



NATIONAL ENDOWMENT FOR THE
Humanities

OFFICE OF CHALLENGE GRANTS

Narrative Section of a Successful Application

The attached document contains the grant narrative and selected portions of a previously funded grant application. It is not intended to serve as a model, but to give you a sense of how a successful application may be crafted. Every successful application is different, and each applicant is urged to prepare a proposal that reflects its unique project and aspirations. Prospective applicants should consult the Challenge Grants application guidelines at <http://www.neh.gov/grants/challenge/challenge-grants> for instructions. Applicants are also strongly encouraged to consult with the NEH Office of Challenge Grants staff well before a grant deadline.

Note: The attachment only contains the grant narrative and selected portions, not the entire funded application. In addition, certain portions may have been redacted to protect the privacy interests of an individual and/or to protect confidential commercial and financial information and/or to protect copyrighted materials.

Project Title: Peralta Hacienda Historical Park Historic Core and Public History Director
Institution: Friends of Peralta Hacienda Historical Park, Oakland, CA
Project Directors: Holly Lucinda Alonso
Grant Program: Challenge Grants

No Prior NEH Challenge Grants

INCOME

Total NEH funds requested: \$	500,000.00	
Year 1		\$ 75,000.00
Year 2		\$ 100,000.00
Year 3		\$ 150,000.00
Year 4		\$ 175,000.00
		\$ 500,000.00
Total nonfederal contributions		\$ 1,500,000.00
Total Grant funds (NEH + Match)		\$ 2,000,000.00

EXPENSES

<i>Invested in Endowment</i>		\$1,000,000
Annual Expendable Endowment Income	at ^(b) %	
for endowed Humanities STAFF, Public History Director ^(b) % yield)		\$ ^(b) (6)

Budget for non-endowment funds

Capital Construction		\$ 950,000.00
Fund Development		\$ 50,000.00
	Total	\$ 1,000,000.00

Breakdown of capital construction budget for Historic Core

Plaza surface	\$100,000.00
Archaeological interpretation.	\$40,000.00
Adobe making area.	\$20,000.00
1840 Adobe Footprint with Urban Book.	\$620,000.00
Retractable awning, 1840 footprint to stage.	\$15,000.00
1821 Adobe Footprint interpretation.	\$110,000.00
Adobe Oven.	\$10,000.00
Interpretive Tiles on Allee.	\$35,000.00
	<u>Subtotal</u> \$950,000.00

Total NEH and Non-federal **\$ 2,000,000.00**

Breakdown of staff position from endowment

History Director 80% FTE \$ ^(b) (6)	^(b) (6)
^(b) % yield of \$1,000,000)	

Summary

capital	\$ 950,000.00
endowment for humanities staff position	\$ 1,000,000.00
fund development	\$ 50,000.00
	\$ 2,000,000.00

1. Significance and intellectual quality of the humanities activities, programs and holdings.

Request: Friends of Peralta Hacienda Historical Park is requesting a \$500,000 Challenge Grant to be matched by \$1,500,000 in nonfederal funds 1) to complete construction of the Historic Core Adobe Area of the park master plan, the heart of the site's interpretive landscape, and 2) to endow a permanent staff position for a Director of History, specialist in California history also fluent in the field of Ethnic Studies, to expand and deepen its humanities programming. These elements form part of a new model for historic house museums in which the humanities act as transformative agents in diverse urban communities, while fostering a love of history and respect for America's cultures in the broad and diverse general public.

This nationally significant site tells the story of the successive waves of culture that have formed the unique character of the West Coast. Fruitvale, the City of Oakland and the East Bay region epitomized this character in their extraordinary diversity. Peralta Hacienda reveals the story of the West Coast's Native and Hispanic past, America's present, and the roots of our shared future.

The United States is the world's model for *convivencia*: the living together of many peoples in a complex and constantly evolving democracy, sustainable through centuries. The park, promoting the harmonious flowing together of cultures, symbolizes this unique American offering to the world. At Peralta Hacienda, visitors discover their connections to time, to place and to each other.

Located on six acres of open space with a historic house museum on the National Register of Historic Places, PHHP brings to life the story of the cultural, political and ecological formation of the San Francisco Bay Area and connects this history to the refugee, immigrant and other communities surrounding the park today. Site history illustrates the transformations of California as a whole and illuminates themes that resonate on a national level, interpreting these themes through its Archive of Community Memory, exhibitions, tour, events and other public programs.

Since opening the Peralta House to the public in 2001, the site and museum have become a rallying point for the understanding of regional history by new Americans, and a place where they, in turn, can make their histories known to the mainstream in their new land. In permanent historical exhibits

funded by NEH implementation and planning grants, visitors see, touch, hear, smell and understand the story of the East Bay's founding family, the Peraltas, through global economic and political changes and ecological transformations as successive waves of newcomers, with new stories, cultures and identities, arrived on the West Coast. These human encounters and negotiations past and present make up the historical object and current living reality of Peralta Hacienda.

Intertwined Threads of Site History: The park reflects—through the three dwelling sites in the Historic Core—the story of the Peralta family, one of the principal founding families of the region and first Spanish-speaking family in the East Bay. *Californios* such as the Peraltas were both active agents in, and swept along by, the transformations of the San Francisco Bay Area through the Native, Spanish, Mexican, and American periods, within one century. The site was Ohlone land before it came under the jurisdiction of the San Francisco Mission during the time of Spanish occupation of the region. The Peraltas figured in this occupation as settlers, founders of major settlements and patrollers and controllers of the Native Americans. The site subsequently became the headquarters of the Peralta cattle ranch, and a gathering place for the *Californios* of the region. The Peralta rancho was sold and fenced during late 19th century during the orchard era in the decades after the U.S. takeover, when the U.S.-Mexican War, the Gold Rush and California statehood had followed each other in quick succession between 1846 and 1851. Finally, with the arrival of refugees from the 1906 San Francisco earthquake, the land was absorbed into the growing megalopolis of the San Francisco Bay Area. With the area's intense urbanization, traces of the Peralta rancho were virtually overwhelmed. In the last quarter of the 20th century, as the site nearly slipped from sight into the urban fabric, a push for historic preservation arose in Oakland. The site was rediscovered, its story to be told for the first time.

The Peralta rancho headquarters became the focal point of a preservation effort, spurred by the surviving Antonio Peralta Italianate frame house of 1870. This focus expanded backwards in time as research gathered momentum, rupturing open the City's past to reveal that two adobes once stood nearby, one built in 1821 during the Spanish period, and the other in 1840 when California was part of Mexico. The new vision of history came to include the 45,000-acre land grant, a cattle ranch where seven modern

cities now stand, and the intertwined history of the Native Peoples. Finally, it encompassed the surrounding neighborhood today, including immigrants who have come in successive waves seeking California as a new home. As consciousness of site history expanded, a key question emerged, Whose history is this? How best to capture its multiple, intertwined, and distinctive threads? No longer perceived as just the Peralta family saga, the site's history has become a story of continuous layerings, negotiations, blending. This exciting journey of historical discovery has involved the community and the region.

The late Professor F. Lewis Koue of the University of California at Berkeley termed Peralta Hacienda "more important in the panorama of California history than Sutter's Mill," the famous site of Marshall's discovery of gold. Peralta Hacienda Historical Park reflects the long and complex human context in the populated coastal areas of California that both preceded and followed that moment of discovery in the Sierra Nevada foothills, 200 miles to the east. The park's three distinct areas:

- **Rancho/adobe area:** Footprints of two original adobe structures built in 1821 and 1840 and the outline of the hacienda wall dating from the Spanish and Mexican eras.
- **1870 Peralta House:** A local and state landmark listed on the National Register of Historic Places, this farmhouse symbolizes Spanish-speaking California on the cusp of a new era after the Gold Rush.
- **Peralta Creek Nature Area:** A wooded slope descending to a winding stretch of creek, recalling 15,000 years of Native Californian habitation and the primordial flora and fauna of the region.

Foundation for the Challenge Grant: The presence of the Peralta family in this location in three dwellings spanning the Spanish, Mexican and US eras mirrors the major transformations of California and the West. Given this scope of history, Peralta Hacienda received an NEH planning grant from the Division of Public Programs in 2000 to create its site master plan and interpretive plan, and an NEH implementation grant of \$300,000 in 2003 to create permanent outdoor and indoor exhibits. They were completed in three stages in 2006 (Native Plant Garden, Main Entry Promenade and signage), 2007 (Outdoor Interpretive Alcoves) and 2009 (Peralta House exhibits). Amid all this activity, the master plan for the Historic Core remains unfinished, specifically the construction and interpretation of the adobe footprints, archaeological deposit and plaza area, which is both the interpretive center of the site and the

center for community gatherings and performances. With the completion of these Historic Core elements, today's community will celebrate its contemporary cultures, enfolded in its heritage made visible.

Other funding includes a \$173,000 NEH grant in 2012 for Landmarks of American History workshops entitled "Spanish, Mexican and American California: Reframing US History at Peralta Hacienda" in which 80 K-12 teachers studied the historical relationship between Mexico and the United States, both at the site and in the predominantly Mexican American community around it, with field trips throughout the San Francisco Bay Area. The CA Council for the Humanities (CCH) granted \$40,000 for "Faces of Fruitvale," the premiere exhibit in the Peralta House Museum of History and Community in 2001, which opened the house museum to community stories. The CCH has also funded three California Stories grants, two events grants, and two major documentary grants, including "Cultivating Community," in which African American youths and Laotian Mien elders told their stories and created components for the Peralta House kitchen exhibit, and the current grant for the Cambodian Audio Project, to create audio stories of Oakland's Cambodian community for exhibits, website and radio broadcasts. These grants, along with others from private foundations, form a platform for the Challenge Grant, and show the commitment and capacity of Peralta Hacienda to reinvigorate the institution of the historic house museum, creating a national model for the 21st century.

The Peralta Hacienda Neighborhood: A point of pride for Oakland and the East Bay, the Peralta rancho, with the park site at its former adobe headquarters, once occupied the land where seven modern cities now stand, including all of Oakland and Berkeley. Today it is located in Fruitvale, a crucible of diversity near the geographical center of Oakland. The Fruitvale district has long been the receiving ground for immigrants to the area, from the early waves of diverse Native People who clustered at the edge of the continent, to the latest arrivals from Southeast Asia, Bhutan and Myanmar. At Peralta Hacienda, the humanities create a new and vital alchemy between community members of different cultures, ethnicities, languages and generations. It is also a place where a broad, diverse public comes to discover Oakland's birthplace. The combination of cutting-edge urban cultural mix, much like New York's Lower East Side, at a historic site that reflects the transformations of California over the last 200

years, make Peralta Hacienda unique. The site has become a symbol of hope in Oakland using the power of the humanities to illuminate pressing urban problems through the humanistic exploration of the interplay between unique human stories and global influences, yielding a re-envisioning of the role of history in community. Edwin Watson, Executive Director of the Fredericksburg Area Museum, reviewed Peralta Hacienda for the AAM's Museum Assessment Program in 2011 with a follow-up visit in 2012. He stated, "Peralta Hacienda is telling America's story. The West Coast's confluence of peoples explored at Peralta Hacienda is comparable in importance to the East Coast's early 20th century immigration history."

Audience and Programs: 40,000 visitors from the region, state and nation attend Peralta Hacienda annually. 100 regional schools from the six Bay Area counties attend the site's two immersive all-day school field trips, "Ohlone Daily Life" and "Peralta Rancho Life." Visitors also attend Peralta Hacienda's cultural festivals such as Cambodian New Year and Community Storytelling Day, and History Days at which school field trips activities are offered to the general public. The regional audience also attends speakers events in the site's Center of History and Community, such as a series last year supported by the National Park Service to commemorate the Juan Bautista de Anza expedition, the "Mexican Mayflower" that brought the Peraltas to California in 1776. The site's new Center for History and Community often overflows with people for evening events such as the lecture of Dr. Carlos Salomon, author of the first biography of Pío Pico, the last governor of Mexican California, who was black, Native and Spanish. 500 people, both neighbors and the general public, attended the premiere of "Rhythm of the Refugee," the exhibit about Oakland's Cambodian Americans—their recovery from traumas of the Pol Pot era and the vitality of their traditions—curated with humanities scholars Khatharya Um of UC Berkeley's Asian Studies Department, anthropologist Sean Kirkpatrick and Peralta Hacienda staff. This initiated the annual Cambodian New Year celebration at the site, with performances of village opera, chamber music and Cambodian karaoke. Educators form a core part of Peralta Hacienda's audience; eighty K-12 educators from all over the U.S. attended the 2012 Landmarks of American History workshop and hundreds of teachers visit individually and with classes yearly.

The regional public and the Fruitvale community of 55,000 people surrounding the park form two prongs of the site's core audience. Predominantly Latino (53%), Fruitvale is also home to 19% African American, 17% Asian, 7% European American and 2% Native American residents (the highest concentration of Native Americans in the Bay Area). Recent immigrants and refugees, as well as an older layer of African and European Americans, share the streets, schools and stores. Fruitvale's per capita income is \$11,814 and 51% of adults have a high school diploma. Local residents discover history and celebrate culture through tours, performances and other events as well as congregating here for recreation, healthful exercise and gardening. Program participants often become involved in the organization and have moved into staff positions, such as Christena Hambrick and Beverly Hodge Odabi. Local youth take after school classes, elders cultivate the community garden, English and Spanish-speaking adults train to be Community Tour Leaders and then are employed to guide visitors. Participants contribute their stories to the Archive of Community Memory, a growing body of local history collected in collaboration with StoryCorps. Local residents initiate classes in the site's Center for History and Community, such as the Mexica Dancers, who offer two free classes weekly. The summer program teaches history, arts and crafts and ecology to hundreds of local youth aged 4-14, mentored by high-school youth who also learn to lead tours over the course of the summer and study the basics of filmmaking to add to the archive of community memory with films about their own families and cultures (Project SOS Youth Filmmaking Program). One of the participants, 18-year-old Laotian Mien American Bryan Saelee said as he graduated, "I didn't know Fruitvale HAD a history. Now I know how important it is." The importance of the site gave his own self-respect a boost. Community organizations such as Lao Family Community Development, Community Health for Asian Americans or Friends of Negro Spirituals collaborate with humanities staff and designers to create striking exhibits and well-attended events. Local residents attend festivals in the Historic Core, such as Oakland's Cambodian New Year celebrated or Community Storytelling Day, both in April of this year (2013).

Sixty-five park neighbors trained on weekend afternoons with UC Berkeley's Alex Saragoza, Professor of History and Ethic Studies, Holly Alonso, and Ben Glickstein under an IMLS grant to

trailblaze the multilingual docent program in which neighbors learn site history and tell their own stories as part of inquiry-based visitor tours. The program has transformed open hours into a time when the whole neighborhood comes together. The Challenge Grant endowment will support the salary for the director of this ongoing program and other history programs. Sample participant quotes: “I love this community and I have a desire to help in whatever I can to secure the future of Peralta Hacienda. I learned about the valuable historical gift we have in our midst for others to appreciate and be aware of.” “Peralta Hacienda represents the heart of the East Bay. Many things originated from this location. With that in mind, I feel very fortunate to be able to learn and participate in its history today. I see this place as a center of much promise & prospect in being a host for community events, meetings & overall upliftment.”

Organizational History: Thirty-five years of community, academic and civic resources have created the park and its nationally significant permanent exhibits and programs. Friends established the park, successfully lobbying between 1975 and 1995 for over \$6,000,000 in state and federal funding to rescue the 1870 Antonio Peralta House and to create open space in a district with the least open space per capita and highest percentage of children and youth in Oakland. The organization obtained National Register Status in 1977 for the house, State Landmark status for the site, and designation as a site on the National Park Service Anza National Trail. The Trust for Public Land purchased the historic house in 1980. Once park acreage was complete in 1996, the organization restored the house to its original conditions with an additional \$897,000 grant from the City of Oakland, 1998-2001.

Changing regional demographics, fresh research, and a new historical sensibility impelled the organization towards a re-imagining of the space, beyond the preservationist focus centered on the Italianate Victorian Antonio Peralta house. This led to the funding for the signature “Faces of Fruitvale Community Heritage Project,” with a major grant from the California Council for the Humanities. “Faces of Fruitvale” was the premiere exhibit in the newly restored Peralta House that same year (2001). Fifty-five neighbors learned about other cultures in the community, as they saw—and heard—their stories and

those of their neighbors on photo panels and audio, in the elegantly restored historic house. As an African American child on the steps of the Peralta House said to her friend, “My grandfather is IN this museum!”

With additional funding from the California Council for the Humanities, the United Way and other agencies, the organization, led by Holly Alonso, carried out a strategic plan and enlarged the team of scholars to discuss the significance of the site. Historian and archaeologist, founder of the Oakland Museum and curator of the Gold Fever exhibit, L. Thomas Frye called the landscape “a time capsule of California history.” The organization deepened existing collaborations with community agencies and discovered a broad, diverse constituency. In the words of Rita Torres of the Spanish Speaking Unity Council: “To realize that I grew up so near to such a historically significant place, it instilled such a sense of pride in me, such a sense of ownership. It’s sort of like this treasure that’s unfolding.”

The NEH Planning Process: These collaborations were the catalyst for the organization’s successful application to the NEH for planning funds. Friends invited Mario Schjetnan, Loeb fellow and renowned designer of four historical interpretive parks around Mexico City, and Matthew Potteiger of Syracuse University, author of Landscape Narratives, to work with historians to hone site themes and explore design options. Oakland later chose Schjetnan as Lead Designer of the master plan.

During planning, landscape architects, historians, neighbors and staff conceived the site master plan and its interpretive plan from 1999 to 2001. The City of Oakland matched the NEH grant with \$215,000 to complete schematic drawings which include the Historic Core Adobe Area described in this proposal. Scholars included Alex Saragoza of UC Berkeley’s Ethnic Studies and History Department; Rosaura Sanchez of UC San Diego; Lisbeth Haas of UC Santa Cruz, author of Telling Identities; Doug Monroy of the University of Colorado, author of Thrown Among Strangers; Bev Ortiz, Chief Interpreter at Coyote Hills Regional Park Ohlone Museum; Randall Milliken who wrote A Time of Little Choice: the Disintegration of Tribal Culture in the Bay Area 1750-1820; Richard Orsi, editor with Ramon Gutierrez of the CA Sesquicentennial Series published by the State Library, and Mary Jo Wainwright, foremost authority on the Peraltas, who received her MA in history at CA State East Bay with her thesis on the Antonio Peralta branch of the family.

The team articulated 3 interrelated themes which underlie the site's master, interpretive plan and exhibits, landscape and architectural elements: 1) Identities and Transitions: How have people from many cultures negotiated their identities through time? 2) Ecological Transformations: How have cultures changed the East Bay landscape and affected its flora and fauna? 3) Global Interconnectedness: How have global forces influenced East Bay history? What global forces created Fruitvale's diversity? Conceived as a Landscape of Stories, the site master plan created under the NEH planning grant evokes a sense of place from a combination of surviving and vanished structures, interfused with memory in many forms.

Build out of the Master Plan: The City council and its commissions unanimously approved the plans in 2002. Since then, it has been implemented in major build-outs totaling an additional [\\$7,500,000](#).

Phase I. In 2003 the NEH granted a \$300,000 implementation grant for indoor and outdoor exhibits, which leveraged \$100,000 from the California Heritage Fund, \$30,000 from the Walter and Elise Haas Foundation, \$50,000 from the office of Council President Ignacio de la Fuente, and \$1,710,000 in local and state funds for the first phase of master plan construction. The following outdoor exhibits and landscape elements of this phase opened to the public in 2006-7, including • The [Pear Tree Allee](#), the site's main entry avenue embedded with historical and community texts and visual motifs recalling the founding of Fruitvale as a horticultural center; • [Extensive outdoor signage](#) making site history visible to neighbors for the first time including a) *Landscape of Stories*, main entry sign about the site's themes and significance, b) *On Ohlone Land*, signage about the region's first inhabitants; c) *Underground History*, about the site's archaeology and other comparable signage (signage in this proposal's appendices). • [Ring of Native Plants](#): one of the largest native plant gardens in the East Bay area; intricate plantings, sculptural elements with embedded photos and text based on interviews with living Ohlone, and signage giving botanical and cultural information; • [Adobe Wall Segment](#) forming a backdrop to the community stage, symbolizing the site's original adobe wall, with interpretive signage; • [Play Area](#) with structures based on themes from the natural and cultural history of the site; • [Outdoor Exhibit Alcoves](#), 4 walk-in displays about daily life on the rancho in 1838, incorporating a 32-foot mural, 3-D objects, poetry, historical texts and explanatory signage in three languages.

Phase II. The next phase completed the Center for History and Community in 2010, expanding Peralta Hacienda's programmatic capacity. This facility houses classes, school field trips on rainy days, evening cultural events and community meetings.

Phase III. The most recent capital phase in the Creek Area and Historic Core doubled the open space usable for educational programs, added a Creekside Classroom as a setting for 4th grade and middle school ecology and history field trips, and has framed the Historic Core with the second half of the Pear Tree Allee forming the main entry pathway into the park (see diagram in appendix entitled SiteplanSignage).

Peralta House Exhibits: The second phase of the NEH implementation grant created permanent interpretative exhibits in the Peralta House, which opened in 2009. The displays are visible, audible, touchable and fragrant as well as conceptually stimulating through questions, explanatory text, source documents and facsimiles, images and photos. Visitors sit on the 1870 couch, hold Luís Peralta's 18th century sword (in replica), open drawers to find documents in facsimile, inhale smells in the kitchen, and leave their own stories in the Your Story room, each room with a distinct character and texture to convey themes and subthemes. A sound system envelops visitors in natural sounds and music. Visitors select from 4 hours of re-enacted historical texts and narration on audio players, as well as voices and photos from today's community drawn from interviews in the site's Archive of Community Memory. The permanent exhibits link present to past, and each visitor to a sense of his or her own life as part of history. The permanent exhibits also incorporate changing elements linked to historical themes, such as the super-size cookbook for the Peralta House kitchen counterpointing recipes and gardening traditions with personal stories and cultural history of Laotian Mien elders and African American youth who share the community garden.

Typical visitor comments include: * I think this is a beautiful exhibition. I love the acoustic background upon entering the different rooms. It sets a perfect mood. I also love the human element, the incredible interaction between different cultures that passed on influences or were influenced by this place. * I really liked the focus on pre-American culture and history, information that is usually very hard to find, especially in museums. Even growing up in California in the East Bay, we did not get this

information, thanks! * This site really brings to life the vast history of this land + the many peoples who inhabited it. * It was wonderful to touch the exhibits, a refreshing bold direction for a museum to take. * A wonderful gem of a museum. I'm so delighted to discover it! * The audio guide is wonderful.*

Community Exhibit Development Partnerships: The interpretive plan articulated by scholars in the NEH planning process also called for changing exhibits that reflect the region's cultures. With "Faces of Fruitvale" as prototype, "Embroidering Our Lives: Mien Women at Peralta Hacienda" premiered in 2009. UC Berkeley's Dr. Khatharya Um, staff members Holly Alonso and Angel Saelee collaborated, Alonso writing the exhibit text using first person stories gathered from Mien elders at the site. Angel Saelee worked with the SF State Visual Anthropology Department to create a film with five of the elders, exploring themes of immigration, cultural loss, and the dynamism of traditional arts, which now accompanies the exhibit as it travels to other sites such as City Hall and the Oakland Asian Cultural Center. The exhibit counterpoints personal stories with a timeline showing Mien migrations through the centuries, and photographic record of the Mien elders mentoring local youth at Peralta Hacienda in traditional arts from the Laotian highlands: needlework, cooking and gardening. Following this, Cambodian community leaders asked Peralta Hacienda to create an exhibit about Cambodians in Oakland, recounting how the trauma of the Pol Pot era was helped through the practice of traditional music and arts. With matching funds from the National Institute of Health, Peralta Hacienda staff and the Cambodian American community worked with Dr. Um, anthropologist Dr. Sean Kirkpatrick, and ethnomusicologist Dr. Laurel Sercombe, to create "Rhythm of the Refugee: A Cambodian Journey of Healing," tracing the life of park neighbor 92-year-old Nhep Prok, designated by Prince Sihanouk to carry on the Cambodian musical legacy, other Cambodian traditional musicians, and youth who are inventing new blended genres. The exhibit showed at Peralta Hacienda for one year and is now touring locally, after which it will be exhibited and then housed in the Killing Fields Museum in Chicago. The exhibit led to a continuing relationship with Oakland's Cambodian community.

The art installation "What I Hear, I Keep: Stories from Oakland's Griots" opened in the Peralta house Feb 23, 2013, created through a collaboration with African American artist Walter Hood, historian

and scholar Rick Moss of the African American Museum and Library of Oakland, Peralta Hacienda humanities staff and 35 community storytellers. The stories emanate from a gigantic horse designed by Hood that fills the gallery, lit from within, based on 21 audio interviews recorded at Peralta Hacienda with StoryCorps. Visitors add their own messages to the horse. It will travel throughout the seven cities of the old rancho when the Peralta Hacienda showing ends.

PROGRAMS: Peralta Hacienda humanities consultants and staff forged its Coordinated Education Program Plan with an IMLS planning grant. School field trips, oral history collecting, interpretive exhibits, speakers events and arts activities have provided a forum for a broad, diverse public and safe haven for local youth, and for adults in diverse local cultures to articulate their cultural identities and understand other cultures. The plan embodies four strategies, each with its corresponding programs (detailed above under Audiences and below under Impact.).

- **“Archiving and Exhibiting Site History and Community Stories”** Exhibit Development.
- **“Illuminating History”** Tours, classes and workshops.
- **“Gathering on the Commons”** Events.
- **“Engaging Community”** Community programs and stewardship.

2. Long-Range Plans for Advancing and Disseminating Humanistic Knowledge

Mission: “The Mission of Friends of Peralta Hacienda Historical Park is to promote understanding, historical healing and community amid change and diversity. The sites explores the untold history of the Peralta rancho and the stories of the Fruitvale community today, giving voice to the cultures that have created—and are still transforming—California. The six-acre park and historic house—a Landscape of Stories—form an arts and educational hub for local families and youth, and regional center for historical inquiry and discovery.”

At the center of the organization’s mission is history, the field most fundamental to the humanities. By virtue of the site’s history itself, Peralta Hacienda is a singular setting to unfold origins: the origins of Oakland, of the San Francisco Bay Area, and of California, with strong parallels in the origins of the American West as a whole through the Native, Spanish, Mexican and US transformations, all within a

little over one century. The site's exhibits, tours, programs and events emphasize the analytic, critical and speculative exploration of history and culture. People are encouraged to explore their own origins, their own role in history and their connections to other cultures. Construction of the Historic Core, as the location of the original Peralta adobe houses from the Spanish and Mexican eras, is key to the organization's long-term plan to open these original chapters of East Bay history for public exploration.

The origin story of the site sheds light on all that followed, as successive waves of immigrants continued to cluster on the edge of the continent through the 20th and into the 21st centuries. Those voices are now strong at Peralta Hacienda. Through the capital and personnel changes achieved through the Challenge Grant, people of many cultures will see, touch, hear and feel that story of the region's historical origins, and discover many answers to the questions of origins, causes and effects.

Because the Historic Core Adobe Area has not been completed, yet contains the site's most important memory locations for the Spanish and Mexican eras, long-range plans prioritize doing so. (See the 'impact' section for details of the Historic Core plan.) Because the site's role and historical program activities are expanding, and the new Historic Core will spur an increase in visitation, the addition of a permanent staff position for a historian is also vital. These two changes are the basis for the site's plans to disseminate humanistic knowledge. Professor of History and Ethnic Studies Alex Saragoza of UC Berkeley has worked for over ten years with Holly Alonso on the project, along with foremost California historians specializing in both Californio and Native areas, as described in section 1. With current personnel and consultants as a foundation, a staff Director of History is now needed for the site's complex historical programming. Museum Assessment Program reviewer Edwin Watson, business plan consultant Kathleen Brown, City officials, humanities staff and the team of eminent historians and humanists that have built up Peralta Hacienda and are planning for its future together have recommended that historical programs be strengthened, not at the expense of contemporary cultural history exhibits or community programs, but to provide the sense of place and physical scaffolding for historical programming that not only reveals site history, but also, in turn, through understanding of origin and change through time,

illuminates the present, strengthens community identity, and attracts a broad, diverse public. For this to happen both the capital project and staff historian are needed.

Holly Alonso is dedicated to the transformative potential of historical exploration and has provided the motivational force to develop its imaginative exhibits and forge its role in giving voice to community members of many cultures and connecting their stories to site history. Trained in the arts and with extensive knowledge of Peralta history, she has championed and developed the historical programs, assembling this outstanding team of consultants to illuminate the history and communicate it to a broad general public through a rich array of multi-sensory media. She has formed the vision of the organization that Every Human Being Makes History, and has worked to integrate the community's diverse cultural groups at every level as planners, interpreters and makers as well as audience, with the strong support of the board. She needs the partnership of a Director of History to realize the organization's humanities goals, as Peralta Hacienda takes its place as one of Northern California's most compelling heritage destinations and continues to inspire local residents leave their own marks on the historical record.

The long-range plans for the site in terms of the site's four program goals:

1) **Archiving and Exhibiting Site History and Community Stories (exhibit development and oral history program):** Community Exhibit Development Partnership: Create a multi-year series of exhibits on Oakland and Fruitvale cultures with community members. Permanent Exhibits, Curation and Enhancement: Complete the Historic Core Adobe Area. Increase accessibility for diverse populations; translate exhibit labels and audio of Peralta House exhibits into Spanish (A proposal has been submitted to the IMLS. An audio tour of the permanent exhibits in Laotian Mien was field-tested tested in May). Plan and implement interpretation of the Creek Nature Area to explore the watershed, examine the effects of changing human cultures on the natural world in the past, and consider the human relationship with the natural environment today.

2) **Illuminating History (tours, school field trips and community docent program):** Develop Historic Core tour in anticipation of capital completion and train Community Tour Leaders for the new area. Expand successful School Field Trips program (Peralta Rancho Life, Ohlone Daily Life) to middle

school grades. Serve 100% of Oakland's 4th grades as proposed by the Oakland Unified School District's Social Studies Coordinator Lucille Kohl with corporate support. (Because school field trips are entirely self-supporting, the organization can't offer sliding scale to low-income students.)

3) **Gathering on the Commons (events, classes and workshops):** Expand cultural celebrations on the Outdoor Stage; continue Speakers Series in the Center for History and Community and History Cafe in the Peralta House; continue Landmarks of American History program in light of high evaluations.¹

4) **Engaging Community (stewardship, community programs)** Expand mission-aligned classes in the Center for History and Community initiated by community members.

Governance: In light of the Museum Assessment Program report in 2011 and follow-up visit in 2012, and Business Plan completed in 2012, and through the insight of Board President Dale Hagen, Peralta Hacienda's board has transformed its governance structure over the past two years. An advisory board of experts in fund development and the humanities, a community board of culture bearers, an executive committee and a full board that will soon include the president of the Oakland Rotary Robert Kidd (see accompanying letter) and other 'movers and shakers' have been added, with committees activated in Finance, Programs, Marketing, Membership, Facilities, and Fund Development. The organization has joined civic organizations such as the Chamber of Commerce and others, as part of a new emphasis on cross-sector partnerships, part of a 3-year grant for Creative Placemaking from the Kresge Foundation.

The long-range capital goal is to complete the master plan, with the Historic Core Adobe Area construction as the top priority, to create the framework for exploration of the site's humanities themes. Previous site construction has physically framed the Historic Core, which now stands unfinished at the center of the landscape. When the Historic Core is complete, visitors will be able to explore a Map of Time where cultural encounters between the area's Native People and Spanish-speaking newcomers took place—including coercion, religious conversion, marriages, shared work, commercial and social negotiations, the effects of species exchange in the form of both deadly microbes and food crops, cultural

¹ Typical quote from a participant: "This was by the far the best professional development experience I have ever had. #15201"

blending and many other forms of contact. These encounters mirrored, from different points of view, the global political, and economic transformations that occurred throughout California.

Capital improvements accomplished since the previous Challenge Grant application, now in their last 3 weeks of construction, have given the site's Historic Core the perfect physical framing for the stage proposed here. The Pear Tree Allee commemorating Fruitvale's early horticultural history now flanks one side, separating the Historic Core from the Peralta House. The adobe wall with four interpretive alcoves showing a year on the rancho in 1838 borders another side, and the third side opens to the view down into the Creek Nature Area and to the South Bay, land that was once part of the rancho where the Peralta longhorns grazed. In the midst of these improvements, the Historic Core remains undeveloped, even though it contains the heart of site history. Staff explains to visitors that two cement bunkers covered in weeds are the site's most important historical features—the locations of the 1821 and 1840 Peralta adobes, and that the pit in which the adobe bricks were made is underneath the cement—but assures them that these features WILL be developed. Capital funding from the Challenge Grant and its match will accomplish this major transformation.

When the Historic Core is complete, the physical infrastructure will exist to give Peralta Hacienda its essential meaning, and its historical programs will come into focus at the center—conceptual and literal—of the site. Once the Historic Core is complete, tours of different aspects of early site history can occur in their appropriate places, along with community history programs.

The primary resource of the project is the site itself, an educational setting with historical features from the Spanish, Mexican and US periods, Creek Nature Area and restored house on the National Register, its multi-sensory exhibits, interpretive walkways, landscape features and outdoor displays created through NEH and other funding, and its chain of interpretive and community gardens for recreation and study of the culture of cultivation and human causes of ecological change. The site's collection of artifacts and recorded community stories is another resource. The surrounding community with its abundant cultural and artistic skills and stories forms another matchless resource for Peralta

Hacienda's humanities programs, and also of volunteer energy. Its long-term team of historical consultants is another essential resource, described in detail above.

For fund development, the constellation of support from Oakland's mayor and City Council, thousands of community members cultivated over the decades, and the partnership of cultural organizations and educational institutions are outstanding resources. Among Peralta Hacienda's partners is StoryCorps; Alonso has partnered for the last five years in collecting community stories with StoryCorps, which has donated its staff time to record life experiences of a diversity greater than they can anywhere else. The preservation community, both locally and at the state level, are strong supporters, such as past president of the California Preservation Foundation, Catherine Garrett and architectural expert Betty Marvin. The National Park Service, especially the staff of the Anza National Trail, supports the organization continually through the allocation of resources to Peralta Hacienda. Peralta Hacienda's potential as an NPS site representing the country's diversity is being discussed with local legislators and NPS staff. Private foundations such as the TJ Long Foundation, the Kresge Foundation, the San Francisco Foundation and many others provide financial support for Peralta Hacienda; the completion of the Historic Core will leverage more support because site history finally will be shown in the landscape. The Advisory Campaign Committee, individuals who have come forward to leverage political and economic support to complete the site master plan, is a striking resource for the project described in Section 4.

Our primary educational partners are UC Berkeley, San Francisco State University, CalState University of the East Bay, California College of the Arts and hosts of K-12 local schools who brings students and participate in other programs and events, as shown in accompanying letters.

3. Impact of the Challenge Grant

Historic Core Interpretation

The master plan for this area was created under previous NEH funding, in collaboration with scholars, designers, staff, community members and city officials, as outlined above. The project has been reviewed and subjected to public comment and consultants with the State Office of Historic Preservation and Oakland's Landmarks Commission and welcomes further NEH reviews in accordance with the Davis

Bacon Act and section 106 of the Historical Preservation Act. The SHPO contact for the project is Ed Carroll, historian in the Review and Compliance Department (Ed.Carroll@parks.ca.gov). The landscape is a time collage where previous layers are often only partially erased and merge almost imperceptibly into contemporary patterns. Simultaneously, the design presents distinct moments in space that represent time periods and offer differences for exploration, imagination and interpretation. Early California is concentrated in the Historic Core of the park, a place of memory that includes the interpretation of the 1821 adobe, the “urban book” display under the *enramada* (trellis with vines) located on the 1840 adobe footprint, the adobe wall by the stage, and associated features such as the plaza surface itself, shade awning for the audience and adobe-making area.

The family’s two adobes that once stood in what is now the park’s Historic Core, built in the Spanish and Mexican periods, lasted twenty years into the American period, succumbing to the last major earthquake on the Hayward Fault in 1868. Oral histories of the early 20th century collected in the Bancroft Library at UC Berkeley tells their location and several photographs exist of the 1821 adobe, both in its heyday and as it fell into dereliction, along with extensive documentation of the land grant during the Spanish period and many source texts describing life on the rancho and in the adobes during the Mexican period. The Challenge Grant plus matching funds will complete the master plan for the Adobe Area, using these rich historical resources:

The 1821 adobe: On the footprint of the original 1821 Peralta adobe, photos and objects will display the original construction materials and practices of the region during the rancho era. Original bricks from the 1821 adobe will be on exhibit. Visitors will learn that this was the first non-indigenous structure in Oakland, built to establish the Peralta claim to the 45,000 acres of land when Oakland was still part of Spanish empire. Signage will show facsimiles of the Land Grant letters, the original rancho map or *diseño*, and letters from the padres of Mission San Francisco, who relinquished this land held in trust for the Ohlone. Visitors discover how Luis Peralta drove his herds north from San Jose to the site in 1821, and how Antonio built up the herds, married María Antonia Galindo and moved his family to the site in 1828. The presence of Indian workers will also speak through texts and images.

1840 adobe: The Urban Book will be mounted on a large raised platform of the 1840 adobe footprint under a *ramada* roof covered in vines, creating shade for school field trips and events. Patterns and text in the floor will evoke the living space. The Urban Book will occupy half the surface, telling the story of the adobes on a series of vertical display boards with “pages” (hinged moving panels) allowing park users to “read” the history of the park, rotating the panels and juxtaposing different facts for a multi-layered understanding of the site. The Urban Book will have 72 panels, each 3 x 5 feet, mounted on 9 posts, with large images and text, immersing visitors in an environment that they can interact with.

Inner Panels contain a synopsis, from different viewpoints, of the story of the Peraltas and the rancho site. These panels create “rooms” in the interior formed by the right angles of the center panel with surrounding panels focusing on the essentials of what happened here, from different viewpoints.

Outer Panels reflect base knowledge on state, global and national context essential to an understanding of what happened here. They enable visitors to discover the threads connecting site history to faraway events in this settlement at “the ragged edge of empire.”

Corner Panels will display changing panels for new discoveries and cultural reflections. These panels connect to the present: Each year, artists, churches, poets, community members, scholars, and groups from schools and universities will have the opportunity to create panels about special topics, local cultures or people in the region’s history. The corner panels respond to the strong recommendation by Museum Assessment Program reviewer Edwin Watson that the site needs more exhibit space for changing community history. Online, the series of changing panels will remain available to the public.

In the Urban Book’s inner panels, visitors will follow the family’s path through time to this second adobe residence, built when the Peraltas’ prosperity was at its height during the Mexican period, and lasting 20 years into the America era. The life of Maria Antonia Galindo is also featured here, through the birth of her 11 children until her death in 1852. Jose Guzman, a Native American of the Northern Valley Yokuts linguistic group, was born on the rancho in 1853 to parents who had begun their lives in the mission. The 1840 adobe straddled the Peraltas’ period of greatest success and some of their most difficult decades. As the rancho territory shrank through land sales after the Gold Rush, and the

herds diminished through cataclysmic floods and droughts in the 1860s, the Guzmans and other Native Americans dispersed. In 1868, an earthquake destroyed this large adobe. The family moved back into the 1821 adobe while they spent 3 years building the new American-style wood frame house, the historic house which stands nearby today as the rancho's only surviving structure. During the construction of the new house, Antonio Peralta's second wife and infant child died before he left the adobe and moved in.

- **Borrow Pit (Archaeological Deposit Viewing Station and Outdoor Exhibit):** This is the site of an adobe-making pit beside the 1821 adobe, later filled with refuse and burned, leaving animal bones and broken ceramics. Peraltas and Native American workers mixed adobe in this pit for the 1821 dwelling. Visitors will descend several steps to see the artifacts, and a cross section of the deposit. At a special viewing station, they contemplate this oldest evidence of the rancho at Peralta Hacienda.²

- **Adobe-making Area:** Visitors for tours, history days and school field trips can put their hands into clay, water and sand, mixing adobe near the a pit used on the rancho, for a first-hand experience of this historical building material still used around the world today.

In addition to the capital construction of the Historic Core described above, the Challenge Grant will endow a permanent staff position for a Director of History, ensuring that its public programs reflect a questioning, multi-faceted, humanities-based approach to history. The Director will coordinate history and cultural programming at the site, aligning it with the organization's mission. The Director will help plan history events such as a large-scale Oakland history festival, help plan and run educational workshops such as the Landmarks of American History Workshops for teachers in 2012, collaborate in exhibit development and curation and guide other education staff.

One of the Director of History's main responsibilities is to implement fully the Community Tour Leaders Corps, a program trailblazed in 2012 under IMLS funding. Peralta Hacienda staff worked with Ed Luby, head of Museum Studies at San Francisco State University, Catherine Fogerty, also of SF State Museum Studies, UC Berkeley's Alex Saragoza and Sabrina Klein to create this program to immerse

² Six boxes of artifacts from the deposit were retrieved from previous construction phases and have been analyzed and some selected to create a display in the Peralta House. The Historic Core will greatly enrich the possibilities of interpretation of this feature. See attached letter to SHPO.

diverse, low-income community members in site history. The Director of History will provide the intensive Community Tour Leader Corps trainings developed this year and last as community members plunge into the history of the site in the exhibits, studying facts, themes and narrative structure. He or she will help each new community participant discover how his or her life has been influenced by historical forces and structure the tour narratives integrating their stories.

Total Expenditures:

\$2,000,000 total - \$500,000 NEH - \$1,500,000 total nonfederal
 • **Capital:** 950,000 total. - \$237,500 NEH - \$712,500 nonfederal

Capital funds will be spent as follows to construct the master plan Historic Core:

Plaza surface	\$100,000.00
Archaeological interpretation.	\$40,000.00
Adobe making area.	\$20,000.00
1840 Adobe Footprint with Urban Book.	\$620,000.00
Retractable awning connects footprint to stage.	\$15,000.00
1821 Adobe Footprint.	\$110,000.00
Adobe Oven.	\$10,000.00
Interpretive Metal Tiles on Allee	<u>\$35,000.00</u>
<u>Subtotal</u>	\$950,000.00

• **Endowment:** \$1,000,000 total - \$250,000 NEH - \$750,000 nonfederal

Yield @ %^(b): \$ ^{(b) (6)} will pay for 80% FTE of the Director of History @ \$ ^{(b) (6)}. The larger endowment and other funding will yield the remaining 20% of the salary.

• **Fund Development:** \$200,000 total- \$50,000 NEH - \$150,000 nonfederal

Assessment will evaluate both the capital project and the new Director of History: A) Capital Project assessment will include 1. Construction Phase: Benchmarking the design development and building of each element in the Historic Core. 2. Post-construction: Visitor responses to the new interpretive area and the increase in audiences and their composition will be collected and analyzed. B) Director of History: Pre- and post- assessments of will be collected from the audience, program participants and other staff. Each viewpoint will use different evaluation tools: Interviews and questionnaires in the case of audience members and participants, with additional reports for the Director of History to register the effect of the

new position on the organization as a whole. This assessment will be presented to the board quarterly.

Qualitative examples: In what ways did the experience of docent-led tours change for audience members?

How was participants' sense of mastery affected? Quantitative examples: How many docents were

trained, and of what ethnicities? Did the number of schools served increase? Initially, the new Director

will report to ED for quarterly evaluation on the progress towards goals.

4. Plans for Raising Funds:

Peralta Hacienda has a successful track record of fundraising for capital, program and annual operating funds since 1975. For example, since applying for the Challenge Grant last year, the organization raised the \$280,000 from other sources that it had requested from the NEH in 2012. This was part of the \$1,265,000 construction phase to build out the landscape, outdoor classroom and interpretive features of the Creek Nature Area to be finished in mid-May, a few weeks from now.

The group formed in the late 1970s and lobbied for over \$6M throughout a 20-year period to establish Peralta Hacienda, parcel by parcel, from state, federal local and private sources. In 1996, when park acreage was complete, Peralta Hacienda received an \$893,000 grant from Measure I bond program to restore the Antonio Peralta House to historical conditions, completed in 2001. The organization concurrently spearheaded master planning, receiving \$43,000 from the National Endowment for the Humanities to create the landscape design and interpretative plan, and leveraged \$215,000 additional from the City of Oakland for the schematic design. The Oakland City Council unanimously approved the master plan for landscape, buildings and exhibits and the interpretive plan in 2002.

Six years of capital fundraising and build-out followed. Peralta Hacienda partnered with the City to raise \$2,700,000 for Phase I, completed in 2006, then raised \$1,000,000 in state and local funding (Murray Hayden Fund and CDBG funds) for Phase II, the Center for History and Community, the first of four buildings in the Community Area, which opened in 2010. Concurrent with capital build-out, Peralta Hacienda raised \$450,000 for historical exhibits, including a \$300,000 NEH implementation grant and created the site's permanent indoor and outdoor exhibits, described in previous sections.

The organization simultaneously fundraised for planning and implementation of public programs,

receiving \$450,000 over 5 years from the Institute for Museum and Library Services, a \$62,000 grant this year, and many times that in other funding from local, state and national sources, public and private. The NEH granted \$173,000 in 2012 for the first Landmarks of American History workshop.

Friends of Peralta Hacienda Historical Park has bounced back from world financial crisis and now receives \$67,000 annually again from the City of Oakland General Fund and Cultural Funding Program. This will increase next year to \$85,000, as the City responds to our increasing role in enlivening Oakland's cultural life. This endowment will catalyze private giving so that Peralta Hacienda's extensive humanities programs can continue to expand, as outlined in the business plan written last year and the Museum Assessment Program report by Edwin Watson, reviewer from the Fredericksburg Area Museum who worked with board and staff on in 2011 and 2012.

Our financial summary hides two important sources of income and support, more than doubling our current budget: in-kind donations of services and goods, and capital funds raised:

a) In-kind donations: Two-thirds of our activities are subsidized by documented in-kind donations and volunteer work, such as staff positions provided by the Anza Trail, 25 youth interns annually paid by Lao Family Community Development, the staff of Summer of Solutions, 250 volunteers from Rebuilding Together Oakland, 600 parents volunteers who make the school field trips possible, and donated time from a host of humanities consultants, totaling \$275,000 in 2012.

b) Capital funds raised. Because an Oakland ordinance requires capital funds that nonprofits receive be appropriated administratively by the City, capital funding does not go through the organization's books or show up in its balance sheet. Last year such funds totaled \$310,000.

Capital and Endowment Campaign and the Challenge Grant: Dale Hagen, Robert Apodaca, Gary Moncher and Claudia Albano have formed a capital campaign committee to raise \$7M to complete the master plan and \$4M for an endowment for annual support for long-term sustainability of programs and facilities, including the 3:1 match of \$1,500,000 for the \$500,000 NEH Challenge grant. Robert Apodaca is an experienced "rainmaker," with a commitment to seeing Peralta Hacienda completed. He is a Fruitvale native with strong connections to the business community and long history with the project.

Apodaca has fundraised for other projects of comparable scope such as Casa Joaquin Murrieta, a university residential learning project in Berkeley and has participated in many fundraising campaigns over the past 40 years. Moncher has raised in excess of \$10,000 from private donors for Patten University, including \$50,000 from the Wayne and Gladys Valley Foundation for the Patten University Library. Combining forces again, this committee will continue its record of success.

Apodaca has contacted current City Council rep Noel Gallo, ex-Council rep Ignacio de la Fuente, and governor Jerry Brown to leverage their support for major donations from the private sector. Alonso met with City Council representative Noel Gallo in February about the Challenge Grant. He pledged champion of park to raise funds from local corporations, specifically the (b) (4), (b) (4) and (b) (4). Mayor Jean Quan is also a strong supporter and will continue positioning the site for capital funding from government and private sources.

State and municipal funds have always been a major element in funding for the site. Friends met with the Oakland officials, including Lily Soohoo at Public Works to plan the raising of master plan completion funds. Public Works has prioritized the Historic Core for the next phase of construction for upcoming State funding opportunities. The City will apply on behalf of Peralta Hacienda to the State Park Recreational Trails Program when deadlines are announced for the next round. Peralta Hacienda will apply in August for \$150,000 in matching funding from the (b) (4), of which Robert Apodaca is a board member.

The larger \$4,000,000 endowment (of which the Challenge Grant total of \$2M) will yield \$200,000 annually in program and operations funding for humanities staff and administrative and facilities and exhibit maintenance and repair essential for the six-acre site and three buildings. \$ (b) (6) of the endowment's annual yield will fund the staff historian-educator crucial to the future of Peralta Hacienda as a center for humanities learning. The \$7,000,000 capital campaign will include the 3:1 match for the Challenge Grant's capital portion to build Historic Core elements for \$950,000, features essential to tell the history of the site and provide historical programs.

Private foundation prospects for capital grants at the \$350,000 level include the Kresge

Foundation, now funding general operating expenses 2013-2015 through a 3-year Creative Placemaking grant. Foundation prospects at the state level include the California Endowment. The campaign will approach the (b) (4) locally (which funded the library of Gary Moncher's home institution, Patten College, for \$50,000), and the (b) (4), which funded (b) (4), and for capacity-building previously for 3 years. Business Specialist Esmeralda Arrizon at (b) (4) is advocating for major funding for Peralta Hacienda.

The Advisory Committee, a "hands on" working committee, will recruit a broad based Capital Campaign Committee to raise the larger capital goal of \$7M to complete the master plan. The five major tasks to raise \$950,000 and the balance of the \$7M goal include: 1. Expand the case statement to appeal to a broader geographic and thematic market; 2. Identify stakeholders, new friends, ambassadors and "askers" throughout the East Bay, state of California and the country; 3. Identify prospects including individuals, business/historical associations, corporations and foundations; 4. Seek "likely funding" from Oakland Unified School District's Facilities Bond and other public entities; 5. Engage and solicit financial support from (b) (4) sources. The Capital Campaign will identify financial resources for the on-going support of Peralta Hacienda Historical Park through this process.

To ensure the Challenge Grant's 3:1 endowment match, Peralta Hacienda will engage Theresa Nelson, specialist in endowment and major donor development, to coordinate staff, board and committee efforts, her work plan outlined in a letter of intent. Nelson has an outstanding track record in similar projects. She will build on the Board's capacity for fund development cultivation, solicitations and stewardship, donor communications and messaging, and related events and activities. She will conduct coaching sessions with the board and staff on donor relations and solicitation opportunities; create specific strategies for donor acquisition, renewal and upgrades; collaborate with staff to ensure effective implementation of the fund development plan; provide guidance and evaluation, and examine opportunities, all efforts in line with the business plan written last year through funding from the East Bay Community Foundation, the TJ Long Foundation and the San Francisco Foundation.