

**Our Community**  
**How ~~We~~ Changed our  
Museum**

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# Oakland, California?



# San Francisco



# Oakland



# In the Beginning...







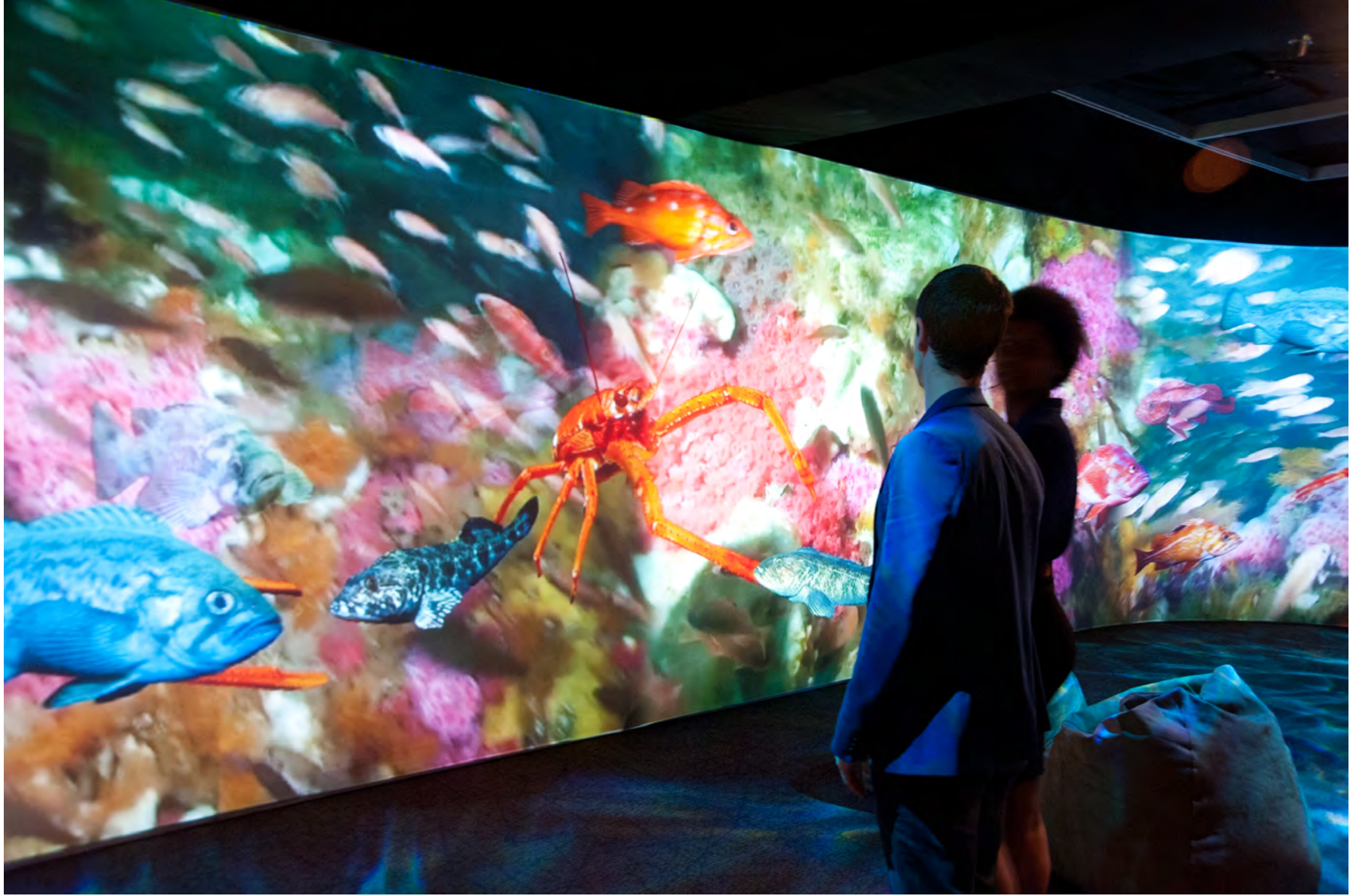






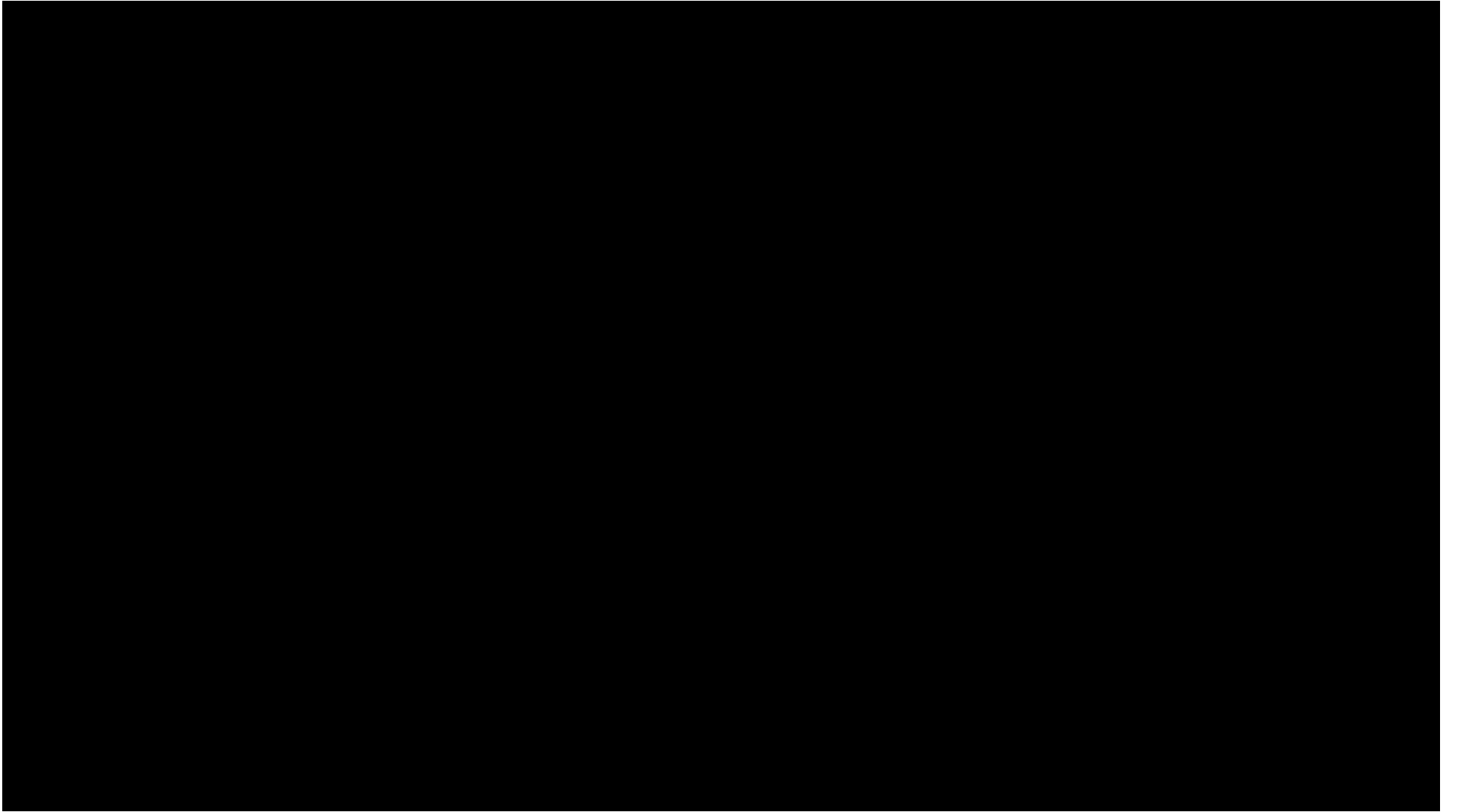












Video

**So, how did we do it?**

# OMCA's Formula

visitor research  
+ engagement

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organizational  
change



measurable  
impact



# OMCA's Formula

visitor research  
+ engagement

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organizational  
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# Past Mission & Vision

Mission: OMCA's mission is to connect communities to the cultural and environmental heritage of California.

Vision: To be a dynamic place of learning and connection where our public discovers, explores, and celebrates the California experience.

# Current Mission & Vision

**Mission:** OMCA's mission is to inspire all Californians to create a more vibrant future for themselves and their communities.

**Vision:** OMCA is the heart of a thriving community and achieves leadership in the field through an exemplary commitment to and impact on our surrounding neighborhoods.

**To what end?**

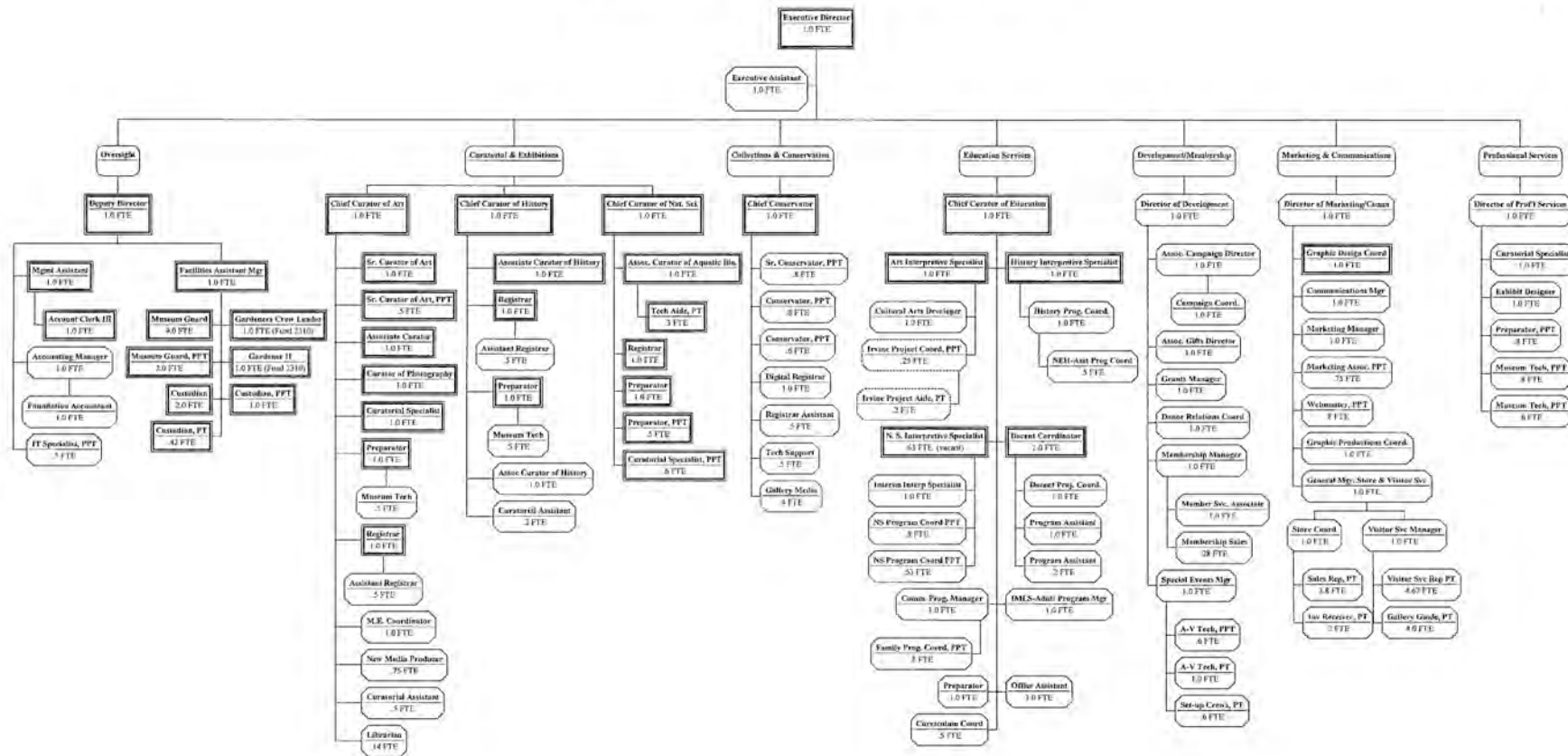
# Engagement

OMCA's engagement strategy is based on the belief that:

1. We can make a difference in people's lives.
2. We can play an active role in Oakland's revitalization.
3. This is everyone's job in the Museum – not just the staff who traditionally do this work.
4. This is not “add on” work – this is the work.
5. We are creating structures to support this work.
6. We are creating repeatable & reliable practices to make this work easier.

# Organizational Structure

Oakland Museum of California  
 (Proposed FY2010-11 ongoing positions only, not include Renovation) - 4/22/2010





# OMCA's Formula

visitor research  
+ engagement

---

organizational  
change



measurable  
impact



**Who is your audience?**

Not knowing your audience is like  
writing a love letter “to whom it may  
concern...”

-Chris Taylor, Clay Studio



**How do you find the “right” fit  
with an audience?**

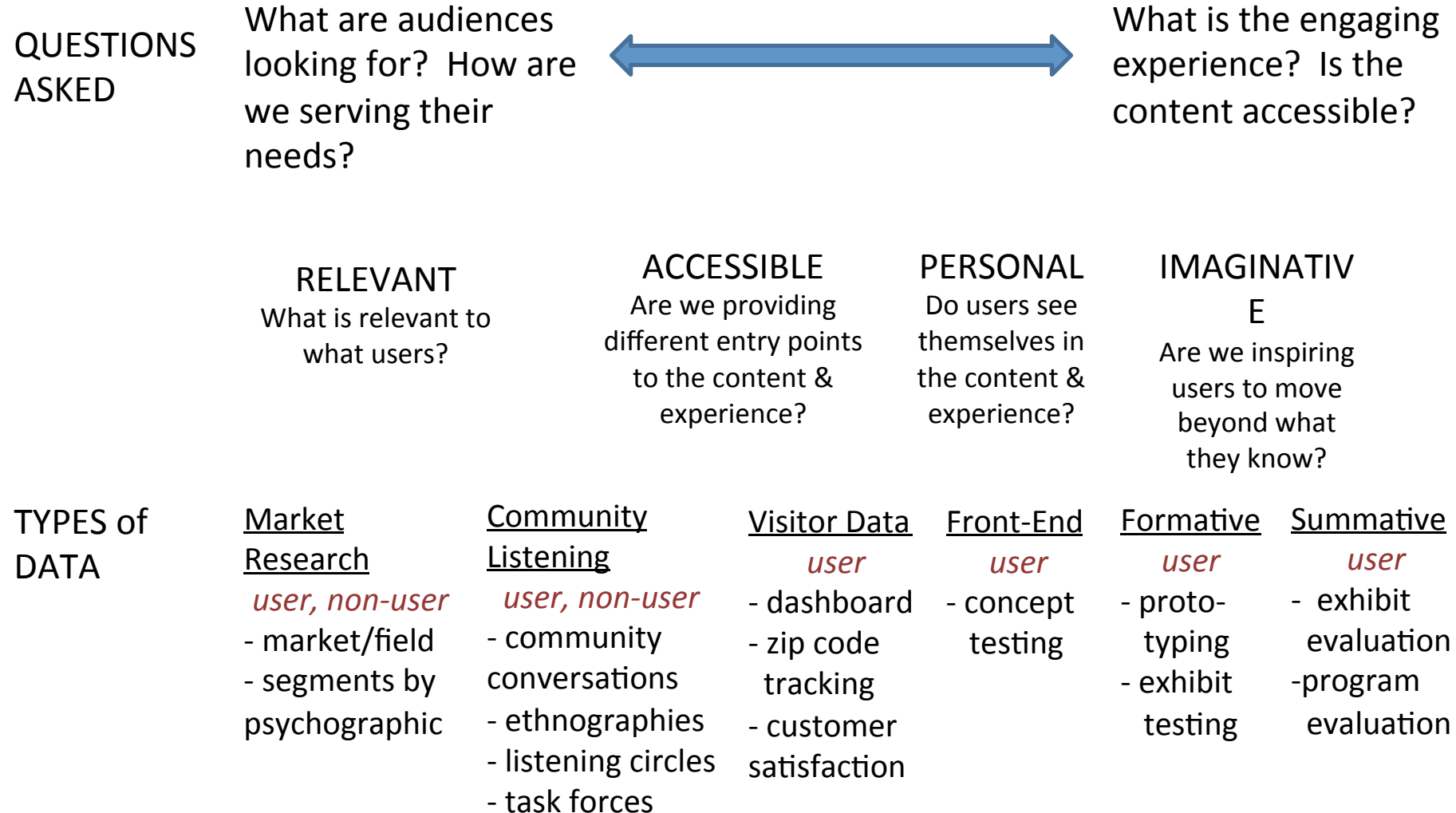
*and*

**How do you get that audience to  
engage with you?**

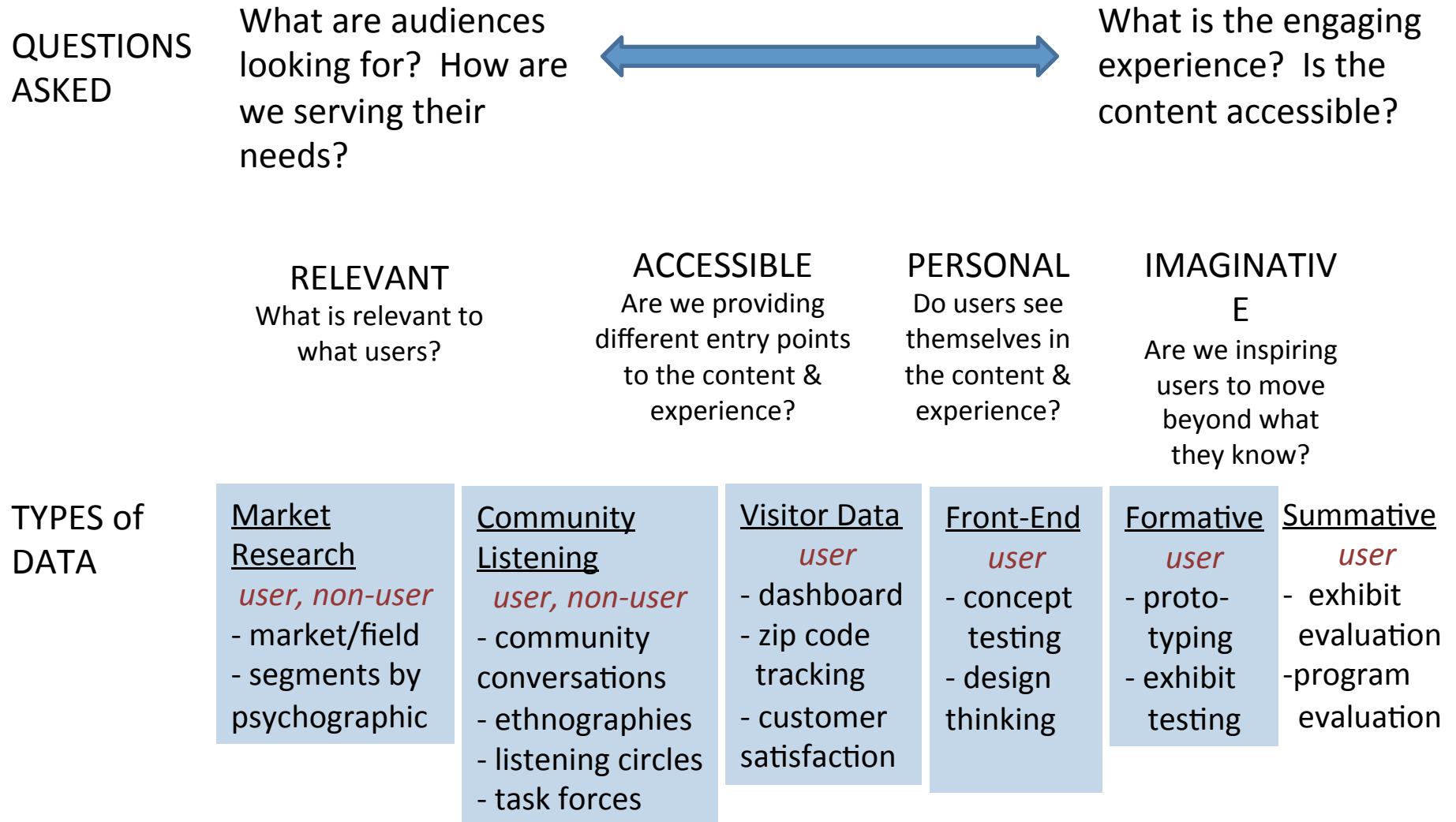
*and*

**How do you know what you  
know?**

# Audience Research Spectrum @ OMCA



# Audience Research Spectrum @ OMCA



**Do you know what your  
community needs?**

# Community Listening @ OMCA

Three examples of how OMCA got to know  
its neighbors

...The Neighborhood Identity Report

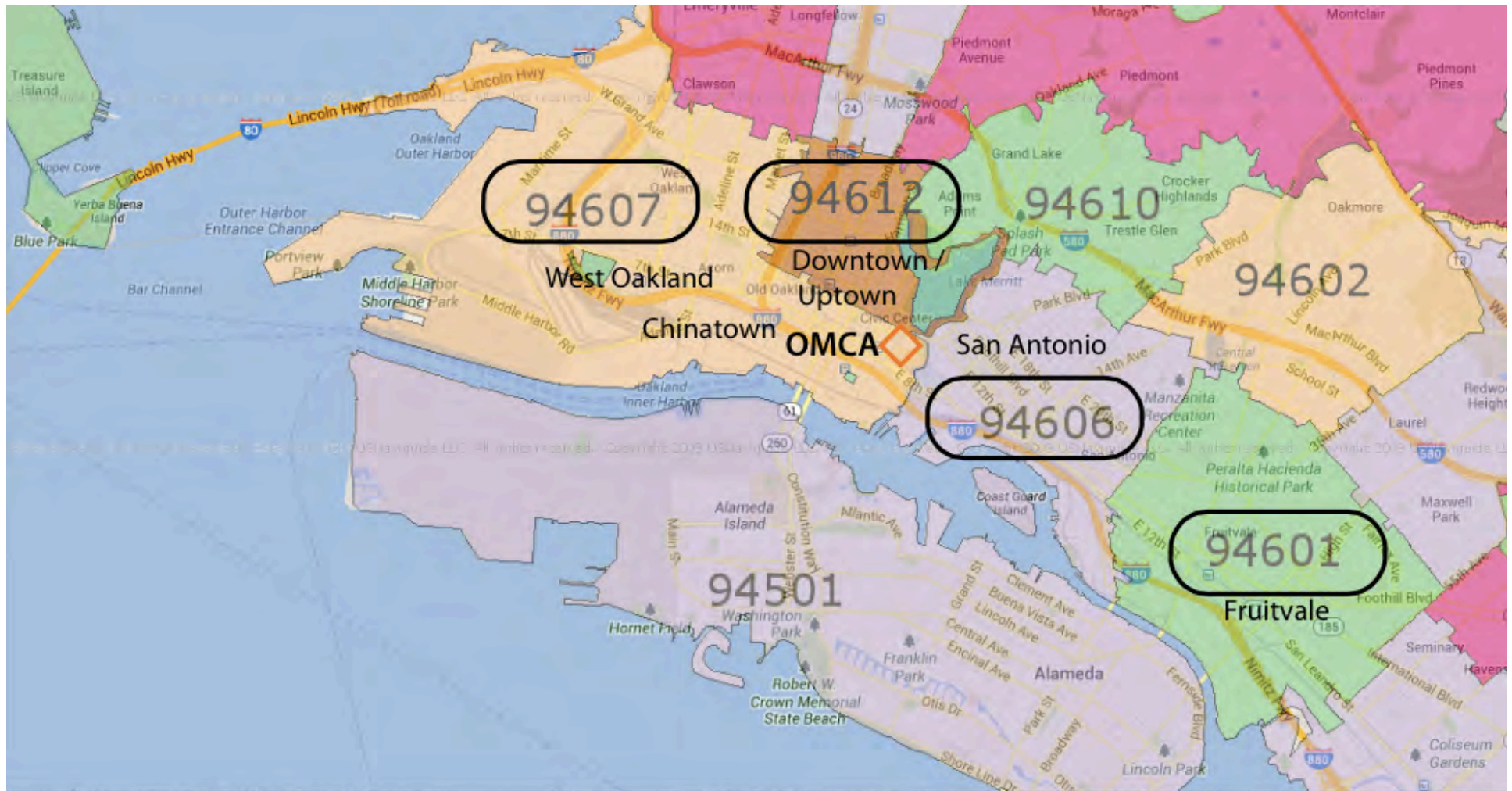
...*Pacific Worlds* Task Force

...*Altered State* Prototyping



# Getting to Know Our Neighbors

## Oakland Neighborhood Identity Report



# Oakland Neighborhood Identity Report

## Digital Ethnographies



*Living in Oakland, I've seen all to many memorials and it always saddens my heart and makes me question why. Why does it happen?*  
- Ethnography Responent



*This is a mural outside Eastside Arts Alllance. It makes me feel proud to be from this hood!*  
- Ethnography Responent

*"San Antonio represent!"*

# Oakland Neighborhood Identity Report

## Digital Ethnographies



*"People also dump food in my neighborhood pretty regularly. I think they think of it as an act of kindness but to me it's insulting. You could have taken the time to get to know your neighbors and bake them an apple pie. You could have taken the time to research and find out there's a food pantry less than a block away or called up some churches and given them the food."*

*"It's like a very backhanded insult that you assume we want or need handouts so badly that we'll just eat food off the street. I have had times where I needed help getting food and it's hard to not feel humiliated. It's a difficult moment made easier by the kindness of friends, not the droppings of strangers. Plus, most of the time this food spoils. I've even seen canned food left out and the cans rust. What a waste."*

- Ethnography Respondent.

# Oakland Neighborhood Identity Report

## Community Conversations



**Estamos haciendo un llamado a los residentes de Fruitvale y San Antonio que hablen español: Necesitamos participantes para un estudio sobre su vecindario.**

El Oakland Museum of California (OMCA) está trabajando con Contemporánea, una agencia de estudios de audiencia, para llevar a cabo un estudio sobre los vecindarios, con el fin de mejorar el servicio a sus visitantes y a sus comunidades más allegadas.

OMCA esta buscando personas que hablen español y que vivan en Fruitvale o San Antonio para que participen en una actividad sobre la vida cotidiana en estos vecindarios. **A los participantes que sean elegidos para una conversación de dos horas se les compensará con una tarjeta de regalo de \$50 (VISA o Target) y otra tarjeta de regalo para la tienda del museo.**

Si esta interesado(a), por favor contáctenos al correo electrónico [hello@contemporanea.us](mailto:hello@contemporanea.us) o al 415 404 6982.



### Public Places and Community Organizations (as reported by respondents)

- Lincoln Square Recreation Center
- Renaissance Plaza
- Oakland Public Library, Asian branch
- Hong Lok Senior Center
- Asian Health Services

## What role do residents envision for the OMCA in the community?

Expectations are as diverse as the residents.

Residents look for the Museum to serve multiple purposes including: outreach to the Oakland arts community, supporting the local economy, arts education, entertainment, historical arts preservation, and reflecting/serving its diverse audiences.



### Reach Out!

- Work with community organizations to connect with cultural groups. For “bonding” communities, work with trusted members to create “safe bridging experiences” that will facilitate them leaving the familiar comfort of their neighborhoods.
- Promote culturally relevant exhibits and programs that reflect the experiences of residents.
- Advertise through cultural media channels.
- Provide in-language support.
- Reach out to senior populations who often feel the art/exhibits are inaccessible.
- “Make the effort to invite me.”



### Offer culturally relevant programming and exhibits.

- Explore additional ways to reflect the cultural diversity of the residents in programming and exhibits.
- Residents want more themes and artists they can relate to (e.g., Hung Liu) which gives them a sense of familiarity and connection.
- Residents would also welcome efforts by OMCA to make art more understandable and engaging.

### Be a place that preserves and tells Oakland’s history.

- Many say OMCA should be a place that helps establish and reflect Oakland’s cultural and artistic history.

### Serve as a community meeting place and destination.

- OMCA can serve Oakland as a much-needed “community space,” a place for community-sourced meetings, programs and events.
- Many say extended hours would make the Museum more accessible. First Friday’s success shows the community’s interest in having a safe and interesting place to socialize after hours.
- Some feel OMCA is “not a destination, but a place that I could pass by and visit.” OMCA design exhibits that make it a “destination” for these audiences, but also, take advantage of the Museum being a spot they are willing to “pass by and visit.”



### Support art in the community.

- Oakland’s landscape of murals, art installations and exhibits, as well as art-based youth outreach programs all attest to the city’s heightened appreciation of the arts. Residents believe OMCA’s mission fundamentally aligns with this aspect of the city.
- Partner with OUSD to support art in the schools.
- Hosting and/or sponsoring local art shows, exhibits and festivals off campus. This serves to promote the Museum, but also to legitimize independent arts.
- “Supporting local artists the same way that many festivals support them. That’s what the Oakland Museum should be about: Oakland artists.”

### Support Oakland’s struggling youth

- Hiring youth (“The Exploratorium is the largest hiring organization of youth”).
- Providing mentoring, internships, and job skills training.
- Programming for youth.

Oakland, I want you to know...  
...that our city is changing and we need  
to play a role in shaping its future.

Oaklanders are talking. They see new businesses opening and old ones closing. They see new neighbors moving in and old neighbors moving out because rents have gone up. They are wondering what else the future will bring.

West Oakland is one neighborhood where these changes are clearly visible.

With OMCA as a partner, social practice artist Chris Treggiari has created a stage for a community conversation. You will hear the voices of Oakland residents of all ages, local artists, organizations that serve neighborhoods, and students from local schools. Expressing ideas through art gives us a way to enter into this complex dialog.



**CITY OFFICIALS  
I WANT YOU TO KNOW**

- City of OAKLAND
- COUNCIL DISTRICT 1  
DAN KALE
  - COUNCIL DISTRICT 2  
ABEL J. GUILLEN
  - COUNCIL DISTRICT 3  
LWETTE GIBSON MCELHANEY
  - COUNCIL DISTRICT 4  
ANNIE CAMPBELL WASHINGTON
  - COUNCIL DISTRICT 5  
NOEL GALLO
  - COUNCIL DISTRICT 6  
DESELY A. BROOKS
  - COUNCIL DISTRICT 7  
LARRY REID
  - COUNCIL AT LARGE  
REBECCA KAPLAN



What do you want the people on the Oakland City Council to know?  
What do you want your representatives to know about what is happening in your neighborhood?

East Bay Express  
EAST BAY EXPRESS



30  
30  
30

# Benefits/Limitations

## Benefits

- ...allows you to see beyond demographics
- ...lets you hear directly from the community
- ...provides directional info, especially for staff working outside of engagement areas

## Limitations

- ...qualitative, not quantitative
- ...just a snapshot, not a dissertation
- ...if not careful, it's easy for project to be one-sided or one-dimensional
- ...may require a consultant or firm; definitely requires facilitation

# Getting to Know Our Community

*Pacific Worlds Task Force*





# Getting to Know Our Community

## *Pacific Worlds Task Force*



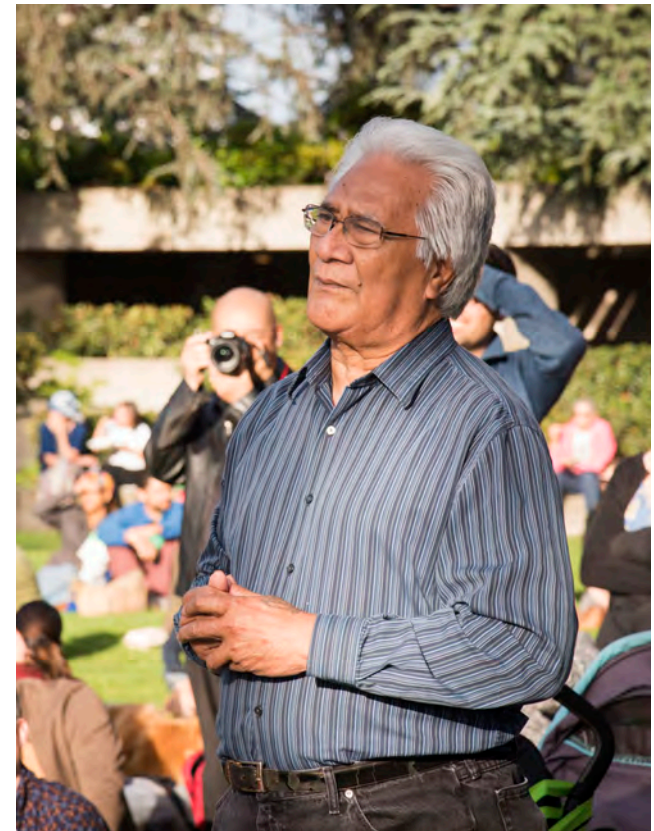
# Getting to Know Our Community

## *Pacific Worlds Task Force*



# Getting to Know Our Community

## *Pacific Worlds Task Force*



# Benefits/Limitations

## Benefits

- ...give you specific expertise or representation
- ...allows you to tap into wider networks
- ...lets you catch large-scale issues upfront

## Limitations

- ...expert opinion/knowledge, not all opinions/  
knowledge
- ...there will be opinions and not always in your favor
  - ...you will inevitably leave *someone* out
  - ...you must be willing to share authority
  - ...can be labor-intensive for staff

# Getting to Know Our Audience

## *Altered State* Prototyping



# Getting to Know Our Audience

## *Altered State Prototyping*



# Getting to Know Our Audience

## *Altered State Prototyping*



# Benefits/Limitations

## Benefits

- ...lets you find out what people are *really* interested in
- ...cheap!
- ...gives you a wide variety of opinions
- ...helps to build confidence in risky subjects

## Limitations

- ...staff must be willing to do things “quick & dirty”
- ...you must be willing to question assumptions
- ...need to have time to actually do prototyping



**Do you know what your  
audience needs?**

# Market Research

The gathering of information about customer and non-customer needs and preferences.

You need Market Research if you want to...

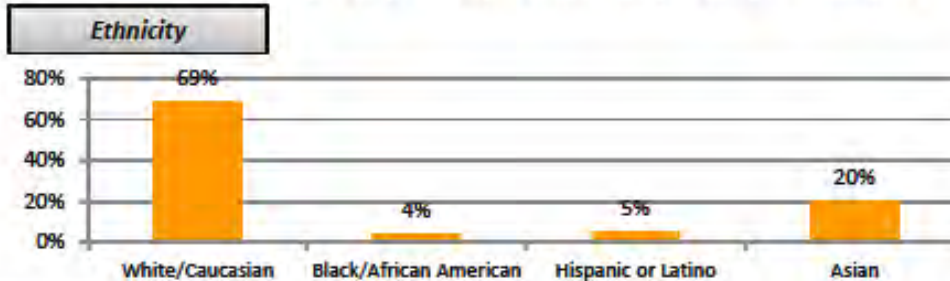
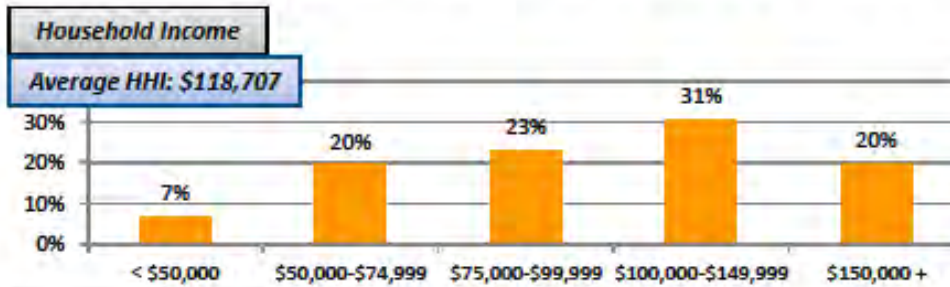
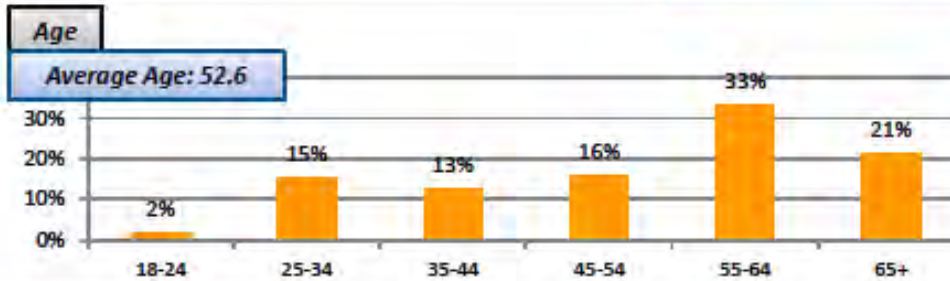
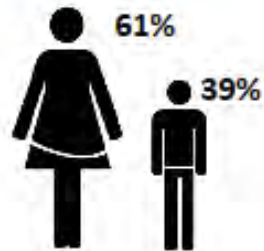
...know why people don't visit

...know how to get people to visit

...develop strategies for exhibitions &  
programs



## Who are they?



Trade Area Study, Addressable Market

# 72% of residents agreed that convenient hours are the second most important factor impacting decisions to attend an institution

## Convenient opening and closing hours:

Weekday	Opening					Closing						
	Earlier than 9am	9am	10am	11am	Later than 11am	Earlier than 4pm	5pm	6pm	7pm	8pm	9pm	Later than 9pm
Opening	3%	33%	49%	7%	9%							
Closing	1%	7%	20%	21%	25%	18%	8%					

OMCA

Weekend	Opening					Closing						
	Earlier than 9am	9am	10am	11am	Later than 11am	Earlier than 4pm	5pm	6pm	7pm	8pm	9pm	Later than 9pm
Opening	7%	42%	39%	5%	7%							
Closing	0%	3%	17%	17%	23%	25%	14%					

OMCA

## Selected examples of other museums' solutions:

- ▶ **SFMOMA** – every Thursday stays open until 8:45pm
- ▶ **de Young Museum** – every Friday stays open until 8:45pm
- ▶ **MoMA (NY)** – every Friday stays open until 8pm
- ▶ **The High Museum (Atlanta)** – every Thursday stays open until 8pm, and every third Friday until 10pm for Friday Jazz

*“My schedule is rather packed during the weekend afternoons and I work 8-5, Monday thru Friday, so the hours of the Oakland Museum aren't ideal.*

*Wish they were open until 8 or 9pm maybe one day a week or even better, open late one Saturday evening per month.”*

*– Amy M., Lapsed OMCA Visitor*

**NEW WEEKEND HOURS!**

**Due to demand, OMCA is now open for two more hours every Saturday and Sunday.**

Wednesday 11 am to 5 pm  
Thursday 11 am to 5 pm  
Friday 11 am to 9 pm

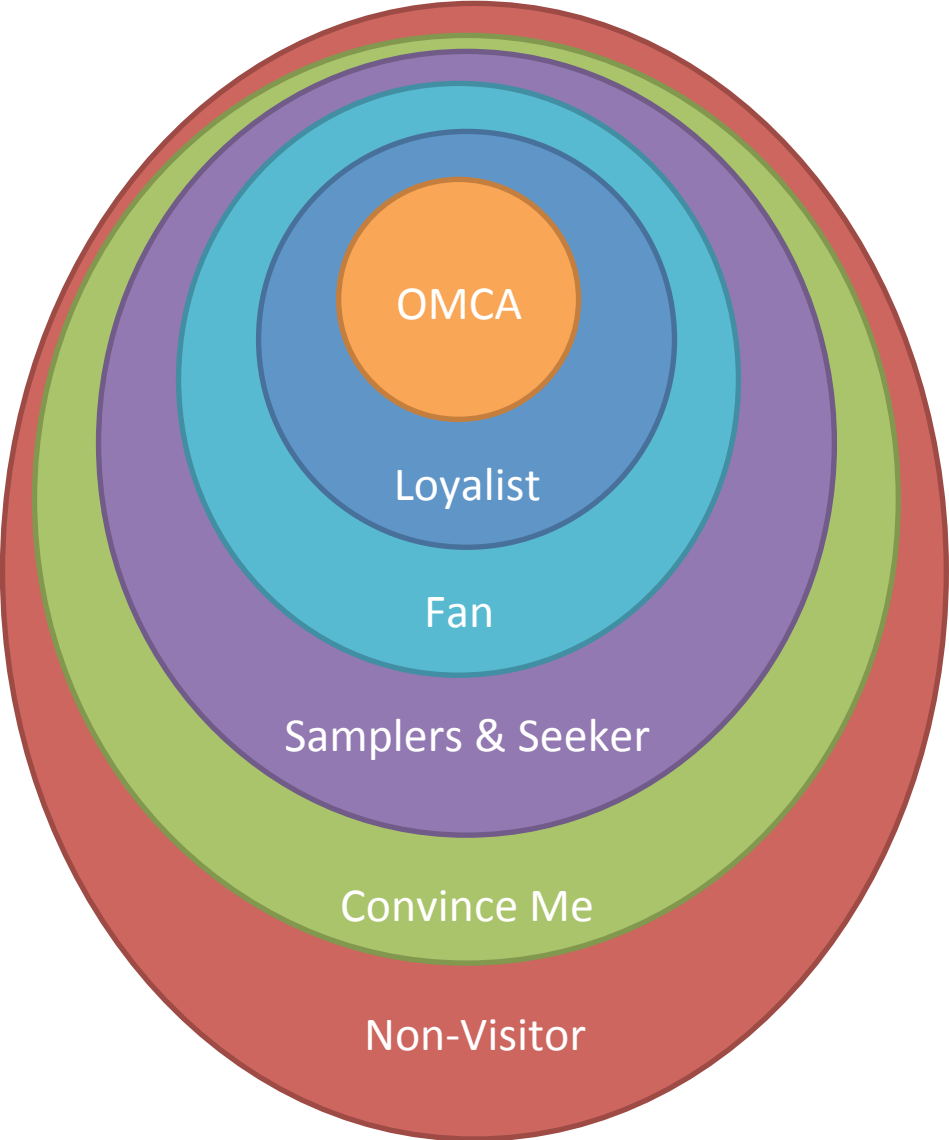
Saturday 10 am to 6 pm\*  
Sunday 10 am to 6 pm\*

\*Previously 11am to 5pm

# OMCA Audience Model

Fewer People

Most Loyal



More People

Not Loyal

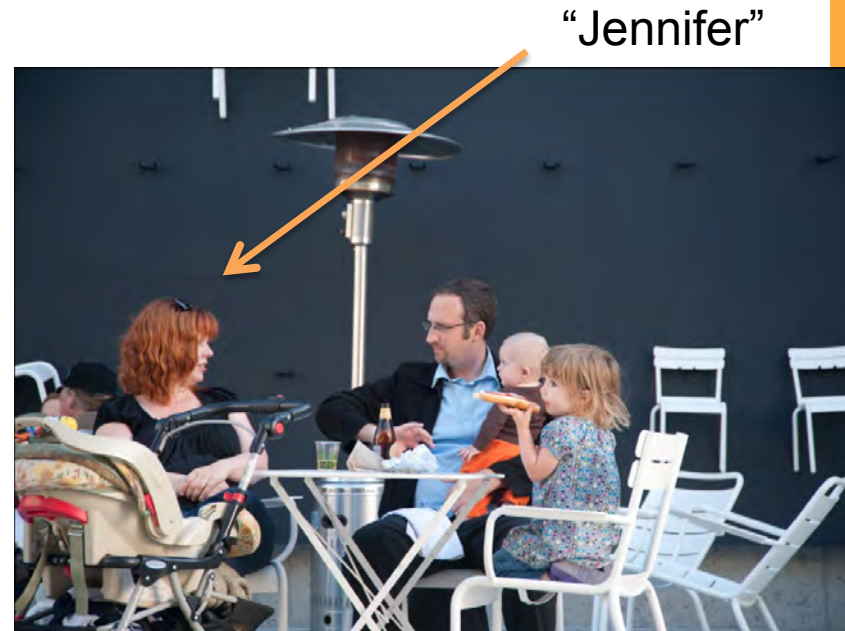


“Nancy”



### **An OMCA Loyalist is:**

1. Already “sold” on the importance of going to the Museum
2. Very active participant at cultural institutions including serving as volunteer, member, guild member, etc.
3. Very likely to be a woman with high household income & highly educated
4. Age 60+ with discretionary time for visiting cultural destination, participating in continuing education, & volunteering
5. Active in the outdoors as well (gardener, hiker, etc.)
6. Active reader and news follower (especially NPR)
7. Someone who finds messaging about a specific exhibition or program (especially in a field of particular interest) appealing



**An OMCA Fans is:**

1. An active participant in cultural institutions, although likely not volunteering
2. Likely to come for a specific exhibition (i.e., Pixar or 1968) or for an event
3. Very active & “on the go,” attending cultural events, theatre, classes, etc.  
May be a cultural practitioner as well through cooking, crafts, gardening
4. Likely to be a woman who is acting as the decision-maker, but typically younger & likely to go to the cultural activity as a couple or with children
5. Someone who finds value & convenience important, including being able to enjoy a full experience of food, shopping & learning
6. Someone who will be drawn to messaging that talks about OMCA’s full experience – stimulation, value & convenience, opportunity to participate are all key



SAMPLER & SEEKER  
(Diverse Stimulation)

“Yvette”



An OMCA Sampler & Seeker is:

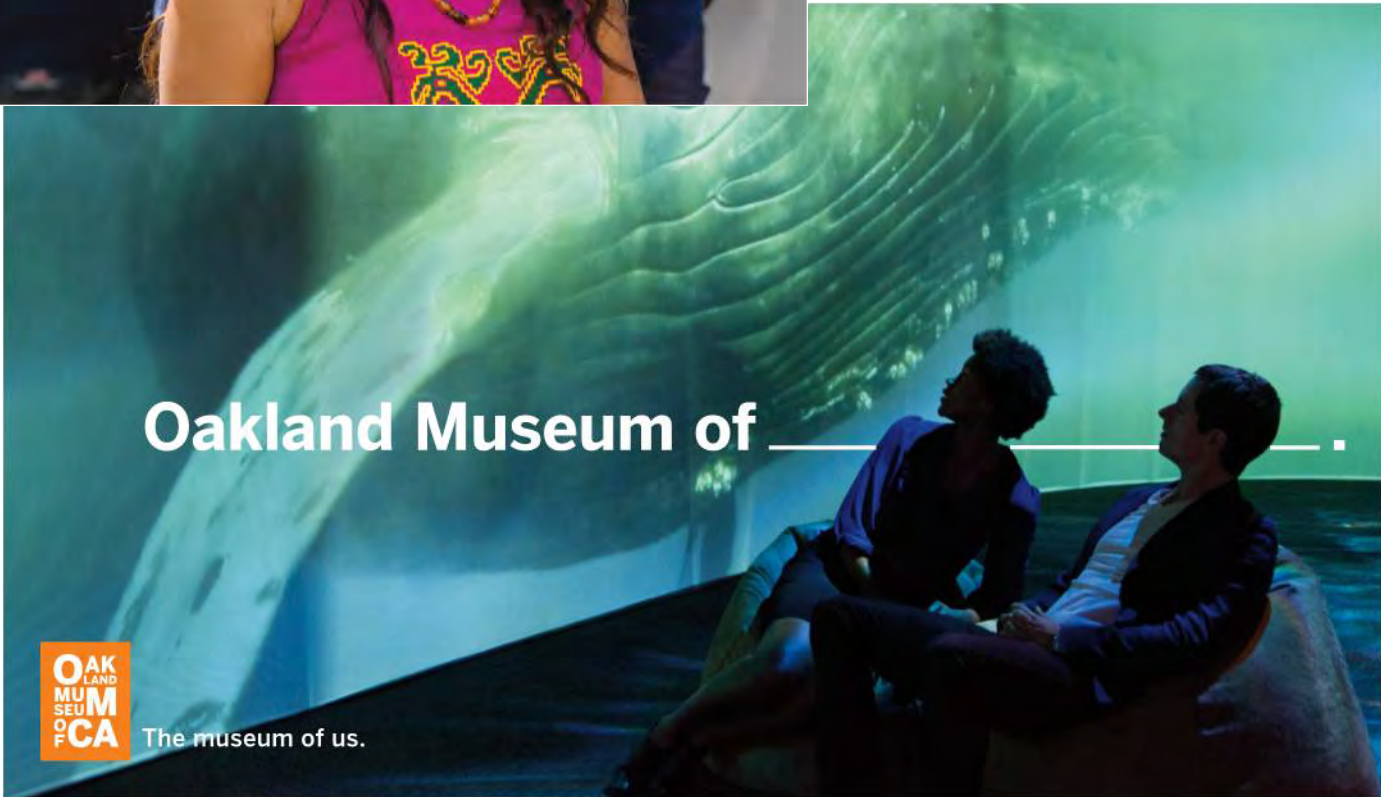
1. A participant in a range of activities though not primarily cultural. Enjoys music, sports, zoo, farmers markets, festivals, movies, & family time
2. Likely a woman acting as the decision-maker, but may be attending with a larger family (multiple kids) or with an intergenerational family
3. Someone looking for a fun setting for her children’s learning, especially exposing her kids to different cultures or exploring different heritages
4. Someone who finds messaging emphasizing the diversity of experience, friendliness of the environment, & diversity of backgrounds and ages most appealing.



Oakland Museum of \_\_\_\_\_ .



The museum of us.



Oakland Museum of \_\_\_\_\_ .



The museum of us.

# OMCA's Formula

visitor research  
+ engagement

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organizational  
change



measurable  
impact

# Measurable Impact

It is important to identify how you are measuring success before you start.

...What is the impact you want to see?

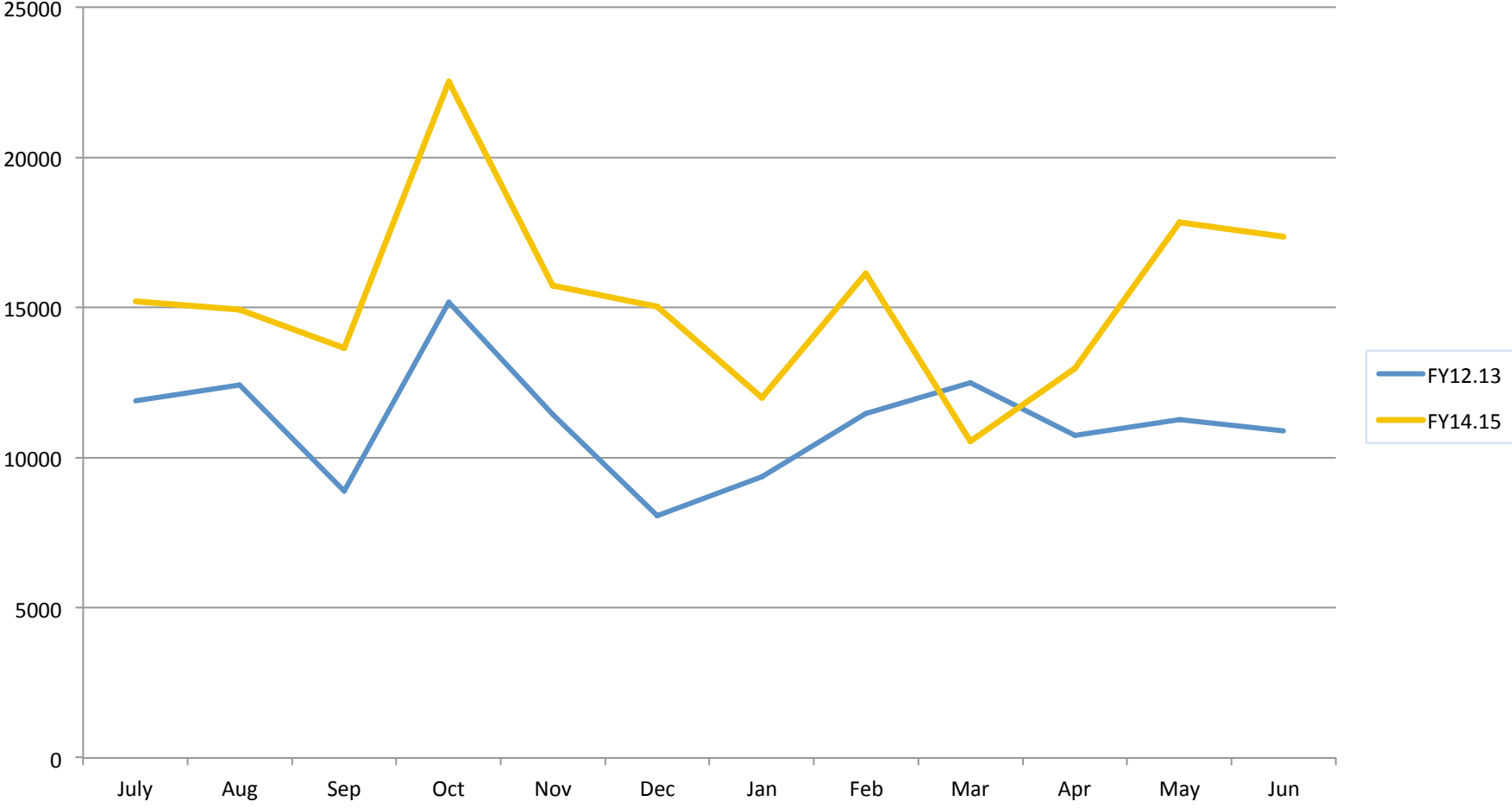
...Does everyone agree this is your impact?

....How will you measure it for your organization (Key Performance Indicators)?

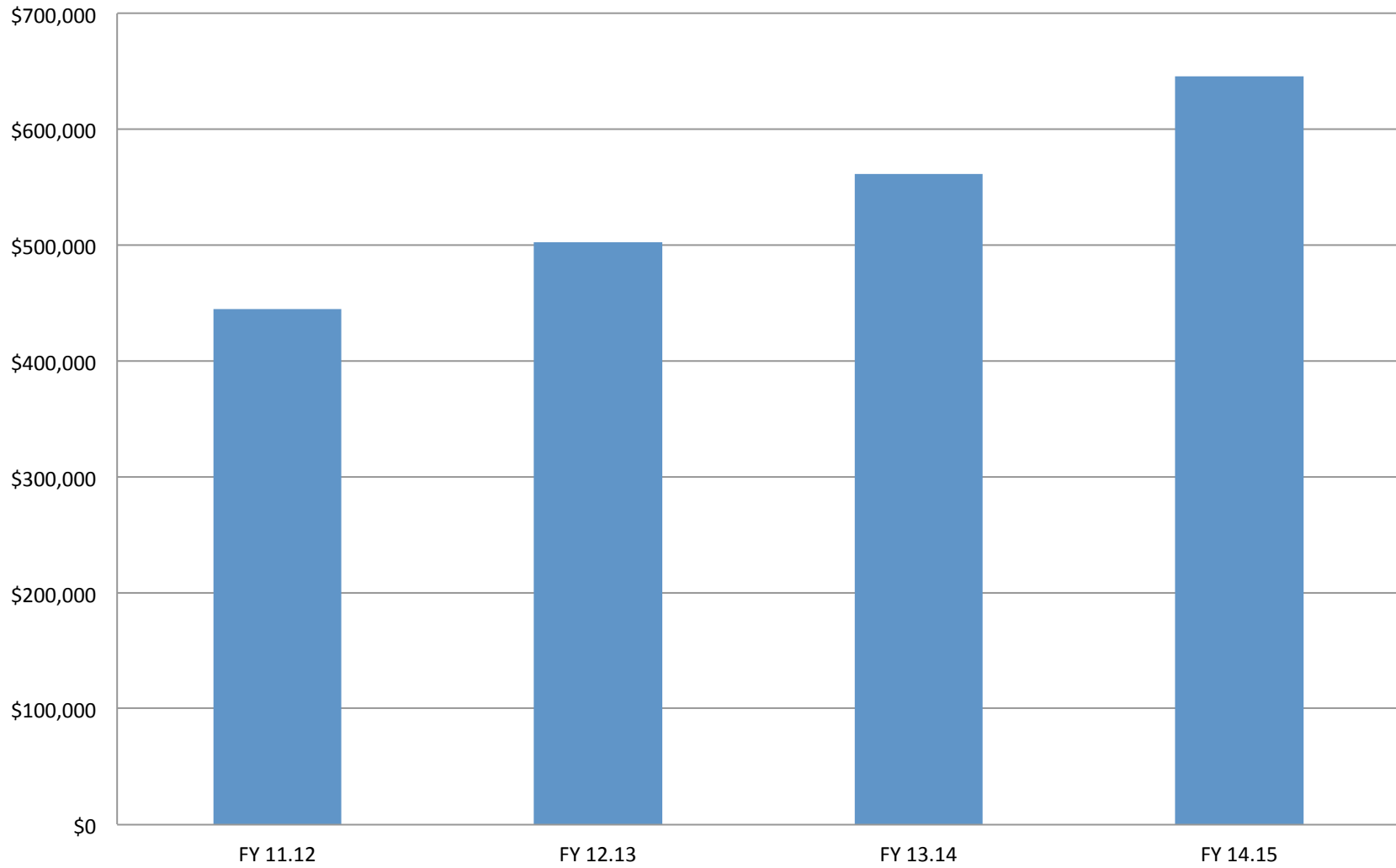
Impact will look differently for different organizations



# Paid Attendance Comparison: FY12.13 - FY14.15



## Admissions Revenue FY11.12 - Present



# Essentials for Museums

To be a thriving museum in the future,  
institutions must:

- Be audacious about the impact they hope to have.
- Share authority with their community.
- Challenge assumptions at every level.
- Know what success looks like.



**My museum/gallery is  
successful when....**

**And this matters,  
because....**





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