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STORIES

HAYWARD AREA HISTORICAL SOCIETY SUSTAINABILITY PLAN 2025

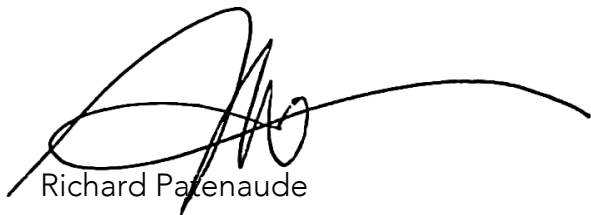
LETTER FROM BOARD PRESIDENT + INTERIM EXECUTIVE DIRECTOR

It's safe to say that HAHS has undergone major changes in the last five years. We are serving more members of our community in greater numbers now than ever before. What we do here at HAHS is important. Making sure that HAHS continues for many years to come was at the core of the Board of Directors decision to formulate the following Sustainability Plan with the help of Gail Anderson & Associates.

It has been a strenuous but extremely important time for the organization. We have made many difficult, but necessary decisions. One constant remained throughout the process: we all want HAHS to successfully and responsibly continue serving our communities for many decades to come. We may look a bit different than we have in recent years, but our core beliefs and goals remain the same.

This plan is a living document that will help guide us into the future with renewed focus and energy. It will be our touchstone for making the right decisions and moving forward.

We would like to thank the Board of Directors and staff for their commitment and hard work throughout this process. Your dedication to the organization is the very foundation on which HAHS will face the future.



Richard Patenaude
HAHS Board President



Diane Curry
Interim Executive Director

A MOMENT FOR TRANSFORMATIVE CHANGE

Transformative change can only happen when the leadership of an organization can identify the need for change and is committed to defining a path to the future that strengthens the institution in service to the public. This was just the catalyst for the Hayward Area Historical Society (HAHS) Board and Executive Director when they launched planning early in 2018. From the start the goal was to define the right financially sustainable model in order to continue with the core commitment to serve the diverse communities and people of the Hayward Area. It was with that commitment to find the right solution, and an openness for honest reflection that set the tone and work for the planning process. Over an 18-month period, the Board and staff assessed the current realities of the organization, the changing demographics of the Hayward Area, and the immediate challenges facing HAHS. Working closely with the Board and staff was the planning team from Gail Anderson & Associates (GA&A) which included the expertise of a seasoned financial planning consultant.

Central to the process was analyzing and defining the financial long-term model for HAHS in tandem with institutional capacity to sustain operations. After scrutinizing various scenarios, it was agreed that the future solution was to sell the Foothill Boulevard building, and right-size operations to align with financial capacity while preferably occupying a portion of the current site. Plans to condense the public spaces, retool program and public offerings, define administrative needs, and care for and use the collections and archives were all taken into consideration. The integrity of the Board and staff was noteworthy as this type of work requires courage and conviction to make tough decisions and implement a carefully crafted series of steps to eventually achieve the vision outlined in this Plan.

At the heart of this Sustainability Plan is the revised *mission*...

The Hayward Area Historical Society connects people, experiences, and stories.

The **core values** of the HAHS Board, staff, and volunteers and their promise to the community:

- Sharing and illuminating the diverse histories, identities and commonalities of our communities
- Capturing, studying, reflecting and interpreting the various stories of the Hayward Area
- Building partnerships through respectful, meaningful collaborations
- Embracing stewardship and public access to historical archives and collections for all
- Making informed decisions that support our fiscal sustainability
- Ensuring professional, ethical and museum standards and practice

And finally, **Vision 2030** captures a high-level aspiration...

The Hayward Area Historical Society is a valued partner in building the community's identity and future.

The mission, values and vision form the core foundation for the Plan. The Board and staff understand that a successful path forward requires astute and strategic leadership, prudent financial decisions, broad community engagement, and the highest museum standards of care for the collections. Thus, the five capacity areas of work supporting this

Sustainability Plan are:

- Capacity Area 1: Achieve financial sustainability
- Capacity Area 2: Define right-sized operations
- Capacity Area 3: Broaden community engagement
- Capacity Area 4: Build leadership capacity
- Capacity Area 5: Reframe stewardship oversight

This path forward will require focus, tenacity, and grit to achieve a truly sustainable financial model in service to the people and communities of the Hayward Area. Every priority, tool, and strategy in this Plan is designed to support that effort. Last, all of this hard work is about upholding the mission to **connect people, experiences, and stories**. That is the commitment at the heart of this Plan. The Board and staff encourage the community to be patient as these long-term changes go into effect, and, welcome the community to share stories and ideas as HAHS prepares for this new, exciting chapter.

STRATEGIC FRAMEWORK

MISSION

The Hayward Area Historical Society connects people, experiences, and stories.

VALUES

HAHS Board, Staff, and Volunteers value:

- Sharing and illuminating the diverse histories, identities and commonalities of our communities
- Capturing, studying, reflecting and interpreting the various stories of the Hayward Area
- Building partnerships through respectful, meaningful collaborations
- Embracing stewardship and public access to historical archives and collections for all
- Making informed decisions that support our fiscal sustainability
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VISION 2030

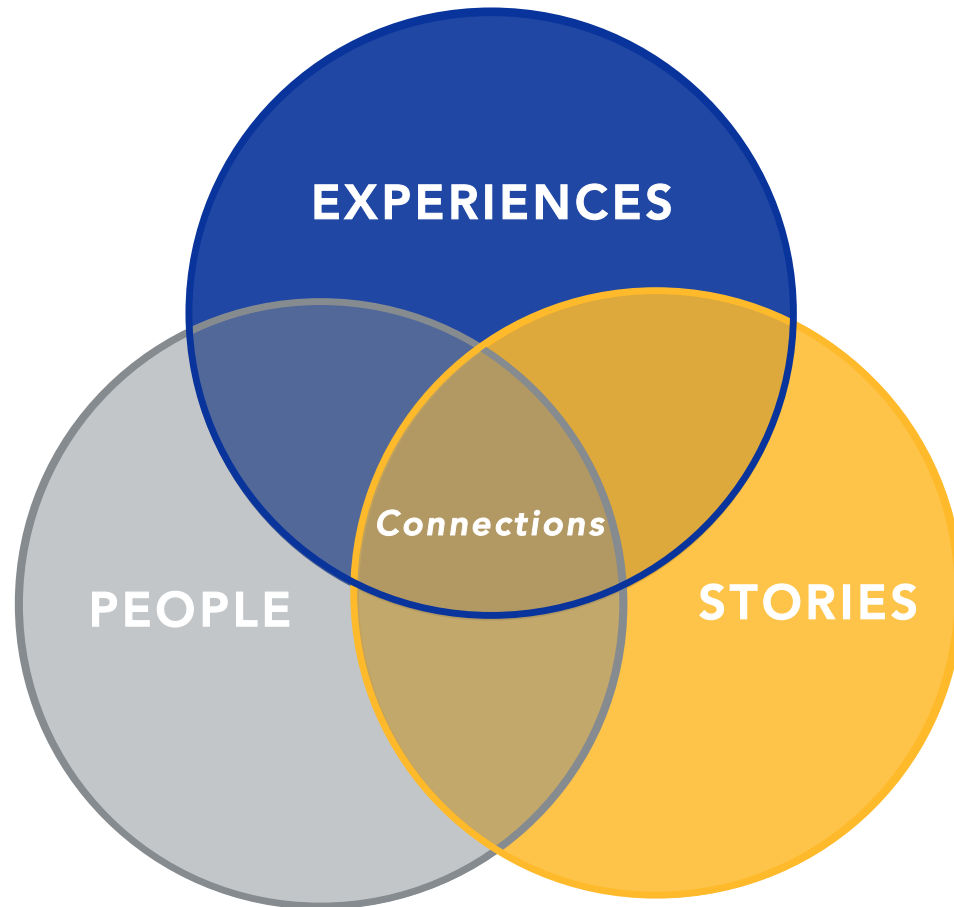
The Hayward Area Historical Society is a valued partner in building the community's identity and future.

The success of this vision is evident in:

- A refreshed identity, sense of purpose, and commitment to our community contributes to the vitality of the Hayward Area;
- Engagement of residents of all ages and backgrounds reflects the rich diversity of the Hayward Area;
- Public offerings make innovative connections between contemporary issues and the history of the area;
- Local residents tell their stories and contribute to the programs and exhibitions reflected at the HAHS;
- Public engagement happens at the main facility, in the schools, at the historic properties, and in the larger community;
- Our staff is complemented by a team of committed volunteers dedicated to the long-term goals of HAHS;
- A balanced and sustained operation reflects fiscal prudence by the Board and Executive Director to ensure a sound and stable future;
- The revenue base critical to the financial stability of HAHS is realized through successful fundraising strategies, greater donor participation, higher levels of annual contributions, and earned income sources; and,
- The Board reflects the community and provide critical support as the Museum looks to the future.

MISSION MATRIX

Dynamic Hayward Area



Relevancy

KEY TERMS + DEFINITIONS

Accessibility: Giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings.*

Communities: Self-identified groups and constituencies that live and have historically lived in the Hayward Area as well as the physical/geographical communities of our service area.

Connections: The interplay between our various communities, their varied histories, and their unique contemporary points of view.

Diversity: All the ways that people are different at the individual and group levels. Even when people appear the same, they are different. Organizational diversity requires examining and questioning the makeup of a group to ensure that multiple perspectives are represented.*

Dynamic: Recognizing that our identity is constantly shifting and evolving, HAHS is open to new interpretation and ways of engaging the diversity of the local community.

Equity: The fair and just treatment of all members of a community. Equity requires commitment to strategic priorities, resources, respect, and civility, as well as ongoing action and assessment of progress toward achieving specified goals.*

Hayward Area: The communities of Hayward, Castro Valley, Ashland, Cherryland, Fairview, San Lorenzo, as well as, historic communities that are now part of the City of Hayward such as Mt. Eden and Russell City.

Inclusion: The intentional, ongoing effort to ensure that diverse groups of individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse groups of participants are valued as respected members of an organization and/or community. Whereas a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.”*

Relevancy: The Hayward Area Historical Society's embrace of the identified intersections, guided by an eagerness to listen, reevaluate, adapt, and engage when appropriate; also taking into account contemporary issues and topics.

Stories: Our way of building, capturing, studying and interpreting the various histories of the Hayward area; being open to, and incorporating experiences of our constituencies.

Voices: Contemporary viewpoints and conversations from the communities that live within the Hayward area.

* Definition from *FACING CHANGE: Insights from AAM's Diversity, Equity, Accessibility, and Inclusion Working Group, 2018*