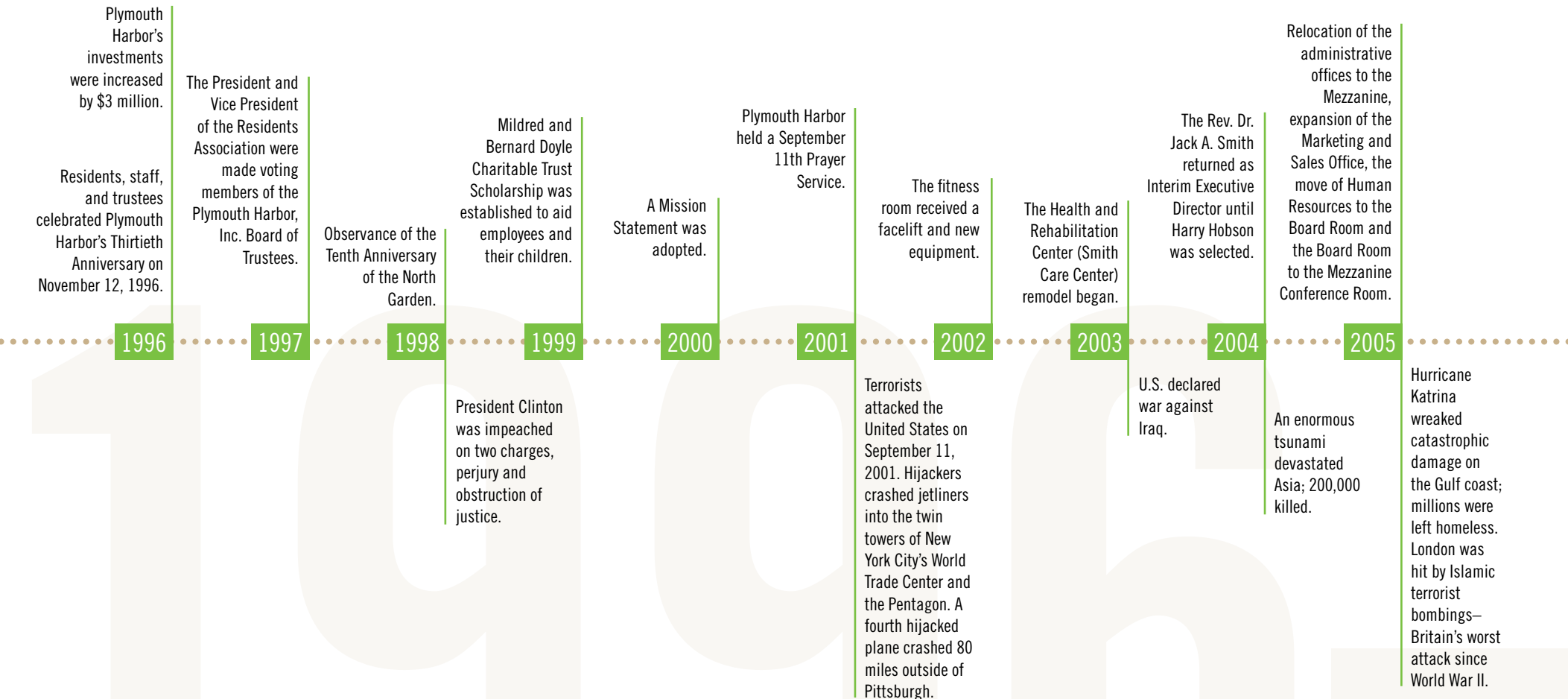


the physical, social, and emotional well-being of nursing facility residents. It is awarded to only 3 to 4 percent of nursing facilities in the state of Florida. To be eligible

for this recognition, facilities must have a track record of 30 months of outstanding state surveys—and only about 8 percent of facilities do.

# 1996–2005

## HIGHLIGHTS FROM PLYMOUTH HARBOR AND AROUND THE WORLD





## OUR FOURTH DECADE

# Fulfilling Our Mission

When Executive Director Mark Vanderbeck left in 1998, John Ames superbly filled in as Interim Executive Director while a nationwide search was conducted. Stan Clouse was hired to assume the leadership role in 1998. In 2004, following another nationwide search, Harry E. Hobson, our current President and CEO, was recruited and hired to succeed Mr. Clouse. During the search for Mr. Hobson, Plymouth Harbor was lucky enough to have longtime friend and leader The Rev. Dr. Smith return as Interim Executive Director.

Other significant changes took place during this time as well. In 1997, the President, Vice President, and Past President of the Residents Association became full voting members of the Plymouth Harbor, Inc. Board of Trustees. The board saw this as a means of ensuring that residents had an active, influential voice in all Plymouth Harbor affairs. According to Plymouth Harbor's immediate Past President of the Residents Association, Terry Aldrich, this is a rare occurrence. "There are nearly 70 continuing care retirement communities in the state of Florida," he said. "Of those,



*Aerial view*

only about five CCRCs have residents on their board, and of those, three have voting privileges."

Mary Allyn, also a Past President of the Residents Association, added, "Plymouth Harbor is rare in that it was one of the first communities to see value in establishing voting rights for its residents. Not only do we have one resident seat on the board, we have three."



Plymouth Harbor is rare in that it was one of the first communities to see value in establishing voting rights for its resident board members.



—MARY ALLYN

In 1999, the Mildred and Bernard Doyle Charitable Trust was established by residents Mildred and Bernard Doyle for Plymouth Harbor employees and their children. A result of the deep admiration the Doyles developed for employees during their residency, the trust was established as a means to provide ongoing educational assistance to “a worthy and needy child of an employee of Plymouth Harbor” or “a worthy and needy employee seeking to increase their skills or to obtain a higher education.” A scholarship committee at Northern Trust Bank, which includes former Plymouth Harbor Executive Director The Rev. Dr. Smith, meets annually and selects two recipients of the \$5,000 scholarship. Since its establishment, more than 25 scholarships have been awarded.

A general “sprucing up” of the campus was conducted during this decade. Each year brought significant capital projects. In 2000, a five-year strategic plan was approved by the Plymouth Harbor, Inc. Board of Trustees. Several capital projects were initiated and completed, including the parking lot, new lighting, an upgrade to the Cooling Tower, repairs to the exterior of the buildings, and waterproofing and painting.

To firmly uphold the values of the organization, Plymouth Harbor adopted a formal mission statement in 2000, which reads as follows:

*“Plymouth Harbor is a church-sponsored, not-for-profit community of distinction for older adults, committed to providing the most positive aging experience possible for its residents.”*

A vision and core values were also established:

*Our vision is to become the regional continuing care retirement community (CCRC) of choice.*

#### **Core Values**

- We build inclusive relationships and a sense of community through trust and open communications.
- We encourage cooperation through collaboration and the respectful sharing of ideas and beliefs.
- We exhibit integrity and honesty in all dealings.
- We encourage innovation and ensure excellence through high quality standards.
- We emphasize a holistic approach; supporting resident independence by celebrating individuality and treating people with dignity.
- We recognize the importance of preparedness and are committed to providing a safe and secure environment for all constituents.

Mote Marine Laboratory installed an aquarium on the main floor, a gift from an anonymous donor. In 2001, a project completing the North Garden atrium was finished, a new telephone system was installed, the Fitness Room received a facelift and new equipment, and art glass windows were installed in MacNeil Chapel. The Mezzanine area was expanded and renovated in 2002, where residents enjoy gathering for informal get-togethers, friendly games and activities, and, of course, the popular puzzle table.

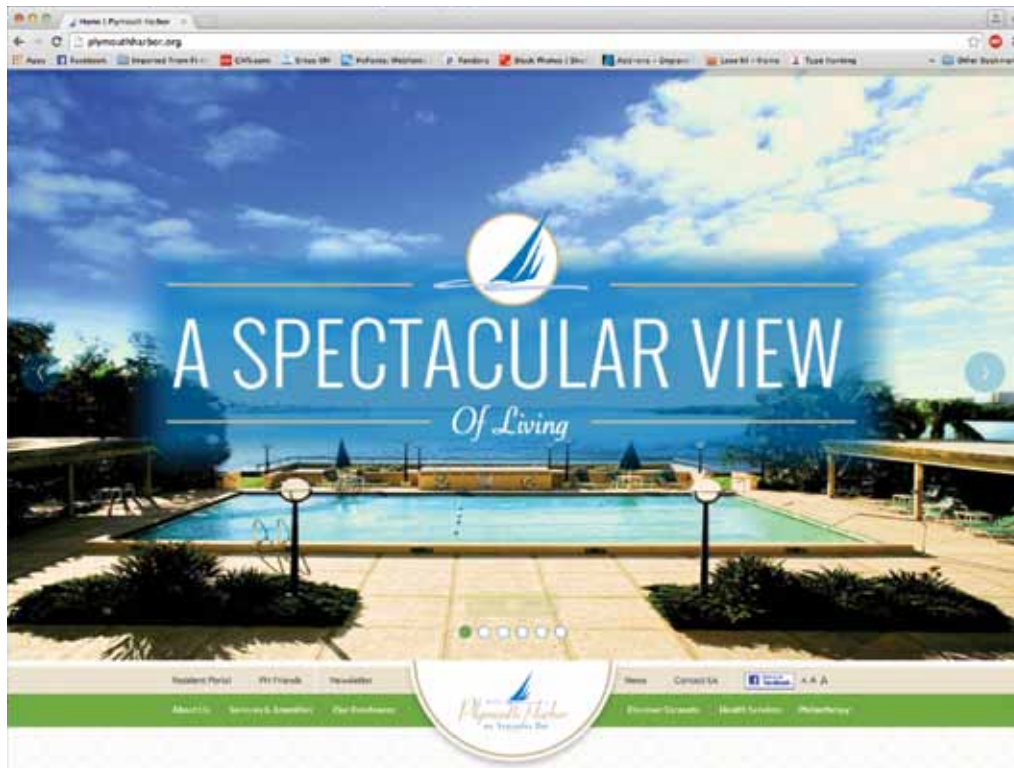
An interior remodel and upgrade of the Smith Care Center began in 2003. And, after the installation of the new telephone system, Plymouth Harbor registered all phone numbers with the National Do Not Call Registry. For guests that Plymouth Harbor was unable to accommodate due to either limited availability or space constraints, a partnership with the Lido Key Beach Resort was established.

In 2004, Hurricane Charley hit hard in southwest Florida. It was the first of four hurricanes to impact Florida within six weeks during that year's highly active hurricane season. In the Florida peninsula alone, \$14.6 billion in property damage occurred. Sarasota and surrounding areas in the southwestern part of the state were exposed to strong Category 4 strength winds in the hurricane's eyewall. In the neighboring Charlotte



County, 80 percent of the buildings were destroyed. It was a lesson learned for Plymouth Harbor. Remodeling and renovation projects immediately began to meet hurricane standards.

*Art glass windows in the MacNeil Chapel were installed in 2001.*



In the early 2000s, company websites had become a necessity. Plymouth Harbor published the website in January 2005, and completed a major overhaul again in 2014. It can be found at [www.PlymouthHarbor.org](http://www.PlymouthHarbor.org). It is an all-encompassing online platform that has information on the organization as a whole, upcoming news and events, photos, news articles, contact



*The popular Plymouth Rock Café opened in 2005.*

information, frequently asked questions, company announcements, career opportunities, and more. The website is an ever-changing and evolving communications vehicle, and it serves as a phenomenal resource for residents, guests, and employees alike.

Also in 2005, the Dining Room Lounge was transformed and opened as the Plymouth Rock Café.

# *The Spirit of Philanthropy*

## THE DOYLES' LEGACY

Mildred Freeman Doyle was born in 1897 and passed away in 1996. Her husband, Samuel Bernard Doyle, was born in 1898 and passed away one year later in 1997. At Plymouth Harbor, they were known instead by their nicknames—she was Mimi, while he was Larry.



During their time at Plymouth Harbor, the Doyles got to know the staff quite well. As a way of giving back to the community they came to know and love, the Doyles established the Mildred and Bernard Doyle Charitable Trust to provide ongoing educational assistance to its employees.

“

I am grateful that people care enough to make pathways for people who have families and may not have the extra monetary means to attend school.

”

—TARA MITCHELL, 2015 RECIPIENT  
OF THE DOYLE SCHOLARSHIP



# 2006–2015

## HIGHLIGHTS FROM PLYMOUTH HARBOR AND AROUND THE WORLD

Celebration of Plymouth Harbor's 40th Anniversary: "Proud of the Past and Confident of the Future."

The Smith Care Center received approval to open beds to the community at large.

Plymouth Harbor won the singular honor of "Best Retirement Community" from *Sarasota Magazine*.

At the end of 2009, Plymouth Harbor completed a 36-month Capital Improvement Project that provided for major enhancements to campus infrastructure.

*Sarasota Magazine* named Plymouth Harbor "Best in Customer Service."

A resident survey revealed high interest in a more formal wellness program and facility.

The Plymouth Harbor Foundation was established.

Harry E. Hobson was named Executive of the Year at the LeadingAge FL Conference.

On August 20, 2014, The Plymouth Harbor, Inc. Board of Trustees approved the Northwest Garden Building project.

The new, state-of-the-art Wellness Center opened.

Bill Johnston was named Trustee of the Year at the LeadingAge FL Conference.

On May 29, 2015, Plymouth Harbor celebrated its first MacNeil Day — a tribute to its founder, The Reverend Dr. John Whitney MacNeil.

In December 14, 2015 Plymouth Harbor held a Groundbreaking Ceremony for the Northwest Garden Building.

California Democrat Nancy Pelosi became the first woman speaker of the U.S. House of Representatives.

The world economy faced its most dangerous crisis since the Great Depression of the 1930s.

Barack Obama became the first African American to be elected president of the United States.

U.S. troops and CIA operatives shot and killed Osama bin Laden in Abbottabad, Pakistan.

After 19 years of negotiations, Russia joined the World Trade Organization.

Multiple bombs exploded near the finish line of the Boston Marathon.

More than 13 years since Sept. 11, 2001, One World Trade Center opened.

## OUR FIFTH DECADE

# Investing in Our Future

Many changes took place during the years 2006—2015. Similar to our third decade, these years were filled with major projects, renovations, and plans for the future.

During 2006, a new strategic plan was approved that focused on six key initiatives:

- Insuring Plymouth Harbor's long-term financial success
- Providing for a full continuum of residents' programs, care, and services
- Providing modern and updated accommodations, amenities, and lifestyles
- Seeking appropriate collaborative opportunities
- Becoming an Employer of Choice in the tri-county area
- Addressing issues related to the recent changes in the weather pattern

The board also developed a Master Site Plan expansion strategy that provided for new independent living accommodations and addressed the need for additional assisted living units and a possible special care unit. Plymouth Harbor took the lead in forming a consortium of Sarasota County retirement communities, where the primary purpose was to “look



out for each other” during times of severe weather and other related emergency conditions.

*Residents attend a line dancing class in the Group Fitness and Dance Studio.*

Particularly significant was Plymouth Harbor's signing of an agreement to pursue the Quality First Initiative with the American Association of Homes and Services for the Aging (Now LeadingAge). This initiative represents a philosophy of quality and a framework for earning public trust in aging services.

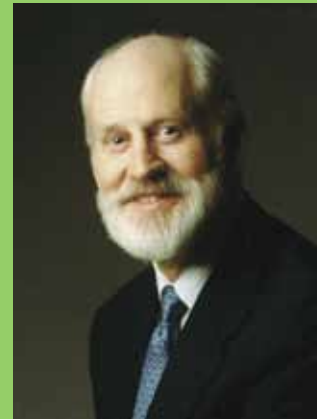
# *The Spirit of Philanthropy*

WILLIAM “BILL” R. JOHNSTON

Bill Johnston served as trustee on the Plymouth Harbor, Inc. Board of Trustees for six years, and chaired The Plymouth Harbor Foundation Board of Trustees from its founding through 2015.

Mr. Johnston was first introduced to Plymouth Harbor by five relatives who preceded him, including his parents, two aunts, and an uncle. In 2016, Mr. Johnston and his wife, Betsy, officially became residents of Plymouth Harbor.

Mr. Johnston helped to form the Foundation in 2011 and 2012, contributing to the formation of the Operating Agreement, selection of the staff, and invitations to each Foundation Board member. He was unwavering in accepting the nomination to chair the Foundation in 2013, 2014, and 2015. Through his leadership, the board was formed, policies were developed, two capital campaigns were successfully completed, and the Foundation grew to become a welcomed and valuable asset to life at Plymouth Harbor—having generated over \$2.4 million in current gifts and over \$1.4 million in deferred giving, for a grand total of over \$3.8 million dollars under his leadership. In 2014, Mr. Johnston was named Trustee of the Year by LeadingAge FL.



“

Being on this board gave me the opportunity to meet people, both inside and out, that are smart and energetic. That's what makes this institution the hottest ticket in town.

”

—BILL JOHNSTON

In 2007, Plymouth Harbor responded to the needs of many by securing approval open our Smith Care Center beds to the community at large. In addition, the board embarked on a 36-month Capital Improvement Project to provide major infrastructural enhancements to the campus. As part of the new look, a new logo and new name, Plymouth Harbor on Sarasota Bay, was introduced to represent a more contemporary depiction of Plymouth Harbor.

In 2008, many months of working with local and state officials culminated in the successful defense of zoning and land use potential as the city's Comprehensive Plan was revised and approved by the state of Florida. Plymouth Harbor later signed a Memorandum of Understanding to partner with the Sarasota Institute of Lifetime Learning (SILL), which helped enhance educational opportunities for residents via remote telecasting of quality lectures. This educational series is still offered to residents today. As the year 2008 came to a close, Plymouth Harbor received the singular honor of being recognized by *Sarasota Magazine* as the area's "Best Retirement Community." At the end of 2009, Plymouth Harbor completed its 36-month Capital Improvement Project.

## THE HISTORY OF THE PLYMOUTH HARBOR LOGO

**PLYMOUTH  
HARBOR**

Pre-1966



Post-1966



Post-1990s



Today



### A NEW APPROACH TO DINING

Satisfying the tastes of the diverse group of residents at Plymouth Harbor can be a challenge, but the dining staff seems to meet all their needs without a misstep.

In 2010, a major goal of Plymouth Harbor was to greatly enhance the services and amenities available to residents—including wellness, transportation, dining, and more. As a result, Plymouth Harbor took the dining experience in a new direction, with many changes to the Mayflower Restaurant and Café. More sophistication, variety, and flavor was added to the dining menu, and along with it came a new executive Chef, René Weder.



Today, the kitchen serves all residents of the Plymouth Harbor community, including those in the Smith Care and Callahan Centers. In addition to special meals on holidays such as Easter Sunday or Halloween, when the staff dresses up, the dining room accommodates for residents' private parties. For residents who choose to host a catered private party onsite, basically the sky is the limit. The dining staff also offers a Limited Food Purchase option—where residents can order “to go” food from a set menu and the cost is applied to their annual food contract. This service is the perfect option for residents who wish to enjoy Plymouth Harbor's high-quality food offerings outside of the Mayflower Restaurant and Café.

No matter what the occasion, the dining staff makes sure that every resident gets the five-star restaurant experience at Plymouth Harbor.



# *The Spirit of Philanthropy*

## THE EVOLUTION OF WELLNESS AT PLYMOUTH HARBOR

In 2010, Plymouth Harbor began to strategically redefine “wellness.” When describing this phase of the journey, credit should be given to residents Lois Droege and Paul Groen, M.D. Mrs. Droege, with a background in fitness education, taught a popular resident exercise class at Plymouth Harbor for many years. She and Dr. Groen, a retired orthopedic surgeon, were instrumental in helping to develop the plan that would take Plymouth Harbor’s fitness program to a new level.

Two things were non-negotiable. First, the program must meet the highest possible standard for senior fitness programming. Second, the program must be led by someone with the credentials and expertise to develop and maintain it. Enter Chris Valuck, who was recruited as Plymouth Harbor’s Wellness Director in September 2011. Mrs. Valuck established protocols, developed a variety of new classes, and created the framework for future program expansion.

As the new vision for wellness was progressing, resident Joanne Hastings offered a very generous contribution to help Plymouth Harbor complete the next step in this journey—a beautiful new Wellness Center that would not only embrace Mrs. Hastings’ passion for dance, but also the many other creative aspects of wellness. Other residents and staff joined Mrs. Hastings to contribute a total of \$1.1 million to fund the new Wellness Center. While Mrs. Hastings passed away before the grand opening on September 12, 2014, Plymouth Harbor celebrates and pays tribute to her vision today with the dedicated group fitness and dance studio as well as the hobby shop, wood shop, art studio, activity alcove, and several other areas that allow residents to embrace their creativity.

The Roman poet Virgil once said, “The greatest wealth is health.” Plymouth Harbor couldn’t agree more, and the Wellness Center promotes that mindset in countless ways.



*Group Fitness and Dance Studio*



*Residents “bowl” in the Wellness Center Activity Alcove.*

# The Spirit of Philanthropy

## THE PLYMOUTH HARBOR FOUNDATION



Moving to Plymouth Harbor was a gift my parents gave to me. Serving on the Foundation Board is my gift back to them.



—CADE D. SIBLEY, CHAIR OF THE  
PLYMOUTH HARBOR FOUNDATION  
BOARD OF TRUSTEES

It is no secret that Plymouth Harbor's residents are generous, kind, and giving individuals. It is especially important to note that, without the support of residents, Plymouth Harbor would not be here today. In order to ensure the appropriate stewardship of contributed gifts and funds from donors, The Plymouth Harbor Foundation was established in 2012.

Over the decades, members of the resident population, their families, employees, and philanthropists in the broader community have voluntarily donated more than \$14.5 million to perpetuate the Plymouth Harbor mission. Plymouth Harbor celebrates

contributions of time, talent, and financial resources, believing that service to and support of other people is a worthy lifelong value.

The culture of philanthropy is built upon three pillars of value that have defined Plymouth Harbor since its founding: benevolence, fellowship, and a zest for life. It would naturally follow that the funds would align perfectly with these pillars of value. The three broad funds are:

### **Resident Assistance:**

Assistance for residents at Plymouth Harbor who have outlived their financial resources, due to unforeseen circumstances, and require support for basic living expenses and medical costs



### **Employee Assistance:**

Assistance for employees of Plymouth Harbor who wish to advance their education or certification, or are experiencing an unexpected, significant financial hardship, or employee wellness related initiatives.

### **Zest for Life:**

Programmatic and capital support for innovations and enhancements at Plymouth Harbor that improve and preserve a vibrant quality of life for current and future residents, as well as best practices and research

into issues germane to all aging services.

The Plymouth Harbor Foundation is an LLC of Plymouth Harbor, Inc., and is governed by a separate Board of Trustees. The Foundation Board is comprised of members of the Plymouth Harbor, Inc. Board, residents of Plymouth Harbor who do not sit on the corporate board, members at large, and the CEO and CFO of Plymouth Harbor. The Foundation has two full-time staff members.

After the establishment of the Foundation came plans for even more updates to Plymouth Harbor. Enhancements were begun and completed to the dining, bar, and café areas. The Marketing and Community Affairs office established the Harbor Club—a new name for the waiting list for potential new residents. Along with the new name came greater opportunities, including the option to use the Mayflower Restaurant and to attend programs, lectures, concerts, and more at Plymouth Harbor.

Later, conversations revealed that residents desired a more formal fitness and wellness program at Plymouth Harbor, specifically calling for an updated gym and group fitness area. By 2013, a capital campaign was underway to make this a reality.

Once the funds were raised, \$1.1 million total, construction moved quickly, and in September 2014 Plymouth Harbor hosted a ribbon cutting ceremony for the 10,000-square-foot state-of-the-art Wellness Center. Two full-time staff members were hired to carry out the duties of the new wellness program, and while Plymouth Harbor has always held fitness classes, a more regular schedule of classes was implemented that could be held in the designated group fitness room. With the help of contracted instructors, the Wellness Center offers at least 10 separate fitness



*The Wellness Center ribbon-cutting ceremony in 2014*

classes each month, some of which meet two to three times per week. The Wellness Center staff also provides a multitude of services, including personalized fitness assessments, monthly orientations, and enhanced programming.





overall employee health and wellness, Plymouth Harbor decided to launch a dedicated employee wellness program, *OnBoard*, that would encompass everything from 401(k) planning to group fitness.

While *OnBoard* was implemented as a formal program in 2014, many of its components have been in existence for years. The program comprises the seven dimensions of wellness: emotional, intellectual, environmental/community, physical, professional/vocational, social, and spiritual. The premise is that balance is required in all of these areas to achieve significant well-being.



### EMPLOYEE WELLNESS COMES ON BOARD

While Plymouth Harbor cherishes and fosters its sense of “family”, it also understands and appreciates the practical side of employee relations. Staff members are provided a comprehensive benefits package, including educational assistance, group health availability, and a 401(k) Plan.

When the Wellness Center opened, residents graciously agreed to share the space with Plymouth Harbor’s employees. In order to formally promote



### MACNEIL DAY

In 2015, as Plymouth Harbor approached its 50th Anniversary, an annual program was put into place that would properly honor the founder, The Rev. Dr. John Whitney MacNeil. As a result, on May 29, 2015, The Rev. Dr. MacNeil’s birthday, Plymouth Harbor celebrated its inaugural MacNeil Day.





*Back row, from left: Dale N. Woodling, Trustee, G. Duncan Finlay, M.D., Chair of the Plymouth Harbor, Inc. Board of Trustees, The Rev. Dr. Jack A. Smith, Former Executive Director, and Harry E. Hobson, President and CEO. Front row, from left: Judith MacNeil Merrill and son Paul MacNeil*

The commemorative event took place in the Pilgrim Hall auditorium, where nearly 150 residents and guests alike gathered to view a presentation hosted by President and CEO Harry E. Hobson.

Due to the generosity of the residents, Plymouth Harbor was able to install a new, more welcoming entrance to MacNeil Chapel, complete with new lettering and stained glass doors. Graham and Pat



*Resident Jeanne McNulty donated new stained glass for MacNeil Chapel.*

Barkhuff contributed a gift to support both a wood frame and stained glass for the new doors, in memory of their children, Andy and Pammy. Mr. Barkhuff also pulled together woodworkers in the Wood Shop to fabricate the doors and ready them for their new glass inserts. At the same time, resident Jeanne McNulty came forward with a gift to fully support additional stained glass windows inside the chapel, in memory of her husband Robert.

Today, in 2016, the 50th Anniversary year, Plymouth Harbor celebrates the many obstacles, challenges, and triumphs that led us here.

# 2016—

## COMING NEXT AT PLYMOUTH HARBOR

On May 23, 2016,  
Plymouth Harbor  
will celebrate its  
50th Anniversary on  
its second annual  
MacNeil Day.

2016

In late 2016,  
Plymouth Harbor  
will open the  
rejuvenated  
Pilgrim Hall.

In late 2017,  
Plymouth Harbor  
will open the  
doors to the new  
Northwest Garden  
Building.

2017

## OUR NEXT DECADE

# Expanding Our Mission: 2016 and Beyond

As the phrase coined for our 50th Anniversary states, Plymouth Harbor celebrates our past and envisions our future. We recognize that without the efforts of The Rev. Dr. John Whitney MacNeil and his group of visionaries, Plymouth Harbor would not be here today. We pay tribute to that notion and are grateful to the countless staff, residents, donors, and members of the community who contributed to our success. In their honor, Plymouth Harbor continues to seek ways to innovate, improve, and stay relevant for both our current and future residents—who we hope will enjoy Plymouth Harbor for more than 50 years to come.

### LIFE PLAN COMMUNITY

Over the years, Plymouth Harbor has been known as a Continuing Care Retirement Community, or CCRC. This phrase refers to the breadth of services provided to residents throughout the end stages of life—offering a



full continuum of care. This includes accommodations for independent living, assisted living, and skilled nursing care, and ensures that a person can move easily between the different levels of care as needed.

In 2016, LeadingAge, an association of more than 6,000 not-for-profit organizations in the field of aging services, introduced a new description for the industry term from CCRC to “Life Plan Community.” The whole idea behind the name change was to more accurately reflect the lifestyle and services that long-term, active retirement communities, like Plymouth Harbor, offer. According to Larry Minnix, former LeadingAge

President and CEO, “It became clear that the name CCRC no longer did an adequate job of creating the best perception among tomorrow’s older adults. At the core of the decision to move to a community is having the right plan for what the next stage of life has to offer ... the ‘Life Plan Community’ name encompasses that very well.” Making this change represents Plymouth Harbor’s willingness to adapt to the changing industry as well as its dedication to the needs of tomorrow’s older adult.



*The December 14, 2015 Groundbreaking Ceremony for the new Northwest Garden*

## THE NORTHWEST GARDEN

Along the same lines of planning for both today’s and tomorrow’s older adult, at the end of the fifth decade, Plymouth Harbor’s board began zeroing in on residents’ desired amenities, services, and care. When asked the question “What is best for our residents?” the answer was clear.

Plymouth Harbor realized that both current and future residents were concerned with three major topics: the increasing need for more assisted living units; the need for dedicated care of those with dementia or memory-related conditions; and with Plymouth Harbor’s long waiting list, concerns were voiced about the availability of more apartment residences, especially two bedrooms.

Out of this came ambitious plans for a new building for Plymouth Harbor—the Northwest Garden. This building would address all residents’ concerns and encompass three major elements: 10 new independent apartment residences, 30 new and expanded assisted living residences, and 30 new dedicated memory care residences.

The Memory Care residences will be an entirely new addition to Plymouth Harbor, and will specifically focus on providing personalized care and services



for individuals with Alzheimer's and other dementia-related conditions. The new assisted living and independent living residences represent an expansion of Plymouth Harbor's current offerings, intended to help meet the increased market demand.

In anticipation of this new level of care and services for persons with dementia, Plymouth Harbor expanded its education and training of all employees to include the Positive Approach to Care™, developed by Teepa Snow.

A groundbreaking ceremony for the Northwest Garden Building was held on December 14, 2015, and construction officially began in the weeks following the event. The anticipated completion date for this much-needed addition is late 2017.

## THE REJUVENATION OF PILGRIM HALL

In mid 2015, The Plymouth Harbor Foundation introduced a capital campaign effort, co-chaired by residents Barry and Phil Starr. This campaign effort began with an idea by the resident trustees on the Foundation Board; to embark on a project that would benefit all current Plymouth Harbor residents. Consideration was given to several projects, eventually landing on the rejuvenation of Pilgrim Hall. The campaign was titled: *The Next Stage: A Rejuvenation Campaign for Pilgrim Hall*.



Preparations began, and experts from local performance venues were consulted, including the Van Wezel, Florida Studio Theatre, and the Sarasota Opera House. One very valuable piece of advice given was to listen to the performers, fans, and producers in order to understand the needs from all perspectives of the industry. Plymouth Harbor took this advice to heart and formed a visioning group and a smaller planning group to prepare visuals and define the scope of the project.

*The Campaign Committee for the rejuvenation of Pilgrim Hall. Back row, from left: Harry Hobson, Charles Gehrie, Becky Pazkowski, Bruce Crawford, Nancy Lyon, Tom Towler, Ray Neff, and John DeJongh. Front row, from left: Joe Berkely, Joan Sheil, Jeanne Manser, Barry Starr, Phil Starr, Ann Neff, and Alida DeJongh*

“

We jumped at the opportunity to help raise enough money to bring the audio and video capabilities of Pilgrim Hall into the modern age and to make the place look, and be, refreshed. Thanks to all of our donors, we will have an updated gathering place where all residents can enjoy movies, plays, lectures, musical performances, and so much more.

”

—BARRY AND PHIL STARR,  
RESIDENTS, DONORS,  
CAMPAIGN COMMITTEE CO-CHAIRS



*Rendering of Pilgrim Hall*

With artist's renderings in hand and a preliminary price tag of \$850,000, Plymouth Harbor quietly launched a \$1 million campaign. A resident Campaign Committee was formed, who worked tirelessly to reach this goal. On January 15, 2016, the committee announced that the goal for this important project was exceeded—with a grand total of \$1,104,570 committed by 111 donors. A ribbon cutting ceremony is expected in late 2016.

These major advancements represent only a fraction of the new and exciting changes that Plymouth Harbor will make in the lives of residents in the coming years. Plymouth Harbor is committed to providing the most positive aging experience possible, and will strive to continue revolutionizing care for residents.





# PLYMOUTH HARBOR TODAY



## PLYMOUTH HARBOR: EXPERIENCE IT!

As if its location on Sarasota Bay were not enough, Plymouth Harbor has an exceptional array of outdoor amenities.

For the casual stroller or power-walker, there are footpaths that meander throughout the entire campus. During their strolls, residents can actually “stop and smell the roses” in the gardens cultivated by flower enthusiasts. Residents are encouraged to plant and tend their own gardens, and vegetable patches, flower gardens, and butterfly gardens have sprung up over the years.

A charmingly hidden gazebo is perfect for a group picnic or to enjoy in solitary splendor. For sunning and swimming, the expansive pool and pool deck offer refreshing

respite from the Florida sun. For the more ambitious, the legendary St. Armands Circle shopping mecca is a short walk away. And of course, there are the water sports. Docks for boats up to 32 feet are available to residents, along with a staging area for kayaks and canoes.

Once you move to Plymouth Harbor, you may never want to leave the campus. In addition to the responsive staff and friendly neighbors, the buildings boast an abundance of amenities to please most any lifestyle or hobby. You can get your hair cut

and styled at the in-house salon, and treat yourself to a manicure. You can work out in solitary comfort in the fitness room with weight-resistant and cardiovascular equipment, or drop in on one of the many fitness classes.

The indoor therapy pool and spa are heated for comfort and equipped for those needing water therapy. For mental stimulation, there are card rooms, a lending

library with books and videos, an art studio, a woodworking and hobby shop, and a puzzle table on the Mezzanine level. If you need a present for a spur-of-the-moment



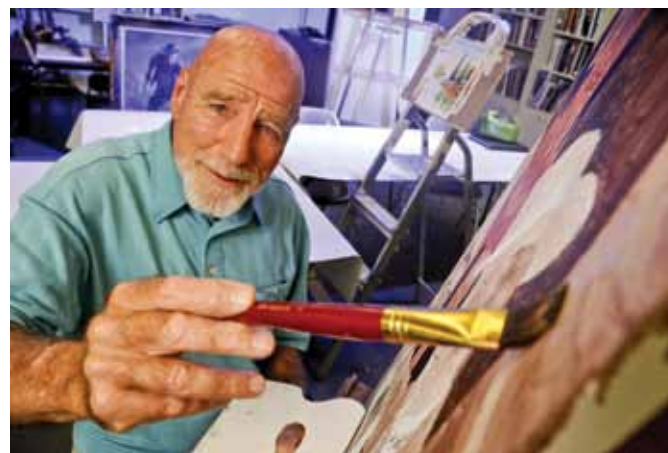




party, you can simply drop in at the gift shop.

While casual gathering places abound at Plymouth Harbor, Pilgrim Hall is considered the official communal meeting space. In this multi-use hall, residents

enjoy plays, musical presentations, movies, civic programs, and more. Residents have shown their affection for the hall through the years by donating generously for improved sound systems, staging, and audience amenities.



“

It is an awesome feeling to become a supportive part of the exciting events taking place at Plymouth Harbor. So many lives of residents for years to come will be able to enjoy the benefits.

”

— JEANNE MANSER, RESIDENT

## FOR ALL FAITHS

Although Plymouth Harbor was founded by a minister from the First Congregational United Church of Christ in Sarasota, we have been open faith since our inception. Religious services were held at varying locations in the first few years, until a specific chapel location was designated in 1970 in response to residents' requests for a permanent locale.

The MacNeil Chapel is always open for meditation. The Rev. Dick Sparrow serves as the current interim chaplain for Plymouth Harbor. Chaplain Sparrow joined Plymouth Harbor in January of 2016 after the chaplain of 15 years, The Rev. Jerry O'Connor, retired. Chaplain Sparrow serves at Plymouth Harbor to provide assistance in the search for a new, full-time chaplain, and

also provides spiritual guidance and counsel to all residents and staff.

Plymouth Harbor offers a chaplaincy program that embraces people of all faiths and no faith, one that offers the ministry of "presence," being with people in times of joy, sorrow, and challenge, and that offers intentional learning opportunities and hosts specific worship times in MacNeil



Chapel and at the Smith Care Center.

While at the beginning Plymouth Harbor did not have a lot of people of diverse faiths, it has changed over the years with time. Today, there is a weekly open chapel service attended by many

residents, as well as specific denominational services, available as the population requires.

Twice a month, a priest from St. Martha's Catholic Church in Sarasota comes to celebrate Mass and once a month, the Eucharist is provided by

Church of the Redeemer for Episcopalians.

Throughout the years, the chaplain has overseen the development of special services and programs, such as Thanksgiving and Christmas, Rosh Hashanah and Yom Kippur, Hanukkah and

Passover with Seder, Good Friday, and Easter.

MacNeil Chapel not only serves as a gathering place for religious studies, but also for discussion groups and memorial services. Once a year, residents gather in MacNeil Chapel for a Celebration of Life, remembering residents who passed away in the previous year. A memorial book housed in the chapel contains all of their names.

While the current chapel space is provided by Plymouth Harbor, residents have generously provided such things as art glass windows, organs, audio-visual systems, and liturgical equipment. The altar,

candlesticks, stands, and even the chapel doors were crafted by residents in the woodworking shop.

To signify the open faith spirit of MacNeil Chapel, the artworks are renditions of Norman Rockwell's famous "Four Freedoms." In 1943, Mr. Rockwell, inspired by a speech by President Franklin Delano Roosevelt, created the paintings representing Freedom of Worship, Freedom from Fear, Freedom from Want, and Freedom of Speech.

At the front wall of MacNeil Chapel, visitors encounter Mr. Rockwell's "Golden Rule," which graced the cover of *The Saturday Evening Post* in 1961. Its inclusion in

the chapel serves as a reminder of the diversity of the world. People of all faiths, colors, and nations are served in the chapel.

The stained glass windows, created by a local design team, depict creation and nature, and truly present an uplifting spiritual atmosphere to all who visit. The colors represent sunrise, sunset, and the passing of the seasons. The artist noted that her desire was inspired by the bounty of earth's elements, which we all share.

With seating for 50, MacNeil Chapel is often fully occupied during weekly services. Overflow crowds are accommodated in the nearby Mezzanine,



*Residents Graham Barkhuff and Gene Heide pose with the chapel doorframe they constructed and donated in 2015.*

thanks to a sound system and audio-visual equipment that allows for full-screen projections. Programs are produced for each service, allowing residents to join in on hymns chosen from various denominations. Accompanying the singers is an organist, playing on a donated organ.

Working in concert with the indispensable Residents Spiritual Life Committee, and with the full support of administration, Chaplain Sparrow continues the open faith ministry initiated nearly 50 years ago at Plymouth Harbor.



## EASY LIVING

Plymouth Harbor was quite the bargain back in 1966. Although the apartments and price points have changed, Plymouth Harbor remains uniquely attuned to the wishes of its residents.

A big part of what Plymouth Harbor does for residents is custom. Even though Plymouth Harbor is an upscale environment, and residents are able to bring the modern feel from their previous home to their new home at Plymouth Harbor.

There are many different floor plans available, from studios to penthouses, and Plymouth Harbor has always operated in response to the market. The needs and wants of the older adult are different today and will

be in the future with each generation.

The vision from the very beginning was that smaller apartments would eventually be combined to form larger spaces as needs changed. Indeed, the early apartments were built with movable walls in anticipation of future remodeling.

Plymouth Harbor residents also enjoy the luxury of being able to move into more care-intensive residences on the campus—and often back to their



original apartments—as health concerns dictate. Plymouth Harbor truly delivers a “continuing care” environment, allowing residents to maintain contact with their friends and loved

ones throughout the campus.

“One of the real evolutions of Plymouth Harbor was the realization of how people would age and

how to best take care of that,” said former trustee and Chair of the Plymouth Harbor, Inc. Board of Trustees, John C. Patterson. “The three things that Plymouth Harbor has really been





challenged by are understanding the aging process from a qualitative standpoint, developing a holistic understanding of how this works, and making the numbers work from a financial

standpoint to manage the healthcare side effectively in terms of costs, what is needed in staffing care and facilities.”

“

One of the real evolutions of Plymouth Harbor was the realization of how people would age and how to best take care of that.

”

—JOHN C. PATTERSON, FORMER TRUSTEE  
AND CHAIR OF THE PLYMOUTH HARBOR,  
INC. BOARD OF TRUSTEES

## WHEN YOU NEED MORE: THE CALLAHAN CENTER

When residents relocate from independent living to assisted living or skilled nursing, even temporarily, they remain within the Plymouth Harbor family.

### Assisted Living

The Arthur F. Callahan Center assisted living residence is located on the second floor of the main Tower. With 10 residences and several common areas, this “home within our home” provides specialized care to those who need it, without moving far from their Plymouth Harbor friends.

Plymouth Harbor has been repeatedly blessed with generous supporters, and the Callahan Center is named after one of them.

Arthur Callahan, who resided at Plymouth Harbor for 16 years, was greatly concerned for the safety and well-being of Plymouth Harbor residents. He was an engineer, a builder, and a businessman.

When Mr. Callahan passed away in 1988, he bequeathed a substantial amount of money to Plymouth Harbor to be used at its discretion. This unforeseen but welcome gift from Mr. Callahan enabled the reconfiguration of the former Infirmary into a fully operational and

licensed assisted living residence.

Residents in the Callahan Center function as they have in their independent apartments, while receiving extra attention for things that have become a challenge to them, such as assistance with medications, personal care, social activities, campus-wide programs, meals, dressing, and transportation.

The Callahan Center also shares both staff and location with Plymouth Harbor’s Home Care department, which provides 24/7 Emergency Services/monitoring and private duty care to any Plymouth Harbor resident.

The Callahan Center staff consist of LPNs (Licensed Practical Nurses) and CNAs (Certified Nursing Assistants) who are all supervised by RNs (Registered Nurses).

At move-in, every apartment is equipped with a sensor designed to monitor movement within the apartment, and the system is checked at 1:00 p.m. each day. If an apartment registers no movement within the past 24 hours, Home Care staff is dispatched to check on the resident. Each resident is also given a wristband or necklace-style pendant to wear while in their

apartment, if they choose to. This unique safety feature can be used in the event they are alone in their apartment and find themselves in need of immediate attention.

Home Care services include an assessment by a Registered Nurse, skilled nursing care (RN, LPN), medication administration, weekly medication set-up, and CNAs to assist with showering, dressing, personal care, light housekeeping, light meal prep, laundry, groceries, and errands.

## THE JACK A. SMITH CARE CENTER

The decision to move from independent living into a more structured environment can be a difficult one. Plymouth Harbor encourages residents to age in place, they sometimes become isolated without fully realizing it.

In these situations, the Resident Assessment Committee provides guidance. Composed of staff from various disciplines, the committee functions as a “safety check” for residents and their families to assess a person’s overall physical, mental, and social status.

The Jack A. Smith Care Center is a state-of-the-art skilled nursing facility. Each room has a private shower and bath, with large windows and individual closets, and the view from the rooms offer

the same spectacular views as anywhere on the campus. Residents are free to personalize their rooms, and often do to an extraordinary degree. Many residents hire moving companies to move their most precious belongings from independent living apartments to their new home.

The Smith Care Center provides 24-hour comprehensive skilled nursing and rehabilitative services to residents who require individualized



care. The facility is comprised of 42 rooms, over 30 of which are configured as private rooms.

There are three different types of residents in the Smith Care Center:

- permanent residents
- limited stay residents
- respite care residents

Smith Care Center residents are attended to on a grand scale. A private beauty salon is housed in this center, along with a communal living room and activity center. Activities include daily in-house experiences and off-site excursions. The Smith Care Center operates as its own colony within

Plymouth Harbor. While unofficially functioning as a colony for many years, this was officially approved in April 2015 at the annual meeting of the Residents Association, where it was written into the by-laws as its own colony.





Residents' rehabilitation needs are attended to by licensed therapists in residents' rooms or the physical therapy area; transportation, pharmacy services, and physician services are also available. While residents are always free to choose their physicians, the Plymouth Harbor Medical

Director provides care to many of the Smith Care Center residents. Dentists, podiatrists, psychologists, and massage therapists also make regularly scheduled visits.

Within the Smith Care Center, a team of over 50 professionals and clinical staff is supplemented

by a number of resident volunteers who make neighborly visits, mend clothing, and share their remarkable talents in music and art. The center has its own chapel services, amenities, dining options, and activities, and oftentimes, independent living residents will join. There is a great deal of



back-and-forth on the Plymouth Harbor campus, which is ideal for married couples who may be living in different areas due to their health.

What is most important to note about the Smith Care Center is that the staff recognizes the individuality of each

resident and strives to provide the highest possible quality of life. In particular, the Smith Care Center takes great pride in the palliative care program and makes it a priority to give personal, one-on-one attention to residents and their families as they near the end of their life.



## COMMUNITY IMPACT

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it’s the only thing that ever has.” —Margaret Mead

A “resident of Plymouth Harbor” is a familiar and welcome notation on civic board lists, charity rosters, and educational programs. Plymouth Harborites feed the souls, intellects, and spirits of those in the community.

From its inception, Plymouth Harbor residents and employees have supplied Sarasota with spirited and dedicated volunteers in the arts, healthcare, social services or political arenas, and educational forums. Residents have served on a myriad

of boards, providing treasured wisdom, hard-earned practicality, and often a needed touch of humor. And they have been unfailingly willing to do the less-glamorous tasks of stuffing envelopes, making phone calls, or attending to the endless list of details that make an organization or event run smoothly.

Residents and employees together volunteer more than 10,000 hours of service to over 70 non-profit organizations each year.



The vision of The Rev. Dr. John Whitney MacNeil was certainly ahead of its time. To conceive a community for older adults that would allow them to live and age gracefully together in an enriched homelike environment offering a full continuum of amenities and services, including healthcare, is admirable. The first 50 years in the history of Plymouth Harbor have revealed a commitment to innovation and excellence that serves as the model for many decades to come.

The future is bright for Plymouth Harbor, with increasing emphasis on the many aspects of successful aging. In the coming years, we will continue to be the preferred Life Plan Community for multi-generations of older adults who desire an active lifestyle that challenges their physical, mental, intellectual, emotional, social, and spiritual well-being.



It is not in the stars to hold our destiny,  
but in ourselves.



—WILLIAM SHAKESPEARE

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