



# **FIVE YEAR PLAN**

**Oakland Aviation Museum**



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# Executive Summary

Over the past few year the Oakland Aviation Museum has been reevaluating its place within the community. After some much needed internal review and surveys of visitors, members, and volunteers; the Staff and Board have collaborated to create this five pronged 5 year plan, to being January of 2019 and ending December 2024.

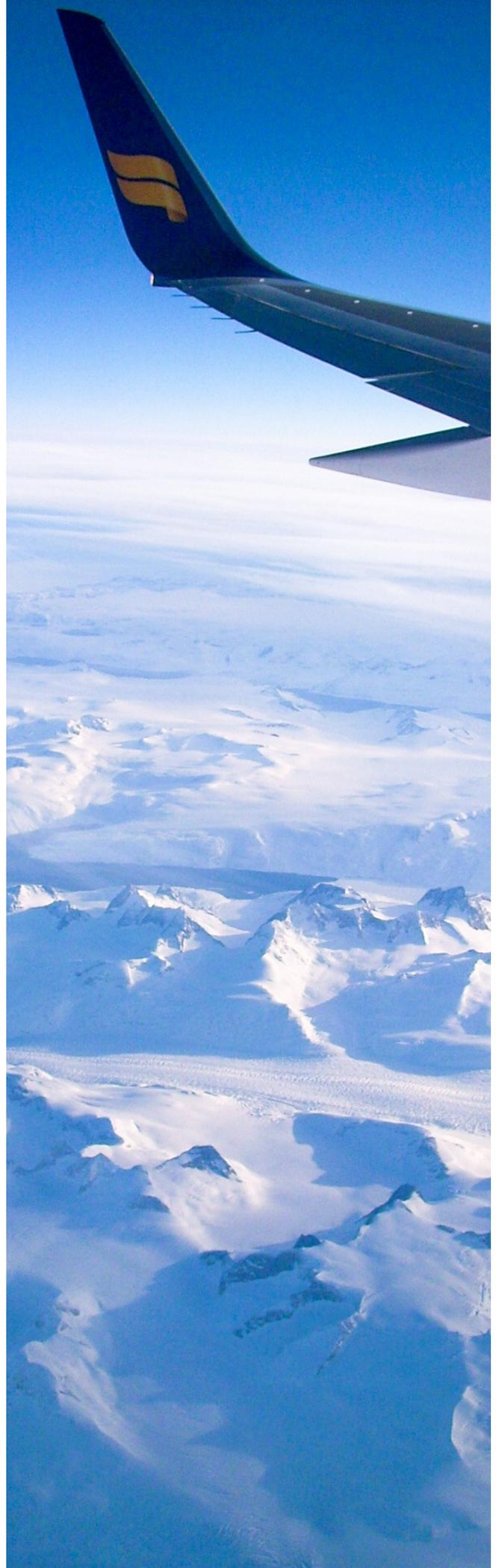


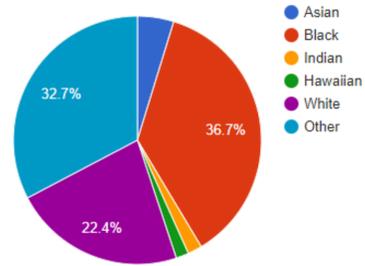
# About the Museum

The Oakland Aviation Museum (“OAM”), founded in 1981, is a non-profit organization that seeks to educate the public about the role of historic North Field at Oakland International Airport, Oakland and the Bay Area in the development of aviation on the West Coast and in the United States. The Museum currently hold an extensive collection of historic aircraft, model planes, photographs, works of art, an airline and military archive, and a large library collection.

The museum is comprised of one key staff member, a team of consultants, a working board, and an active group of dedicated volunteers and docents that help in every facet of museums day-to-day operations.

OAM is located within the confines of the Oakland international Airport in the historic North Field. The building, one of the oldest airline hangers in the country, has had a long history as an educational facility. It started as the Boeing School of Aeronautics, later used as a training location by the U.S. Navy during World War II. Today the museum houses 11 permanent exhibits and 15 aircraft. Additionally the 4,012 square foot hanger and outdoor space is used by the community for business events, graduations, and weddings.





We are located within Alameda County, within the city of Oakland but we are also on the border of the town of Alameda. This diversity was seconded in the demographic information collected in 2017 from the almost 30 schools within a 3 miles radius of the museum. Not only do we have diversity in ethnic backgrounds, but in school rankings and annual incomes.

With that said, in both a self-elected survey in the museum and in an online survey of our members and volunteers conducted at the end of 2018, most of our visitors and members are families (both surveys found in the appendix).

Though the Oakland Aviation Museum is entering its 38th year, there has been a growing concern to reevaluate our position within the community. With the help of the aforementioned surveys, we are working to develop an understanding of our community their makeup, age groups, interests, suggestions for the museum and better situate ourselves as a vital resources in the community.

# Vision for the future



The Oakland Aviation Museum will be a destination for learning and the exploration of Oakland aviation history offering offer quality education programs and experiences for all ages.

The Oakland Aviation Museum will be the keeper for stories and foster interest in the communities heritage and unique history of aviation.

The Oakland Aviation Museum will be an institution well known within the community with reciprocal programs with like-minded institutions on the Bay Area

The Oakland Aviation Museum will be a valuable resource for community partnership and collaboration with a growing membership and volunteer base.

The Oakland Aviation Museum will be a safe and welcoming space filled with dedicated and informed staff, volunteers, and docents.

# Board

John Horton  
Harold Myster  
Bob Jones  
Greg Ely  
Ryan Garrett  
Patricia McCloy  
Otto Wright  
Bob Dilfer  
Jim Geldert  
Glen Possley  
John Van Geffen

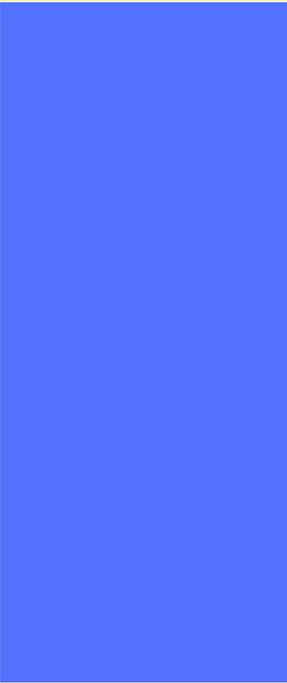
President  
Secretary  
Treasurer  
V.P. Aircraft Maintenance, Crew Chief  
V.P. Maintenance & Training  
V.P. Collections  
V.P. Marketing  
Board Member  
Board Member  
Board member  
Legal Advisor





# STAGE **ONE**

RESOURCING



# Stage One



## RESOURCING

The Oakland Aviation Museum will be a safe and welcoming space filled with dedicated and informed staff, volunteers, and docents.

### 1.A: Build the Board

We have spent the past year cultivating Board Members with experience and talent to help build the foundation of the organization. We aim to continue cultivating members who are capable of producing creative results using innovative methods.

Objective: Create a knowledgeable board with specific field breakdowns

Year 1: Identify additional needs

Year 1-5: Reach out to community members

### 1.B: Build Operations Staff

Attract experienced, knowledgeable and dedicated operations staff capable of promoting good public relations and who can efficiently and professionally manage the museum functions as well as establish strong working relationships with the Port of Oakland.

[Any specific objectives]

[Any furthering action items?]

# Stage One



## RESOURCING

**The Oakland Aviation Museum will be a safe and welcoming space filled with dedicated and informed staff, volunteers, and docents.**

### 1.D: Build Knowledgeable Volunteer Group

Attract experienced and knowledgeable volunteers capable of preserving aircraft both mechanically and aesthetically and capable of training other volunteers for aircraft restoration as well as being docents. To date the museum has a base of fifty-five volunteers of which about 2/3 are actively volunteering.. As well as experienced and knowledgeable volunteers capable of preserving and enhancing the museum facilities of which we have a solid seven volunteer.

Objective: Increase volunteerism by 2-5 individuals

Year 1: Identify needs to recruit, supervise and maintain volunteers

Year 1: Better Promote Volunteer Opportunities

Year 1-2: Develop Volunteer Newsletters to inform of ongoing projects

Year 2: Develop Board Committees to maintain ongoing projects

### 1.E: Professional Development

Find ways to provide professional development opportunities for Board, Volunteers, and Docents

Objectives: Make one + scholarship available to BoardMembers annually to attend local museum workshops, discussions, and/or conferences

Year 1-5: Inform participates of Professional Development opportunities

Year 1-5: Provide opportunities to participation in local Conferences and Workshops

# Stage One



## RESOURCING

The Oakland Aviation Museum will be a safe and welcoming space filled with dedicated and informed staff, volunteers, and docents.

### 1.F: Increase Membership

Membership is a good way to track and increase repeat visitor-ship within the museums

Objectives: ??? ???

Year 1: Research Volunteer to Member Conversion

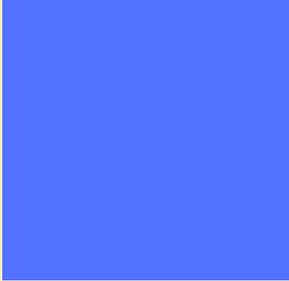
Year 1: Review membership recruitment methods

Year 1: Identify social media opportunities

Year 2: Research member specific opportunities

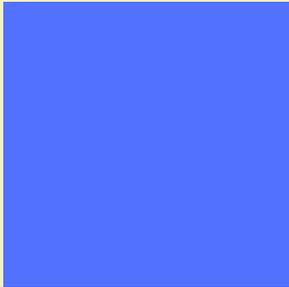
Year 2: Explore a "Friends of the Museum" Program

Year 2-5: Develop member events and/or programming



# STAGE TWO

CORE PROGRAMS



# Stage Two



## CORE PROGRAMS

The Oakland Aviation Museum will be a destination for learning and the exploration of Oakland aviation history offering offer quality education programs and experiences for all ages.

### 2.A: Establish Education Programs

Providing Education Programming is a core tenant of museum operations. OAM currently has tour available for all ages, but limited additional education programming. The Museum just developed its first STEM focused field Trip, Flight in Motion for Kindergarten through 4th grade, with more to be developed

Objective: Increase programming/fieldtrips by 20 a year

Year 1: Identify partners in the community - existing and new

Year 1: Develop education resources for online consumption

Year 1-3: Develop more STEM programs

Year 2-5: Recruit additional instructors

Year 2-5: Create non-field trip focus education programming

Year 2-3: Create an education focused space

### 2.B: Enhance Workshops

??? ??? ???

[Any specific objectives]

[Any furthering action items?]

# Stage Two



## CORE PROGRAMS

The Oakland Aviation Museum will be a destination for learning and the exploration of Oakland aviation history offering offer quality education programs and experiences for all ages.

### 2.C: Develop and Update Exhibits (interactive)

Providing a space not only to entertain, but to allow for discovery and education. A review of exhibitions in in progress

Objectives: Increase interrogatives to 1 per room

Objective: Increase interpretation in exhibitions

Year 1: Conduct visitor research on current exhibitions

Year 1-4: Redesign and Review current exhibitions for modernization

Year 1-4: Create more interactives in exhibition spaces

Year 1-4: Increase Storytelling and interpretation within public spaces

### 2.D: Collections and Resource Access

The collection is not limited to those items on the exhibit floor. The library, archive and photography collection could be situate the museum as position to be a unique research tool for the academic community

Objective: Have research space accessible for use

Year 1-2: Complete inventory

Year 1-3: Share and develop online research tools

Year 2-4: Create a research space with designated hours



# STAGE THREE

INCREASE AWARENESS

# Stage Three



## INCREASE AWARENESS

The Oakland Aviation Museum will be an institution well known within the community with reciprocal programs with like minded institutions on the Bay Area

3.A: Establish communications and website expertise: Done:

??? ??? ???

[Any specific objectives]

Year 1-5: Increase Social media Presence

3.B: Increase Marketing Reach

Marketing and outreach is going to be crucial to increase awareness with the community. A new member of the board was recently brought on to help develop a number of marketing materials

Objective: ??? ???

Year 1: Identify new marketing and promoting opportunities

Year 1-5: Create a marketing calendar

Year 1-5: Develop a social media and outreach plan

Year 1-5: Identify partners in the community - existing and new

Year 1-5: Explore new ways to engage locals, tourists, and community organizations

# Stage Three



## INCREASE AWARENESS

The Oakland Aviation Museum will be an institution well known within the community with reciprocal programs with like minded institutions on the Bay Area

### 3.C: Reciprocity Program

Establish reciprocity with other museums in the Bay Area to enhance exhibits and coordinate events.??? ??? ???

[Any specific objectives]

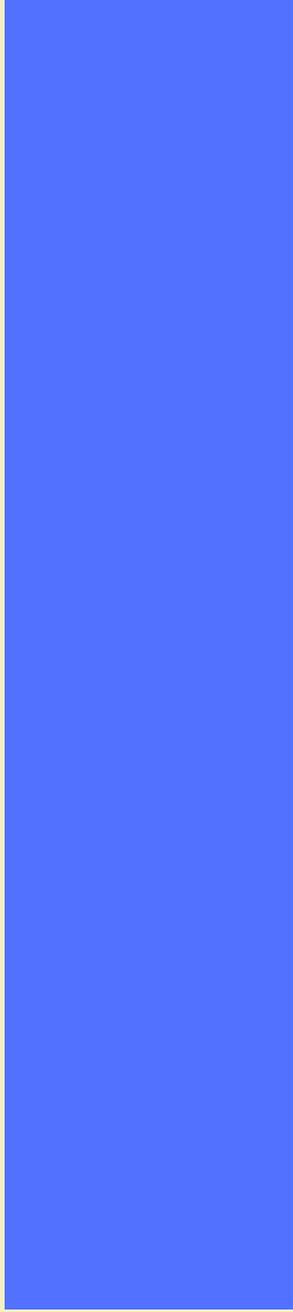
[Any furthering action items?]

### 3.D: Event space Outreach

Create public awareness of the museum as a event space for weddings, corporate events, school events, etc.

[Any specific objectives]

[Any furthering action items?]

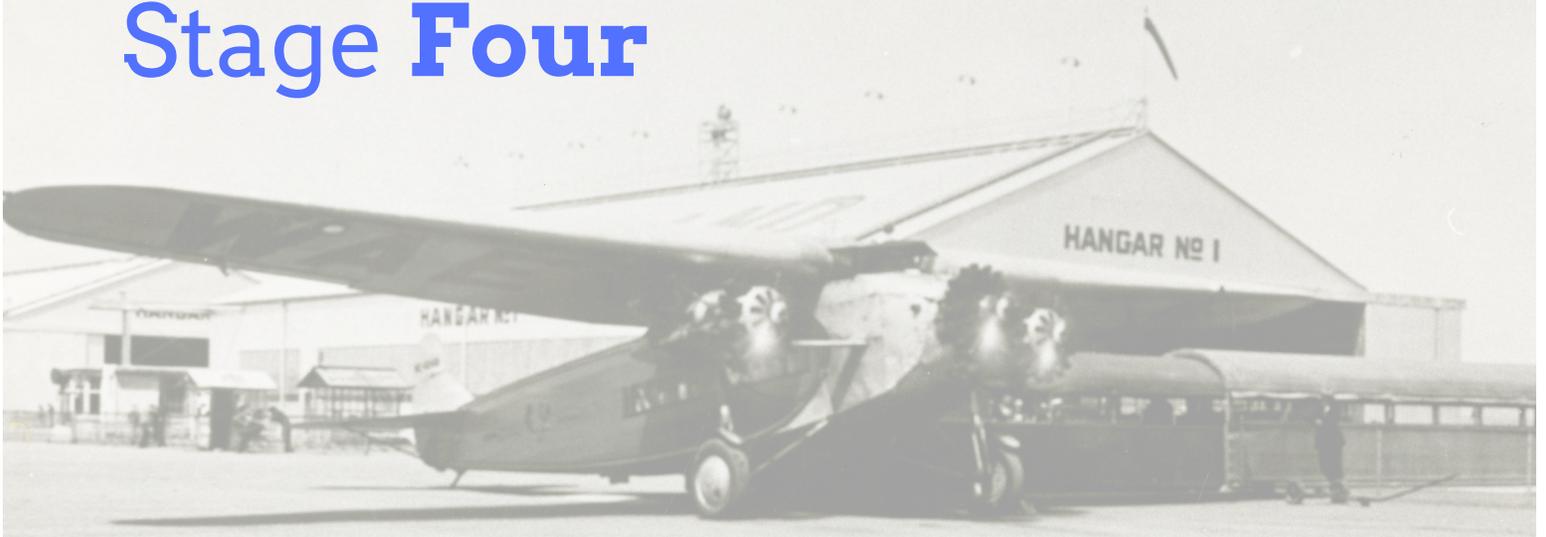


# STAGE FOUR

INCREASE FUNDING  
OPPORTUNITIES



# Stage Four



## INCREASE FUNDING OPPORTUNITIES

fill

### 4.A: Increase Sponsorships and Funding Opportunities

??? ???

Objective: ??? ???

Year 1-5: Investigate existing and new sponsorship opportunities

Year 1-5: Create a listing of opportunities and projects for sponsorships

Year 1-5: Use Social Media to share current event space use

Year 1-5: Identify existing and potential joint initiatives for space use

### 4.B: Establish crowd funding activity. Done

??? ??? ???

[Any specific objectives]

[Any furthering action items?]

# Stage Four



## INCREASE FUNDING OPPORTUNITIES

filll

### 4.C: Promote Event Space

A new partnership has developed with the hope to increase the museums use as an event space for various events

Objective: 2-4 more external events a year

Year 1: Review current event rental contract and costs

Year 1-3: Join event rental site for publicity

Year 1-3: recruit event programmer

Year 1-5: Use Social Media to share current event space use

Year 1-5: Identify existing and potential joint initiatives for space use

### 4.D: Host Fundraising Events

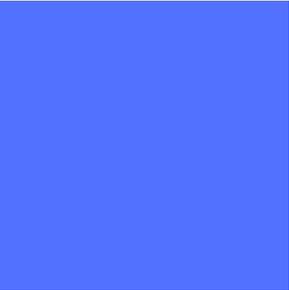
Use our space to promote the need for funds

Objective: Host 1-3 fundraising events a year

Year 1: Identify ONE fundraising event to start

Year 1-5: Identify partners

Year 1-5: Identify resources needed



# Stage **FIVE**

SERVICES



# Stage FIVE



## SERVICES

The Oakland Aviation Museum will be a safe and welcoming space filled with dedicated and informed staff, volunteers, and docents.

### 5.A: Beautification

Having a more attractive space, inside and out will aid in the promote and comfort of visitors within the museum

Objective: improve the interior and exterior spaces

Year 1-5: Beautification of exterior grounds

Year 1-5: Repainting interior spaces

Year 1-5: Increase signage within and outside the museum

### 5.B: Equipment Maintenance

A lot of work goes into the daily work within a museum, especially in one that has artifacts as large as our. Basic maintenance tools as well as fork lift, tugs, manlift a crucial to our work. Much of the equipment we have is in need of maintenance and repair

Objective: ??? ???

Year 1: Identify equipment for repair

Year 1: Rank in terms of prioroty

Year 1-5: Explore services for repair

# Stage FIVE



## SERVICES

The Oakland Aviation Museum will be a safe and welcoming space filled with dedicated and informed staff, volunteers, and docents.

### 5.C: Assess current space

The building, a historic site in its own right, houses all artifacts, exhibitions, programs etc. The space is degrading and needs renovation and restorationification

Objective: Complete evaluation for museum spaces

Year 1: Assess and Prioritize retrofits

Year 1-5 : Fund raise and complete improvements

### 5.C: Signage and wayfinding

To improve the services we provide the museum must improve wayfinding within and external the museum building and property

Objective: Improve signage inside and outside of the museum

Year 1: Assess and Prioritize retrofits

## Appendix A

# Income Sources

Current funding sources and percent of planned increases over the next three to five years due to aggressive fund raising and marketing:

Ticket sales	20% year over year
Events	on site facility rentals 50% revenue
Donations	
Major Institutional giving	10% Annual increase
One-time small donations	10%
Educational Programming	15%
Grants	10%
Crowd Funding	20%

## Appendix B

# Project status: 2018

### CURRENT PROJECTS

#### New Exhibits:

- RF-84 Crash Scene
- F-102 Simulator
- Navy Room History of Naval Aviation
- A-3 Simulator
- Cessna Simulator
- Amelia Earhart
- Oakland Aviation
- Women of Aviation

#### Existing Exhibits:

- A-3 Repair & Painting
- A-6 Wing Repair & Painting
- A-4 Wing Repair

#### Artifact Support:

- OAM Library Book Inventory
- Restoration Shop External Sign

#### Daly Foundation:

- Library Book Inventory
- Collections Inventory
- Exhibition Inventory

#### General Maintenance:

- Tug #1 Repair
- Front Door Replacement

### FUTURE PROJECTS

#### Exhibits:

- Internal Exhibit Renovations
- Aircraft Restoration
- Grounding system: Corrosion Control for Aircraft Outside
- Link Trainer Restoration
- New Artifact Acquisitions
- New Exhibits & Displays

#### General Maintenance:

- Hangar 1 Beam Repair
- Hangar 2 Door Repair
- Painting Floors
- Painting Interior Walls
- Painting Building Exterior
- New Exterior Signs
- Improved Landscaping
- Tarmac Images
- Forklift Replacement
- Building Hardstands

#### Education Programs:

- STEM Workshop
- STEM Projects

### COMPLETED PROJECTS

- Carrier Interactive Exhibit
- Solent Men's Lavatory Restoration
- Tug #2 Repair
- Restoration Shop Door Replacement
- Gate Replacement
- Building Drainage System
- MSDS (Material Safety Data Sheets) Manual
- Model Building Club
- Engine Room West Wall Repair

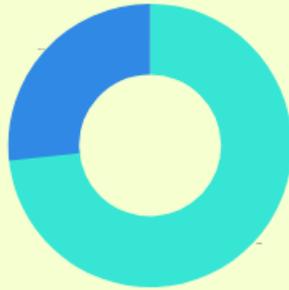
# Visitor Survey

## 2018 VISITOR SURVEY

July 2018 - December 2018

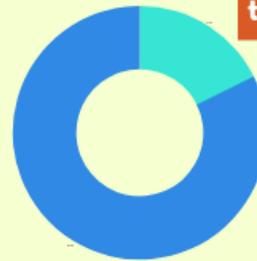
### Are you local

73.3 % Yes  
26.7 % No



### Have you visited the museum before

82.3 % Yes  
17.7 % No



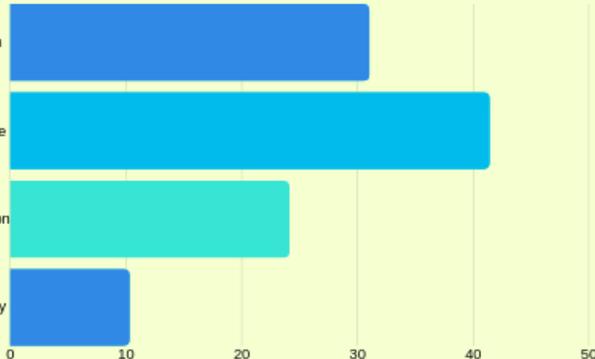
Word of Mouth

Online

Groupon

Drive By

Other options were Newspaper (1.7%), and Brochure (0%)



### How did you hear about us

31 % Word of Mouth  
41.4 % Online  
24.1 % Groupon  
10.3 % Drive By

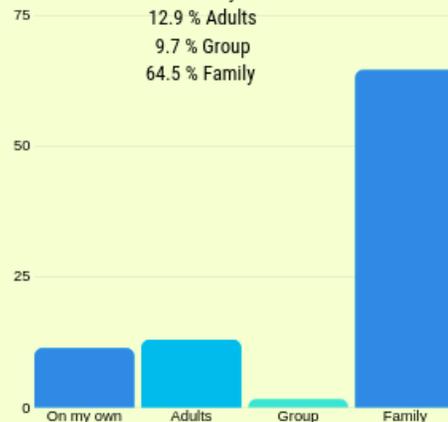


### Would you recommend this museum

97.7 % Yes  
3.3 % No

### Who are you visiting with

11.3 % On my own  
12.9 % Adults  
9.7 % Group  
64.5 % Family



# Visitor Survey

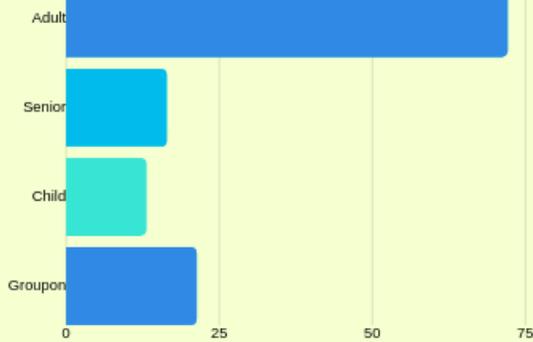
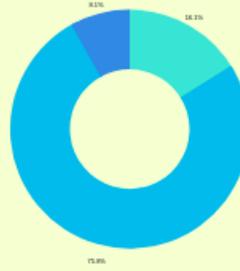
## What is your primary language

80.4 % English  
8.9 % Spanish  
18 % Other



## How long were you here today

16.1 % Less than an hour  
75.8 % Less than two hours  
8.1 % Three hours or more

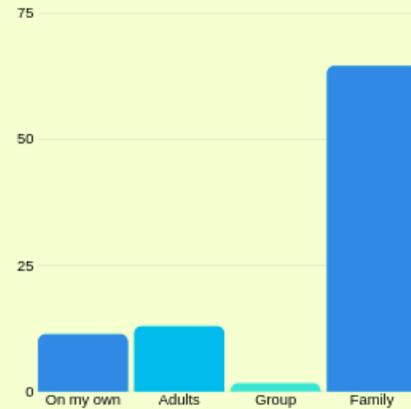


## What kind of ticket did you buy

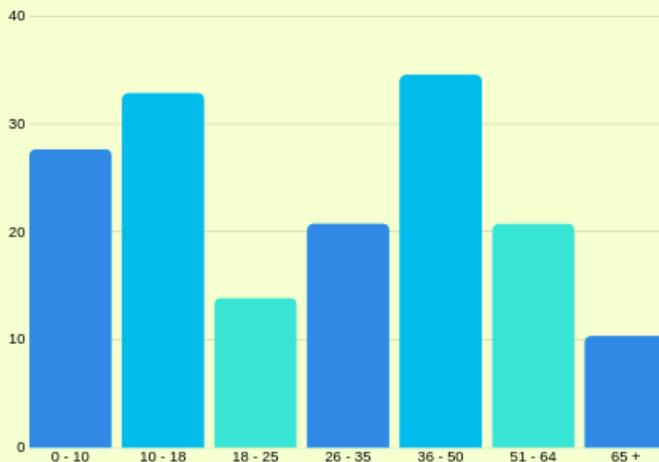
72.1 % Adult  
16.4 % Senior  
31.1 % Child  
21.3 % Groupon

## Who are you visiting with

11.3 % On my own  
12.9 % Adults  
9.7 % Group  
64.5 % Family



\*Other\* option were wedding (1.6 %) and Friends (1.6 %)



## What is your age/ group ages

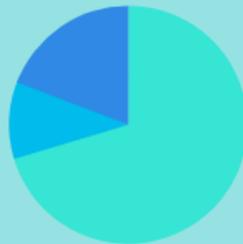
27.6 % 0 - 10  
32.8 % 10 - 18  
13.8 % 18 - 25  
20.7 % 26 - 35  
34.5 % 36 - 50  
20.7 % 51 - 64  
10.3 % 65 +

# Member and Volunteer Survey

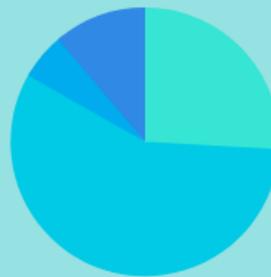
## MEMBER AND VOLUNTEER SURVEY RESULTS

### PARTICIPANT BREAKDOWN

64 total participants



**Who are you?**  
73.4% members  
15.6% Member/Volunteer  
10.9% Volunteer  
64 responded

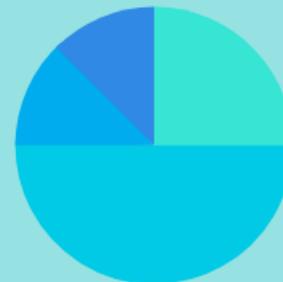


**When did you last visit?**  
25% in the past month  
55.4% in the past 6 months  
5.4% in the past year  
14.3% over a year ago  
56 responded

### MEMBERSHIP DETAILS

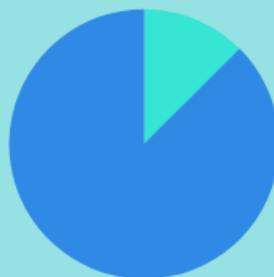


**Length of Membership**  
32.1% less than a year  
30.4% 1-2 years  
10.7% 3-4 years  
26.8% 5+ years  
56 responded

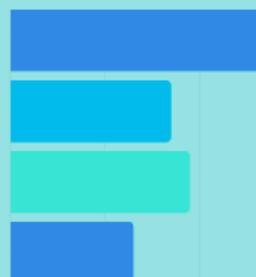


**Membership Type**  
25% Annual Individual  
50% Annual Family  
12.5% Lifetime Membership  
12.5% Groupon  
56 responded

### OCD VISITATION



**Have you attended**  
62.9% Yes  
37.1% No  
62 responded



**Which years?**  
72.5% 2018 47.1% 2017  
45.1% 2016 35.3% 2015  
51 responded



43.1% of participants attended over multiple years



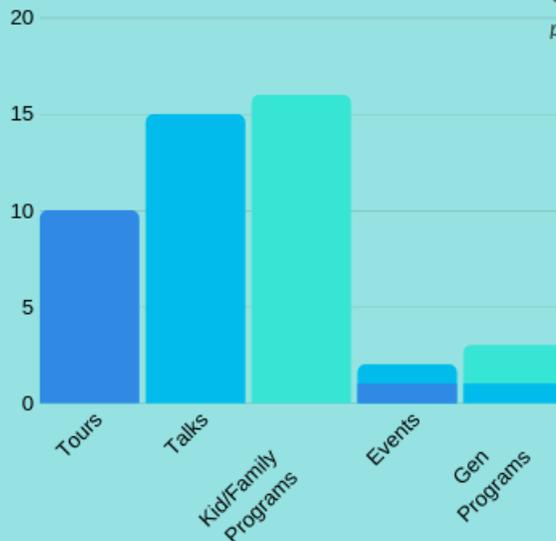
27.4% didn't attend OCD in 2018

# Member and Volunteer Survey

## MEMBER AND VOLUNTEER SURVEY RESULTS

### PROGRAMMING

Are there any types of events you would like to see at the museum?  
(example: tours, talks, kids programs etc.)



*"Kids Programs for sure. There are not enough destination's for kids outside of parks and other daily kid activities built into their routines"*

*"I would like to see more talks, tours and more kids programs. Its a small museum, but it could be more kid program friendly"*

*Family days; For example, day of the young child; celebrating different cultures and bringing people to do performances and food trucks.*

*Definitely talks! Pilots who have flown out of OAK; aircraft maintenance difficulties and successes; history of airports in the area; importance of Oakland as an air hub; etc.*

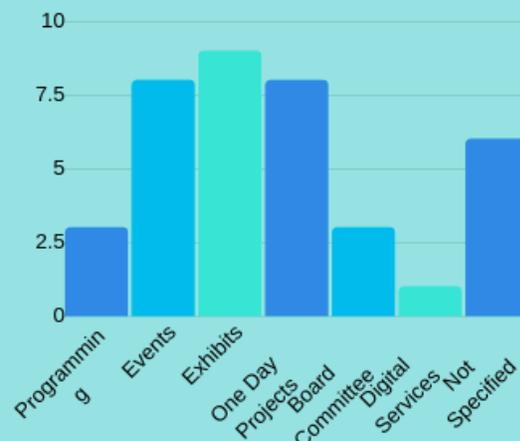
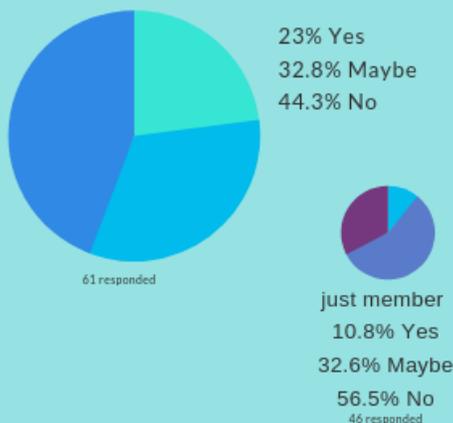
*"Would like Oakland North Field tours Conducted outside of the museum"*

*"Aviation science and technology and history classes"*

This was an open-ended question and 10 respondents did not answer. Events are split between more OCD and Members events and Gen Programming includes lesson plans, swap meets and car shows

### VOLUNTEER INVOLVEMENT

Do you want more ways to be involved?



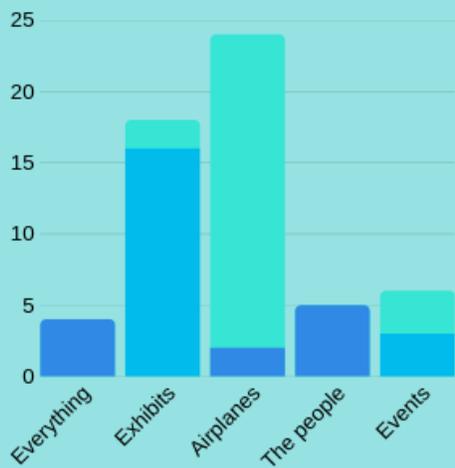
How do you want to help?

# Member and Volunteer Survey

## MEMBER AND VOLUNTEER SURVEY RESULTS

### VISITOR FAVORITES

What do you enjoy when you visit the museum?



*"The one of a kind airplanes such as the Solent"*

*"Open cockpit events rule. Informative staff. Great director who inter reacts with the guests"*

*"Everything. Especially the exhibition on women aviators"*

*"Examining the planes close-up, including small parts such as landing gear"*

This was an open-ended question and 3 respondents left it blank. Exhibits also include interactives, but the models were one of the most noted as enjoyed by respondents. The Airplanes include solent.

### SUGGESTIONS

What can the museum improve on?

*"I want to sit on most of the planes, not some of the planes"*

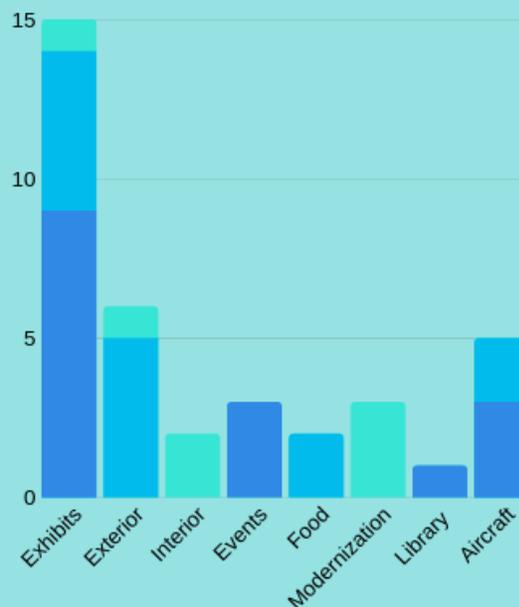
*"Modernization - although not sure what to prioritize"*

*"Make it look more like museum than a hanger with old plane junk yard"*

*"Exhibits are awful. The overall museum does not tell a story"*

*"Bring in as much local history as possible"*

*"Volunteers need to be more considerate of visitors, maybe engage visitors and explain what they are doing."*



This was an open-ended question and 8 respondents left it blank. Exhibits include the general comments, interactives and Airplanes and Exterior includes general comments and parking. Other responses includes, donor acknowledgement