29 April 2002

Mr. Fred Kerr, President
Fire Services Museum of Victoria
39 Gisborne Street
East Melbourne, Victoria 3002
Australia

Dear Mr. Kerr:

Enclosed is our report entitled Development of a Strategic Plan for the Fire
Services Museum of Victoria. It was written at the Fire Services Museum during the
period 12 March 2002 through 29 April 2002. Preliminary work was completed in
Worcester, Massachusetts prior to our arrival in Melbourne. Copies of this report are
simultaneously being submitted to Professors Gerstenfeld and Vernon-Gerstenfeld for
evaluation. Upon faculty review, the original copy of this report will be catalogued in
the Gordon Library at Worcester Polytechnic Institute. We appreciate the time that
you and all the museum members have devoted to us.

Sincerely,

_____   _____   _____   _____
Colby Hobart   Craig Perkins   Neil Scully   Paul Troccolo

Report Submitted To:
Arthur Gerstenfeld
Susan Vernon-Gerstenfeld
Melbourne, Australia Project Centre

By:

Colby Hobart   _____

Craig Perkins   _____

Neil Scully   _____

Paul Troccolo   _____

In Cooperation With:
Fred Kerr, President
Fire Services Museum of Victoria

DEVELOPMENT OF A STRATEGIC PLAN FOR THE FIRE SERVICES MUSEUM OF VICTORIA

29 April 2002

This project report is submitted in partial fulfilment of the degree requirements of Worcester Polytechnic Institute. The views and opinions expressed herein are those of the authors and do not necessarily reflect the positions or opinions of the Fire Services Museum of Victoria, the Metropolitan Fire Brigade, or Worcester Polytechnic Institute.

This report is the product of an education program and is intended to serve as partial documentation for the evaluation of academic achievement. The report should not be construed as a working document by the reader.

__Abstract__

This document outlines the methods used to develop a strategic plan for the Fire Services Museum of Victoria (FSMV) in Melbourne, Australia. A five-year strategic plan for the FSMV is included as an appendix. Research was conducted in libraries, the fire museum, and other museums to determine how best to approach a strategic planning initiative. Further research was conducted to investigate the feasibility of several strategies for the museum and this research was compiled into a strategic plan.

Authorship Page

- Executive Summary — Neil Scully
- Chapter 1. Introduction — Paul Troccolo
- Chapter 2. Literature Review
  - Strategic Planning — Colby Hobart
  - Volunteer Recruitment — Craig Perkins
    - Finding and Attracting Volunteers — Craig Perkins / Neil Scully
    - Volunteer Recognition — Craig Perkins
    - Volunteer Participation — Craig Perkins
  - Marketing — Colby Hobart
  - Fundraising — Craig Perkins
  - Public Awareness — Paul Troccolo
  - Importance of Mission Statements — Paul Troccolo
  - Advertising Plans — Paul Troccolo
  - Heritage Building Classification — Neil Scully
  - Technology Improvements — Neil Scully
  - Website Benefits to Non-Profit Organization — Neil Scully
  - Online Database Usefulness — Neil Scully
- Chapter 3. Methodology — Colby Hobart / Paul Troccolo
- Chapter 4. Research Results — All
- Chapter 5. Data Analysis — Neil Scully / Paul Troccolo
- Chapter 6. Conclusions — All
- Chapter 7. Recommendations — All
- Appendix A. The Fire Services Museum of Victoria Background — Colby Hobart / Neil Scully
- Appendix B. Social Science Methods — Paul Troccolo
- Appendix C. Discussion of Bryson's (1995) Strategic Plan Process — Colby Hobart / Paul Troccolo
- Appendix D. Strategic Plan — All
- Appendix E. Email Mailing List Tutorial — Craig Perkins

<u>Acknowledgements</u>

We'd like to thank all those who have helped to formulate and begin implementing this strategic plan by providing their opinions about the museum and what the museum is capable of becoming.

- Fred Kerr, President, Fire Services Museum of Victoria
- All Fire Services Museum volunteers
- The Metropolitan Fire Brigade
- The Country Fire Authority
- Dr. Arthur Gerstenfeld and Dr. Susan Vernon-Gerstenfeld, WPI co-advisors

Contents

Tables

Figures

Executive Summary

This document outlines the methods used to develop a strategic plan for the Fire Services Museum of Victoria (FSMV) in Melbourne, Australia. A five-year strategic plan for the FSMV is included as an appendix. Research was conducted in libraries, the fire museum, and other museums to determine how best to approach a strategic planning initiative. Further research was conducted to investigate the feasibility of several strategies for the museum and this research was compiled into a strategic plan.

Beginning with a comprehensive review of literature pertaining to strategic planning for non-profit organizations, the background research formed the early steps of the development of the five-year plan. Further literature research explored the professional opinions about volunteerism, fundraising, marketing, advertising, and the use of information technology by non-profit organizations.

The methodology described the processes used to obtain further research information via interviews, questionnaires, and field research. Stakeholders of the museum, including patrons and volunteers, were questioned to see what perspectives each had for the museum. The information collected from these interviews was used to begin the strategic planning process by identifying the organizational mandates, the mission statement, and the strategic issues on which the museum must focus.

After considering the strategic issues, several ideas were formed into strategies to improve one or more aspects of the museum. The strategies were developed based on the ideas presented during interviews and earlier research. Volunteer management, recruitment, and recognition programs were developed to help with the volunteerism issues. Campaigns for advertising and fundraising were designed for the museum. A plan for the redesign of the interior of the museum was reviewed and the addition of placards and a suggestion box was recommended. Other strategies included the creation of a mobile museum, website development, additional board committees, data cataloguing, a Metropolitan Fire Brigade Day, and an adopt-a-fire engine program. These strategies were organized by their prerequisites and desired outcomes and then investigated for feasibility and practicality. The strategic plan concludes with final recommendations about the implementation of the strategies, as well as how and when each strategy should be carried out.

With a completed strategic plan in hand, the need to begin the first strategies was apparent. One of the strategies outlined for the immediate future was an advertising campaign to attract more patronage to the fire museum. This portion of the strategic plan was implemented and methods for evaluating the success of various advertising strategies were developed.

After all of our research and implementation was completed, we recommended that the museum follow our five-year strategic plan directly and if any changes are required, those changes should be written into the master plan. Further, we recommended that a specific volunteer be put in charge of overseeing and evaluating each strategy before it is begun. We also included a timeline that the museum should maintain in the implementation process. By following our recommendations, the museum will grow significantly and it will strengthen its position in terms of all its strategic issues.

Chapter 1. Introduction

Fire fighting in Victoria has changed drastically over the years. The first known fully volunteer fire brigade in Melbourne was the Melbourne Fire Prevention Society in 1845. As urbanization occurred in Victoria, fire became more of a problem. Soon, insurance companies began to organize their own groups of fire fighters who would travel to area fires with water pumps. If the company saw a mark on a burning building stating that the company insured it, the group would try to save the extinguish the fire. If not, they would let the building burn. There was even violent competition between the various brigades for equipment and water. These chaotic conditions continued until 1890 when the Melbourne Fire Brigade was founded. Since then, fire-fighting technology has evolved from the simple bucket and hand pump to the high-tech fleet of fire trucks in the Metropolitan Fire Brigade's (MFB) garage.

In 1973, the Metropolitan Fire Brigade Historical Society was created to trace this evolution of fire fighting technology. This eventually became the Melbourne Fire Museum and then the Fire Services Museum of Victoria (FSMV). The FSMV is a fully volunteer non-profit organization dedicated to the education of the public and the preservation of fire service history. Here, visitors learn about the rich history of fire fighting worldwide. In addition, retired fire fighters can continue to help the public through volunteer work at the museum and remain a part of the fire services community in Victoria. While the museum contains the largest collection of fire services memorabilia in the Southern Hemisphere, it still can play a more effective role in the community.

This Interactive Qualifying Project outlines a five-year strategic plan for the improvement of the FSMV. The social implications of this project are that the improved FSMV will have a much stronger influence on the community. With the implementation of this strategic plan, the FSMV will be able to educate more people about fire prevention history. Interviews with influential museum volunteers showed that the museum needs more volunteer support, a broader base of patrons, and increased funding opportunities in order to broaden its function in society and that a strategic plan was necessary for its growth. Data from all classes of museum stakeholders was collected and analysed to yield the main areas where the museum could be improved: volunteer recruitment, public awareness, patronage, fundraising, organization, and technology. The strategic plan then further quantifies these improvement areas to specific, attainable, and prioritised goals whose outcomes will be continually re-evaluated over the next few years and outlines methods to achieve these goals. Additionally, the strategic plan details a specific implementation and maintenance plan of these methods.

In order to begin the execution of the strategic plan, we implemented the advertising campaign. Already, we have increased the public's awareness of the museum by erecting visible outdoor signs, collaborating with the MFB's equipment demonstrations, involving the museum in the tourism industry, coordinating an antique fire engine advertising route, and developing a patron email mailing list.

Chapter 2. Literature Review

The following section analyses and discusses strategic planning. It also discusses literature pertaining to the specific elements of the strategic plan. These elements include plans for volunteer recruitment, marketing, fundraising, public awareness, and the technology-based additions planned for the museum.

Strategic Planning

Pfeiffer (1991) defines strategic planning as the process of envisioning the ideal future of the company and creating the methods by which this ideal future can be reached. Kastens (1979) states that this process should involve change in the company. She further qualifies by stating that if a company does not plan on altering their arrangement, then there is no need for strategic planning. Gup (1979) points out that strategic planning differs from forecasting in that strategic planning is constructed with flexibility for change. He further states that the entire reason for the existence of strategic planning is that people lack a way to forecast the results of their plans. Bryson (1995) believes that since strategic planning is designed to flex with abrupt changes, it is especially viable in non-profit organizations due to their normally high level of annual change. In order to coordinate their activities while being sure the future is taken into account, Mintzberg (1994) believes companies and organizations must utilize strategic planning.

Bryson (1995) insists that in order for a non-profit or public organization to effectively utilize a strategic plan, its members must follow a specific non-profit strategic planning process. He lists ten steps included in this process and other authors support: 1. Initiate and agree upon a strategic planning process and conduct a readiness assessment. Howe (1997) agrees that the drafters must begin with a design for the planning process that is agreed upon by all so that minimal conflict will arise during the implementation stage. 2. Identify organizational mandates. 3. Clarify organizational mission and values. Pfeiffer (1989) says strategic planners must agree with any organization-wide values and the organization's mission statement to be sure that the plan corresponds with the overall goals of the organization. 4. Assess the organization's external and internal environments to identify strengths, weaknesses, opportunities, and threats. Brandt (1989) agrees that the organization must analyse all of its assets to realize its various strengths and weaknesses in order to create a plan that will work best with the organization. 5. Identify the strategic issues facing the organization. 6. Formulate strategies to manage these issues. Ensign (1985) writes that the planners must decide what categories of the organization face improvement issues and create the relevant strategies to address these issues so that the plan is specific to the organization's needs. 7. Review and adopt the strategic plan or plans. 8. Establish an effective organizational vision. Alston (1996) agrees that the organization must, as a whole, assess and accept the strategic plan in order gain a formal commitment from all involved and to lead into the implementation process. 9. Develop an effective implementation process. Lorange (1982) writes that the organization must build the implementation process to link the actions of individuals to the specific strategies. He expands that the reason for this is to maximize the chance that each part of the plan will be implemented because there will be specific people responsible for each portion. 10. Reassess strategies and the strategic planning process. Hax (1984) believes that as the implementation proceeds, the organization

must assess what works and what does not work in order to make the proper changes to the plan for the future.

Ensign (1985) writes that there are risks to strategic plans that must be evaluated before proceeding with the implementation. Alston and Bryson (1996) provide the reader with two legitimate situations when it is not wise to use a strategic planning approach. They explain that these situations are when the entire structure of the organization has just collapsed and when the organization does not have the skills and research available to carry out a strategic plan. Curtis (1983) discusses that non-profits have risks that are organization specific and must be uncovered by its members prior to the writing of the strategic plan. Dougherty (1989) believes that although these risks are organization specific, many of them can be reduced or eliminated with good communication between the planners, the board, and the chief executive.

Alston and Bryson (1996) write that the potential benefits of utilizing a strategic plan are great in number. They continue that these benefits include increased effectiveness, improved understanding, better decision-making, enhanced organization, and improved communication. Curtis (1983) believes the majority of these benefits can be linked to the overall goal of strategic planning, which is to increase efficiency throughout the organization. He further believes by increasing efficiency, an organization will increase its profits while reducing its costs. Hax (1984) believes that in order to survive as an organization, it is necessary to plan for the future and the obstacles that lay ahead.

Ensign (1985) insists that once the plan has been fully written, the organization must proceed to implement and evaluate the plan as two coinciding processes. Curtis (1983) believes that in order to properly implement the plan, the Chief Executive must be familiar with and support every aspect of the plan. Alston and Bryson (1996) write that it is important not to fall behind the schedule of the plan unless formal changes are made to accommodate. Bryson (1995) adds that an organization should never try to speed up if it falls behind the schedule of the plan. Lorange (1982) believes that in order to evaluate the plan as an organization proceeds, it must be familiar both with the major purposes of their plan as well as the requirements for a successful plan and whether both are being attained. Bryson (1995) states that with a continuous assessment being performed in correlation with the implementation of the plan, the strategy can be altered at any time to undertake any changes that may be overturned as time proceeds.

Fry and Stoner (1995) supply a case where following the procedure outlined in this section was beneficial. They state that Gaston Ridge Home Health Care, Inc. is a very small company that was started with only four employees who were all registered nurses. They explain how the nurses began by planning out their process based on their organization. Next, they detail how the nurses performed environmental and internal analyses of their organization, wrote a mission statement, and defined their goals. According to Fry and Stoner, the nurses then wrote their plan and simultaneously implemented and evaluated it. By following their plan, they believe that Gaston Ridge Home Health Care, Inc. efficiently became the successful organization they set out to create.

Another successful case of strategic planning, presented by David (1999), is that of the Classic Car Club of America (CCCA). He conveys that the CCCA, a non-profit organization, was started in 1952 by a small group of car enthusiasts and it proceeded to grow with memberships from classic car owners across the United States. He then explains that in 1983, the CCCA developed the Long Range Planning

Committee to address any issues relating to the future of the club and to propose a plan to the board concerning such issues. David states that a ten-step process was followed and the plan was written and implemented. He concludes that in 1991, the club evaluated their improvements through a survey duplicating one they sent to members in 1983. David (1999) reported that the results of the survey showed improvements in almost all areas, with no deterioration.

Volunteer Recruitment

A volunteer organization is completely reliant on its volunteers. More volunteers are always necessary to effect changes in an organization. Making sure those volunteers remain motivated to helping is essential.

Finding and Attracting Volunteers

Clary & Snyder (1999) discuss the importance of making sure that the motivation of volunteers to offer their time continues to be satisfied. Their psychological functionalist theory demonstrates that there is a reason for a volunteer to offer services and a volunteer is less likely to stay with the job if those needs are not met. Petrick (1995) offers the solution that, by offering several choices of positions, interested volunteers can select their work to fit their needs.

Walker (2001) suggests that by capitalizing on the strengths of all volunteer staff members, museums benefit from the combined experience of all its volunteers and the volunteers continue to feel as though they have a helpful purpose. Burke & Liljenstolpe (1992) claim that if the person responsible for volunteer recruitment does not analyse the skills and meticulously plan the job functions for volunteers, the volunteer-organization relationship will suffer and ultimately lose its value on both sides. Petrick (1995) also stresses that clearly defined job objectives can ensure that prospective volunteers know what their commitments and responsibilities will be. Ultimately, the needs and motivations of the volunteers must be served or else they will not volunteer for long if at all (Petrick 1995; Clary & Snyder 1999).

Volunteer Recognition

Pynes (1997) claims that volunteers must be recognized for their efforts, because recognition indicates that the organization appreciates the services that its volunteers provide. MacLeod (1993) supports the belief that volunteers appreciate recognition for work they have done and this recognition can make them feel like partners in an organization. MacLeod and Pynes both agree that the most important form of recognition is daily positive feedback from managers, paid staff, clients, board members, and other volunteers.

Handy (1988) insists that, to be as effective as possible, an organization must have a dedicated volunteer services manager and ongoing financial support for the volunteer program. MacLeod (1993) suggests that an ideal volunteer services manager is a paid staff member at the management level. He continues that this person must be able to interpret organizational goals, have proven leadership skills, be courteous, and be able to motivate others. Pynes (1997) claims that the biggest mistake an organization can make is to use an existing employee to manage volunteers, because an existing employee is not able to exclusively devote their attention to volunteer management. Ilsley (1990) concurs that a motivated manager is one of the key contributors when trying to maintain positive emotions within a volunteer team.

Cnaan (1991) and Pynes (1997) claim that volunteers provide many services to non-profit organizations, but that they also receive satisfaction from volunteering. Pynes categorizes satisfaction, sense of accomplishment, and pursuit of challenge as intrinsic rewards. Although many volunteers gain pleasure for their actions, MacLeod (1993) supports that volunteers should be rewarded for creativity, innovation, and accomplishment. Pynes (1997) defines extrinsic rewards as benefits for volunteers provided by the organization. Her tangible examples include letters of appreciation, pictures, articles about the volunteer in the organization's newsletter, and other various awards. MacLeod (1993) adds a number of rewards to the list such as certificates, plaques, pins, personalized business cards, a discount in the gift shop, or even a parking space. She also suggests intangible rewards that have no associated costs, including the opportunity to train other volunteers and the expansion of a volunteer's responsibility.

Ilsley (1990) suggests that non-profit organizations encourage diversity and understand the different cultures and socio-economic groups that are represented in a volunteer force. Along the same lines, Pynes (1997) explains that organizations must recognize different volunteers in different ways, because various rewards will be more meaningful to certain volunteers than to others. MacLeod (1993) claims that for recognition to be meaningful, it must relate to the reasons why each volunteer offered their services in the first place. She explains that speaking to experienced volunteers can identify such reasons. Pynes (1997) suggests that organizations should make an effort to offer both intrinsic and extrinsic rewards by presenting opportunities that satisfy the interests of every volunteer.

Volunteer Participation

A number of methods can be employed to increase volunteer participation. Ilsley (1990) suggests that organizations allow its volunteers to provide input when designing procedures. The simple fact that the volunteers are often the ones implementing the procedures qualifies them to make decisions concerning what works and what does not. Both MacLeod (1993) and Ilsley (1990) suggests that allowing volunteers to take part in discussions presents a sense of heightened responsibility, as does an opportunity to affect the direction of a program or participate in goal-setting discussions. MacLeod (1993) also stresses the importance of staff-volunteer relationships and teamwork. Ilsley (1990) encourages the formation of volunteer forums to discuss feelings and opinions. Such forums often produce friendships, which can lead to long-term volunteer commitments for the organization. Ilsley (1990) proposes that informal discussions with supervisors are another way to show volunteers their importance to the organization. He explains that these discussions give the managers the opportunity to remedy any problems that arise when volunteers' motives and feelings change. The literature indicates that a combination of the above methods is the most effective way to increase volunteer participation.

Marketing

All changes and improvements to the museum will ultimately serve the public and the museum volunteers more. Marketing must be done to identify what the museum needs to accomplish to satisfy those people. Essential marketing techniques are discussed in this section.

Lynch (1984) believes that there is no single definition of marketing that is accepted throughout the world. Ferber (1949) states that in the past, it has been

strictly defined as the distribution and selling of products and Butt (1969) adds that it often includes advertising, pricing, technical support, and energy put forth in sales. However, the definition that is most appropriate for our project is given by Rados (1996): marketing is a process used by an individual, group of individuals, or entire corporation with the intent to influence the behaviour of a large collection of people. Brinckerhoff (1997) states that this process includes recognizing the target audience, discovering what it is that they want, attaining their need, and finally repeating the process in order to adjust for changes in need. Reed (1996) states that the core focus of a service provider may not be what the contributor wants, but instead may be what the consumer wants. Goulding (2000) believes that for marketing to apply to a museum, the members must consider the wants and needs of the patrons in addition to their own.

Although non-profit organizations normally do not have a full marketing plan that is similar to that of major businesses, the marketing techniques used by these businesses are equally important to the success of a non-profit organization (Brinckerhoff, 1997). Akchin (2001) lists the reasons that non-profit organizations have not implemented marketing plans as the ineffective training of workers, the lack of enthusiasm for further familiarity of marketing techniques, the lack of time due to interference of other jobs, and the absence of funding. Rados (1996) explains that after a short period of time working for a non-profit organization, employees realize that their organization faces marketing issues resembling those of a business. Akchin (2001) states that managers of non-profit organizations worldwide generally agree that if their organization wants to satisfy the interest of the public, they must use marketing techniques.

Crosby (2001) states that to assess its marketing scheme, a non-profit must develop and utilize a set of performance parameters to evaluate its marketing as a whole. Crosby continues that this will indicate which aspects are successful and which are not. Mazur believes by using numerical evidence alone in the evaluation, an organization can be misled on whether or not it is successful. He continues that when using numbers as a measure, it is very important to choose wisely exactly what is being measured and how much is an acceptable score. Schiavone (2001) says that bigger is not always better; rather, quality is the key to success. She further suggests that it may be better to meet one or two of the customers needs with extensive care and depth than to meet all of their needs to a mediocre level.

Fundraising

According to Schaff & Schaff (1999), non-profit organizations are founded to serve society in ways that are difficult for other groups to serve. They explain that non-profit organizations recognize the needs of society and customize their fundraising efforts to best suit these needs. Fundraising is the organized act of soliciting monetary pledges for organizations or campaigns (American Heritage Dictionary, 1994).

According to Warner (1975), the most common reason that people donate to organizations is because they want to help others. He remarks that donors have good intentions and they realize that giving up a little of what they have will help a worthy cause. Schaff & Schaff (1999) propose that the best probable donors for an organization are those who are already involved in the organization, because they have already shown interest in the cause and are undoubtedly aware of the need for funding. They claim that 90 percent of volunteers make financial contributions to the

16

non-profit organization for which they work. Alternatively, they explain that there are other potential sources of funding outside of the organization, but the best ways to find such sources are through the people who are already involved.

Schaff & Schaff (1999) report that people give money for many reasons, but the opportunity must first be given to them by a donation request (Warner, 1975). Warner explains that by asking for a donation, you are giving them the opportunity to donate, which has many rewarding aspects. He continues that after donating, most people feel a sense of accomplishment from what they have just given.

Sandrick (1996) remarks that there are many sources of funding and each has its own policies that define how the funds should be distributed. He explains that most funding sources target groups with similar ideals. He provides the example that the U.S. National Institute on Drug Abuse and the U.S. Center for Substance Abuse Treatment often sponsor projects on prevention and treatment of substance addictions. Schaff & Schaff (1999) report that every year, large donors receive thousands of requests for funding from a large variety of non-profit organizations. They explain that the best way to be selected from a large group of funding requests is to understand the values and mission of the donor and express them in the proposal. Tyrangiel (2001) explains how Manhattan-based Safe Horizon, the largest victim-assistance organization in the country, turned to a subsidiary of the United Way for funding. Tyrangiel remarked that the fund was overjoyed to donate because Safe Horizon had already established a specific goal and was already operating with a support staff. Schaff & Schaff (1999) remark that a donor will be much more apt to help fund a cause if the requesting organization shows evidence of a well-engineered plan and proves that the donation will make a noticeable impact.

Andreoni (1998) reports that fundraisers are often initiated by seed money, which triggers additional donors to give funds. He claims that in some cases only small donations of seed money are needed to commence a large-scale fundraising effort. Carlsen (2002) provides the example in which St. Paul Life Insurance Company's venture division created TriCardia Ventures in January 2002 to identify and fund potential medical device start-ups. He continues that TriCardia had already invested $1 million to at least ten new companies, hoping that the invested money would bring in additional funding. Andreoni (1998) provides another example in which the governor of Wisconsin offered a seed amount of $27 million to build a brand new $72 million basketball arena in 1995. He states that within a week, a U.S. Senator donated $25 million to the same cause. He continues to describe that in June, the arena fund received $10 million and within one year of the governor's pledge, all except for $7 million had been donated. Warner (1975) points to a common misconception: it is hard to approach wealthy people and ask for funding. He counters that wealthy people are often more educated and typically have a better understanding of the need for funding.

Warner (1975) insists that an effective fundraiser must ask for the funds in a straightforward manner. Schaff & Schaff (1999) concur that talking to donors in person has proven to be the most effective way to produce large donations. Warner (1975) adds that, when asking for funding, a specific amount should be requested and asking for an additional 25 percent accounts for the possibility that some donors will not fulfil the initial request. He explains that a successful fundraiser is concise when asking for a donation by listing the needs for the funds followed by a request for a specific amount.

Public Awareness

Different methods of improving the public awareness of the museum are discussed in this section. The concepts of advertising and the building code restrictions are discussed to demonstrate what activities can improve people's awareness of the museum.

Importance of Mission Statements

Radtke (1998) and Kelly (2000) report that public relations are important for all organizations including those in the non-profit sector. According to Cargo & Cargo (2001), it is necessary for non-profit organizations to develop and sustain a positive advertising campaign. Kelly (2000) explains that in order to do this, the non-profit organization must first define its goals in a mission statement that is easily conceptualised. Also, any advertising campaign must work to advance the mission of the organization and not just attract a one-time audience (Smucker, 1999; Cargo & Cargo, 2001; Kotler & Kotler, 1998). Glasrud (2001) suggests that the mission statement be aimed at the future and not focus on a present condition. He describes that, while a well-crafted mission statement will help board and staff members keep focus, a verbatim mission statement should not be used in the advertisement campaign. Instead, specific objectives of the campaign should be drafted from the mission statement (Radtke, 1998). In order to be useful, these goals must be quantitative, with a single outcome at a specific time, targeted at a specific audience (Kelly, 2000). Further, the wording of these objectives should be stated in a manner that focuses on a measurable outcome and not a process (Broom and Dozier, 1990). With measurable outcomes (Radtke, 1998), the advertisement campaign can be evaluated on how well it accomplished the stated goals and how well it maintains the change (Kelly, 2000).

Advertising Plans

Once a clear mission statement has been laid out, non-profit organizations must then understand the audience they plan to target with their advertisements (Cargo & Cargo, 2001). Kotler & Kotler (1998) insist that non-profits must consider all the ethnic and cultural values and needs of their target audience. Keeping those needs in mind, the non-profit organization must create a continued presence in the community (McClellan, 1999). Since a reputation can be as detrimental to an organization as it can be constructive, care must be taken to make sure the organization is perceived in a positive way (Lang & Lang, 1990).

Five components of an organizations reputation are product and facilities, signage, personalities, and outside validation (McClellan, 1990). According to McClellan, the product of the organization is the most important component of an organization's reputation because it is what patrons remember the longest. In order to be useful, the on-premise signage of the organization should serve one of the following functions: identify and advertise the organization, provide patrons with directions to support the organization, or enhance the aesthetics of the organization (Claus, Claus, & Claus, 1999). Further, the literature shows that the members of the organization who deal directly with the public should have a friendly, helpful demeanour since personality makes up a large part of the patrons overall image (Aaker, 1996). McClellan (1999) discusses how outside validation from a more influential source is especially valuable for small organizations because it enhances local acceptance of that organization.

Heritage Building Classification

The Heritage Victoria classifies buildings with a rich heritage in Victoria, Australia. Buildings classified as heritage landmarks are protected from modifications that would alter their historical significance or preservation (http://www.heritage.vic.gov.au, 2002). The National Trust of Australia and the Register of the National Estate are two similar organizations that recognize heritage buildings and landmarks in Australia, but they do not place similar restrictions on the classified structures (http://www.nattrust.com.au, 2002; http://www.ahc.gov.au, 2002).

Permits must be requested from Heritage Victoria in order to complete any work affecting the visual appearance or structure of a classified building (http://www.heritage.vic.gov.au, 2002). Further, there are restrictions on placing signage on or around buildings to avoid visual clutter and assure that the removal of the signs will not damage the building in any way. Heritage Victoria's suggestions for signage include freestanding signs and signs that can be bolted into the mortar of a building to allow simple removal and patching.

Technology Improvements

The museum has many technological needs involving their web site and various databases. The benefits to non-profit organizations these offer and the feasibility of maintaining these technological resources is the topic of this next section.

Website Benefits to Non-Profit Organization

A website allows a small non-profit organization to disseminate information to a broader audience more quickly and for less cost than ever before (Brody, 1999). Brody says that this benefit applies not only to the most predominant non-profit organizations, because it puts them all in the same environment with the same opportunities and capabilities. The literature indicates that the website that takes advantage of modern techniques can be a very strong resource for a non-profit organization.

Websites can be used to benefit a non-profit organization's financial needs. By collecting donations online, an organization can take advantage of an interested person who is motivated to help, but unwilling to spend much time doing so (McBrearty, 1998). Accepting donations via the web would also allow detailed database records to be kept of donors and their donations, providing the data necessary to drive very personalized fundraising efforts (Nichols, 1995). Nichols says that these personalized campaigns are becoming more of a necessity for successful fundraising campaigns, as people grow more accustomed to personal relationships with other charities and organizations with which they work. Also, a website that reflects well on the museum will look better to current and potential donors and a new improved website with valuable content can motivate visitors to be donors and take advantage of that moment by making contributions simple (Andrews, Jensen, Kneeper, Prunty, 2002).

Many museums are finding increased income from online sales of their gift shop inventories (Business/Technology Editors, 2001; Jean, 2000). MuseumShop.com is an online retailer that's built its business off the success of several museums' online gift shop offerings (Business/Technology Editors, 2001). Jean (2000) discusses the efforts Minneapolis Institute of Arts has put forth to take

advantage of the ever-rising online sales figures and the cost-effectiveness of joining with MuseumShop.com to accomplish this with minimal start-up cost. She also describes the reliance that many museums have developed on secondary sources of income like gift shops and restaurants over ticket sales, demonstrating that any improvement in gift shop sales proves to be a very significant benefit to the organization.

Online Database Usefulness

Working together with the web site, a database of the equipment and memorabilia the museum has can make publishing to the web very simple and effective (Meckbach, 1999). Meckbach discusses the methods that the Canadian Museum of Civilization uses to put their museum's contents on the web. They simply catalogued the multimedia content they have pertaining to their exhibits and organized a dynamic website to browse through these databases. Their database also offers differing levels of access to the site so that public users can be limited in what attractions are available online, while the website administrators can alter and update the content of the site itself.

Andrews et al (2002) demonstrated the value a website can have through user registration, which supports Nichols' (1995) opinion that organizations' websites must have personalized content for users visiting the site to attract their attention and encourage donation. The literature suggests that a user database such as this would be key to a successful website, because it would allow for site personalization, encourage philanthropy, and facilitate multiple levels of user access.

Wreden (1997) discusses the advantages of an extranet for a non-profit organization in his example with the American Society of Travel Agents. He expresses the benefits of having a central hub for data and communication to keep multiple locations of an organization synchronized with each other. An online extranet organizing United States nationwide distribution of food bank donations has increased efficiency to allow millions more pounds of food to be dispersed (Nonprofits Run More Efficiently With Information Technology, 2002). Wreden also discusses how some organizations implement access to such an extranet as an administrative section of a website to bring volunteers' work together more conveniently. An example of this type of administrative backend exists with the WPI network at http://registrar.wpi.edu where logging into this system can allow all appropriate students and campus personnel access to the appropriate database systems for accounting and scheduling.

<u>Chapter 3. Methodology</u>

This chapter details the methods we used to develop and implement a strategic plan for the Fire Services Museum of Victoria. Our methods relied heavily on the ten-step process for designing a strategic plan outlined by Professor Bryson (1995). An introduction to Bryson and his process, along with reasons for following this process are contained in Appendix C. This appendix is referred to throughout the methodology.

Information Gathering

During January and February of 2002, there was much work we accomplished in the United States. We began with two unstructured semi-standardized informal telephone interviews with our two liaisons to the Fire Services Museum of Victoria (FSMV), Mike McCumisky and Fred Kerr. The goal of these interviews was to ascertain some general facts about the museum to become familiar with its overall operations. Since these facts were readily available to the administration of the FSMV, our informal telephone interviews were limited to these two volunteers, who are members of the board of directors.

In addition to interviewing administrators of the Fire Services Museum of Victoria by telephone, we also visited two fire museums located in Maine and New Hampshire in the United States and interviewed two administrators of the these fire museums. These interviews were also semi-standardized, but were far more structured than the telephone conversations to the FSMV and all interviews were given using Berg's (2001) semi-standardized interviewing techniques (see Appendix B).

In order help us become more familiar with the general format of fire museums, we conducted field research at the two American fire museums. There, we observed all exhibits and collected any written information they offered. We used these pamphlets for basic ideas for the publicizing strategies we outlined in our strategic plan. Our field research at the two fire museums gave us a basis for comparison with the Fire Services Museum of Victoria. This comparison has helped us in our readiness assessment in Bryson's (1995) first step of the design of a five-year plan. Upon our arrival in Melbourne, we re-interviewed Fred Kerr and Mike McCumisky and began semi-standardized interviews with five additional volunteers of the FSMV. We used purposive sampling to select these subjects very actively involved with the Fire Services Museum and would be most helpful.

Using Berg's (2001) semi-standardized interviewing technique, we interviewed two school administrators and three teachers at local primary schools in Melbourne. They were selected by purposive sampling because they were schoolteachers at schools active with the MFB's FireEd program. We structured our questioning to find what curriculum content was already in place for fire education and how a historical addition to an outreach program would benefit their school. We asked for ideas regarding what they might like as an addition to a fire history education program. Further, we enquired about the age range that will benefit most from an addition of this type.

We interviewed two active and one retired fire fighter at the Metropolitan Fire Brigade (MFB). These interviews focused on the possibility of a fire history outreach program. We conducted these interviews with the idea that active and retired members of the MFB are stakeholders in the Fire Services Museum and so their needs

must be addressed in a strategic plan for the future of the museum. The method used to choose these subjects was reference sampling as the Works Officer on duty at the MFB stated that these two men were the most qualified to answer questions about an outreach program. The retired fire fighter was chosen because he was referred to us specifically by one of the previously interviewed FSMV volunteers.

All preliminary interviews combined with an extensive literature review have allowed us to fulfil all requirements of a readiness assessment. The purpose of such a readiness assessment was for us to determine if any additional resources were necessary to begin developing a strategic plan. Bryson describes this readiness assessment as a vital first step in the process of creating a strategic plan.

Along with the interviews, we researched the contents of the museum's warehouse of fire fighting memorabilia and artefacts. This trip was necessary to begin to clarify the organizational mandates as described in step two of Bryson's process. Another purpose for the trip was to gain a better understanding of the internal environment of the museum since a majority of the museum's collection is not housed within the main building.

We then interviewed active FSMV volunteers. We chose seven subjects using purposive and reference sampling because they were referred to us as active volunteers who knew the most about the museum's operations. These interviews were multi-faceted as they not only clarified the organizational mandates placed on the museum, but also identified all the stakeholders to which the museum is responsible, helped assess the internal and external environments in which the museum exists, and identified any challenges facing the museum's mission as a service to the community. The content of these interviews helped to satisfy Bryson's steps two through five for designing a strategic plan, which are to clarify organizational mandates, identify stakeholders, define the mission statement, perform the SWOT analysis, and frame the strategic issues.

We then reviewed the results of these interviews with some of the FSMV volunteers. The purpose of sharing the results of our data was to get the volunteers to begin thinking of ways in which the museum could be improved and to acquire more ideas for our own research. Berg (2001) refers to this process as action research.

Once all of the classes of stakeholders were identified, we used stratified sampling to select at least one subject from each possible group of stakeholders to interview. These interviews helped us to redefine the mission statement of the Fire Services Museum as well as added to our assessment of the strengths, weaknesses, opportunities, and threats. Further, these interviews lead to a better understanding of the strategic issues affecting our redesigned mission statement. Thus, our interviews with all the stakeholders helped to satisfy Bryson's third and fourth steps by defining the mission statement and organizing the SWOT analysis.

Table 1. List of Interviews Performed by the Project Team

	# Interviews conducted
Phone interviews with liaisons from the United States	2
Fire museum administrators in the United States	2
Primary school administrators	2
Primary school teachers	3
Active and retired fire fighters	3
Fire Services Museum volunteer	7
Fire Services Museum patrons	5
Other museums' administrators	4
Gold Treasury Museum administrator	1
Electrical contractor	5
Professional fundraisers	5

Preparing the Five-year Strategic Plan

Once we completed conducting all of our formal interviews with museum volunteers and stakeholders, we began to formulate strategies to address the strategic issues identified in Bryson's step five.

With continuous contribution from the members of the FSMV, we ascertained specific focuses addressing each challenge area. We then interviewed people we determined to be valuable within these focuses. Within the areas of fundraising and advertising, we conducted four telephone interviews with personnel from other museums in or near Melbourne and one face-to-face, semi-standardized interview with a member of the board of directors from the Gold Treasury Museum. Using semi-standardized interviewing techniques, we interviewed twelve professional fundraisers by telephone and one professional fundraiser in person. Because seven fundraisers only used fundraising techniques unsuitable for the museum, only five of the fundraisers provided useful information. Within the area of the mobile museum, we interviewed four electrical contractors by telephone and one electrical contractor in person. With the information obtained from these interviews, we drafted a strategy for each of the focuses. Once we had completed these strategies, we composed an overall strategic plan for the entire museum incorporating each individual focus. Developing these strategies to address the strategic issues was the sixth step of Bryson's process.

Once we completed a full draft of the plan (Appendix D), we presented it to the active volunteers of the FSMV at the monthly meeting of the board of directors. Following the presentation, we asked for any opinions and suggestions from members and modified the plan accordingly. With modifications in place, we pursued a formal commitment to the strategic plan from the museum board. Alston and Bryson (1996) state that the reason for this explicit commitment was that a plan without dedication has a high probability of failure.

Additionally at this board meeting, we lead a discussion of what the museum will be like after the plan is successfully implemented. The purpose of this discussion was to give the volunteers an idea of how the strategic plan will benefit them directly, so they will be more willing to maintain the implementation procedures. Also, such a description has helped specific board members become aware of their individual obligations without constant oversight. The proceedings at this board meeting

completed the seventh and eighth steps of Bryson's process by allowing the board to review and formally adopt the plan and see the organizational vision.

With the board's continuous involvement, we then outlined the implementation process. This process included a specific five-year, step-by-step timeline detailing when each portion of all strategies will be completed. The implementation process also contains detailed description of the direct responsibilities of each committee. This implementation plan completed Bryson's ninth step by specifying exactly how the strategies should be used to better the museum.

Bryson describes the final step to developing a successful strategic plan as reassessment and continuous evaluation. Since the evaluation was facilitated by our ability to design specific, measurable, and sustainable strategies, the volunteers will be able to evaluate their own progress after our return to the United States. With the ability to be continuously modified, the strategic plan is flexible enough for volunteers to alter it as the need arises.

Implementation of One Focus

Once the FSMV volunteers committed to our plan, we were be able to begin implementation of the plan. We chose to begin with the public awareness strategy. This strategy is broken into seven sections outlined in Table 2.

Table 2. Timeline by Week for Advertising Campaign

Week	1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20	21-22	23-24
Utilizing MFB demonstration	■	■	■									
Erecting signage	■	■	■	■	■	■	■	■				
Sunday fire engine	■											
TV, radio, and newspaper space			■	■	■	■						
Entering the tourism industry					■	■	■	■				
Email mailing List	■	■										

Note: Each square represents two weeks of the strategy implementation.

Utilizing MFB Demonstrations

Every Friday the MFB hosts a fire prevention demonstration in the courtyard between the MFB and the FSMV. Our first step was to design a statement to be read by the MFB demonstrators at the conclusion of the demonstration that would identify the FSMV and suggest a visit. Next, we contacted the responsible party at the MFB and proposed the concluding statement. The statement was accepted and the MFB demonstrators now advertise the museum every Friday.

> *Just before you go, we would like to invite you to visit the Fire Services Museum, which is that building right there* (point behind them) *below the watchtower. They have a wide variety of artifacts and antique fire trucks, as well as a gift shop that contains Fire Services memorabilia and souvenirs. Please simply exit through the fence behind you and follow the signs around to the museum's front entrance.*

Erecting Signage

The FSMV was not visibly noticeable to the public due to the lack of signage on its exterior. To change this lack of visibility, we began by studying the Heritage Victoria building codes governing the types of signage on the building. We then analysed the outside of the building to decide where signs could and should be erected to both identify the museum and direct patrons to the entrance. We digitally designed the signs and had the designs approved by the president of the board of directors of the FSMV. After the design was complete, we contacted sign companies and obtained several quotes for their construction. Choosing the most cost effective quote, we ordered the materials, constructed the signs, and raised them. The museum is now highly visible to the thousands of passers-by on Victoria Parade and Gisborne Street each day.

Free Advertising

The city of Melbourne is full of free advertising opportunities for the museum. We designed appropriate advertisements for public radio, newspaper, tourism books, tourism brochures, information booths, and the City Circle tram, a free transportation service in Melbourne for tourists. With the completion of the advertisements and their approval by the president of the FSMV board of directors, we contacted all of the area's free advertisement venues. The museum now has a commitment from two different tourism centres to display its brochures around the city. The Melbourne Events Brochure also now carries an advertisement for the museum. Additionally, the City Circle Tram broadcasts a more effective advertisement for the FSMV.

Sunday Fire Engine

In order to increase the visibility of the museum's inventory, we organized a plan in which, each week, a volunteer in historical dress tours Melbourne in an antique fire engine. We designed magnetic signs describing the museum hours and location that can be attached to the sides of various trucks. The volunteer can hand out flyers that we also designed describing the various volunteer opportunities the museum offers.

Email Mailing List

With an email mailing list, the museum members can send information regarding upcoming events to all those who are interested. In order to create this mailing list, we first added a mailing list column to the guest book. We then created an email mailing list for the museum and designed a tutorial to teach volunteers how to update it each week and send emails. The museum now has a means of electronically informing members and patrons about special events and promotions.

Chapter 4. Research Results

Chapter 4 is a report of all significant data gathered from interviews and field research. In Chapter 5, these data are compiled and analysed to satisfy all of Bryson's data gathering steps in strategic planning. These steps include the clarification of the organizational mandates, mission statement, and an analysis of the strengths, weaknesses, opportunities, and threats to the museum.

Fire Services Museum Volunteers Interviews

Upon interviewing of the Fire Services Museum of Victoria (FSMV), we were able to gather several ideas for improvement of the museum. Much of the information presented by volunteers was used directly in performing the analysis in Chapter 5. Some ideas for the appearance of the building involved repainting the building to its original colours and augmenting it with signs to attract and inform potential patrons. Currently, Heritage Victoria protects the fire station as a historic building and permits are required for any such alterations to its appearance.

The volunteers offered many ideas to help increase the public awareness of the museum. One such idea is to distribute brochures to city hotels, tourist groups, schools, and other museums. The trucks could also be taken out around the city on days the museum is open to attract people's attention and hand out brochures. The Metropolitan Fire Brigade's weekly demonstrations attract large crowds to the new fire station and that crowd could be directed to the museum afterwards.

For inside the museum, several volunteers suggested ideas to improve the displays and exhibits. Better lighting and heating around the museum would make a visit more pleasant and enjoyable and better lighting of specific exhibits would also improve the professionalism of the displays. New museum displays and exhibits were suggested to increase the interactivity of the museum. Talking mannequins interacting with museum patrons and a miniature fire truck for children to climb on were two such suggestions. An idea to have tours of the museum led by recorded tapes that patrons can listen to through headphones was introduced to allow more patrons a guided tour without requiring as much volunteer time. An anonymous feedback method for patrons such as a suggestion box would allow visitors to contribute their opinions about the museum to the volunteers. There are several vehicles at any given time that are undergoing restorations. These vehicles can be introduced to the museum to allow patrons to see the continuing progress on particular vehicles.

The interviewees identified several ideas to improve the organizational structure of the museum administration. More committees would benefit the museum by subdividing the work that the board normally does and providing greater control over the organization. Currently, a working party for the restoration workshops described in Appendix A and a committee specifically assigned to update and improve the museum's displays are being formed.

The museum volunteers believe that there are several sources of sponsorship that can be explored. Corporate sponsorships from fire-related companies such as extinguisher, sprinkler, and hose companies are possibilities. Insurance companies may also contribute to the museum if the museum can show that it is contributing to fire prevention and safety education in the community. A sponsorship from an oil company can also drastically lower the operating costs the museum incurs to drive and maintain the antique fire engines. Private donors may be willing to make sizeable

donations for special projects. Volunteers believe these types of donors will be attracted by special benefits including climbing the watchtower, riding in the trucks, or tours of the workshops. Since there is currently no simple way to get larger donations from patrons, it was suggested that including a form to fill out on circulated brochures will give people a convenient means of donating to the museum.

Several of the Fire Services Museum volunteers recognized the weaknesses of the website. It has remained unchanged for years and does not attract patrons as it intends. They believe it should instead be used as an online brochure showcasing the museum to web visitors and enticing them to visit the museum. Volunteers believe more, higher quality pictures of some of the exhibits on the website would attract more attention. One volunteer stated that posting announcements and recent news would make the website useful even to volunteers who are not active and would like to be more familiar with museum activities.

One particular project the museum began to work on several years ago involved converting a bus into a mobile museum. This bus was repainted both inside and out and is in good working order. The plans for the bus included a portable gift shop and modular displays that could be changed easily for different appearances. Because professional estimates regarding the cost of the conversion were so high, the project has been delayed and some of the board members would like to see the bus sold. Several of the board members still support the project and all members recognize the ways the completed bus would benefit the museum.

The volunteers also discussed the possibility of an outreach program to Melbourne schools. One FSMV board member who is involved with the FireEd program said that due to time constraints there was no room in the FireEd program for a history addition.

Patron Interviews

From the interviews with patrons of the museum, we were able to get a great deal of valuable information. Of the patrons we interviewed, nearly every one listed the trucks as the most interesting part of the museum. This trend helped us determine that the truck fleet is a strength of the museum. Also from the interviews, we learned more ideas on how the museum could be improved.

Different patrons directly and indirectly referred to the signage problems of the museum. The sign in front of the building was described as miniscule and inadequate. One patron had seen the sign and still had not known about the museum until she had read about it in a book for senior citizen activities. Patrons also referred to a lack of written information inside the museum. The addition of placards within the museum to explain the significance of each exhibit would better educate the visitors.

The website was another area addressed by the patrons. While most of the patrons did not even know about the existence of the website, one patron that did voiced his disapproval of it. He thinks the information on the site could be organized better so that someone can easily find hours of operation and information about the museum.

Active Fire Fighters Interviews

The active members of the Metropolitan Fire Brigade (MFB) that we interviewed conveyed a lack of interest in adding a fire history portion to the MFB's

FireEd outreach program. Due to the large amount of fire safety information that had to be conveyed during the program, the active fire fighters would not be able to add any historical aspect to the existing program. The interviews with active fire fighters triangulated with the interview from the FSMV board member led us to believe that a fire history portion of their outreach is not feasible.

Electrical Contractor Interview

We consulted a professional electrical contractor to provide us with suggestions and a price quote for the electrical work that must be done on the bus to convert it to a mobile museum. He suggested that we use low-power spotlights above each exhibit that could be swivelled or moved to provide the best lighting for a wide variety of exhibit types. The contractor then proposed that the mobile museum be able to utilize power from both a wall outlet and a generator, depending on the conditions at the various events where the mobile museum will be taken. For exit signs to be placed at each door, the electrical contractor recommended the signs have battery-backup units to satisfy legal regulations. According to the electrical contractor, outlets would need to be placed along at least one side of the interior of the bus for computer monitors and televisions and on the outside of the bus for items utilized by the gift shop or by outside exhibits. Finally, he suggested ways that the museum volunteers can help defray the cost of the project, such as removing all of the internal panels of the bus to expose wiring cavities prior to the electrician's arrival.

Professional Fundraiser Interviews

Telephone interviews with twelve professional fundraising companies identified the items of concern for the FSMV when consulting a professional fundraiser. All of the professional fundraisers were willing to work for non-profit organizations. Seven of the companies deal only with small fundraisers such as candy sales and raffles. Four of the remaining five companies require large flat fees for fundraising campaigns ranging from $25,000 to $400,000 with no guaranteed profit. One interviewed company raised funds on commission, but works only in the Sydney area. From these interviews, we have learned that professional fundraisers that work on commission do exist, but are rare.

An interview at the museum with one of the fundraising companies' executives provided us with valuable resources on how professional fundraising is performed. This company was interested in the museum as a client. The fundraiser would need a month to consult with museum board members to decide whether or not to perform a feasibility study. This study, if approved by the museum, would cost $12,000 and take three months of work. With the feasibility study complete, the company would start the fundraising campaign. This campaign would take nine months to complete and would cost approximately $250,000. This fee could be taken from the total amount raised by the company at the end of the campaign. The fundraiser also told us that the museum would need a document with all their planned projects and what each would cost for a total vision of what they wish to accomplish with proper funding. This company works with capitol fundraising and concentrates on projects in the $3,000,000 range. All of this information shows that even if a fundraiser that works on commission is not available, the museum members do have the option to hire a fee-for-service fundraiser if they can pay for a feasibility study.

Other Museums Interviews

From telephone interviews with five museums' personnel in charge of advertising and fundraising, we gained valuable knowledge about the confidentiality of the museums in Melbourne. Of the five museum staff that we interviewed, four expressed that their museums could not divulge the advertising and fundraising methods used due to confidentiality. Only the Gold Treasury Museum in Melbourne agreed to a formal face-to-face interview.

Gold Treasury Museum

We interviewed the head of the marketing committee at the Gold Treasury Museum. From her, we gained knowledge of committee organization, local advertising techniques, and fundraising sources.

The gold museum employs six full time workers, two part time employees, and approximately twenty-five volunteers. This work force allows the museum to be open seven days per week. There is also a committee of management that oversees the legal responsibilities of the building. The marketing committee is made up of four employees and is responsible for advertisement and fundraising. The employee who operates the front desk oversees a committee that deals with volunteer education, tour guiding, and administrative responsibilities.

The Gold Treasury Museum has utilized many different forms of advertisement in the past, but can only usually only afford one of the methods at one time due to budget restrictions. These advertising techniques include the events or arts sections of local newspapers, cultural tourism guides, church magazines, cinemas, radio, tram billboards, and external building signage. The committee member informed us the tourism advertisements resulted in the most patronage, but the external signage was most beneficial for attracting Melbourne residents. She also reported using leverage techniques such as notifying the planners of the Melbourne Arts Festival and allowing the festival to advertise for the museum with various brochures and signs. She tries to take advantage of free advertising whenever possible. For example, she attempts to advertise the museum on community radio stations once a week, but her requests are not always fulfilled. She reported that free advertising was just as effective as the advertising for which the museum had paid.

The gold museum's budget for advertising varies between $30,000 and $60,000 per year. Another $15,000 is usually added to this figure for public relations, which sometimes helps to pay fees for joining museum coalitions. Government grants help to fund the museum. For example, the government paid half of the $6,000 fee to produce the banners on the outside of the museum. She reported that these banners are the most effective forms of advertising for the museum. The museum also generates over 20 percent of its income from the hire of its function rooms.

About twenty-five volunteers help give tours of the gold museum. Most of the volunteers are recruited through local service groups such as Probus, which is formed by mostly retired businesspeople and sponsored by Rotary International.

To collect patron feedback, the Gold Treasury Museum has a written questionnaire that makes simple requests such as where patrons come from, where they found out about the museum, and what they liked or disliked the most about the museum. Volunteers rarely analyse this data since extensive data analysis is expensive. As a result, it is hard to track the effectiveness of the advertising.

The administrator reported that the museum has never hired a professional fundraiser because they are too expensive. She advised that it is also difficult to find good fundraisers that are effective and predicted that only one or two of the larger museums in Melbourne were able to afford professional fundraisers. She reported that fundraisers typically need a huge budget for dinners and events that are used to raise funds and recognize donors.

United States' Fire Museums

From the two fire museums that we visited in the United States, we gained valuable comparison information for the Fire Services Museum of Victoria (FSMV). These visits allowed us to learn what fire museums are and what they offer before we began our project. Both museums were very small. One was still in the process of opening. The workers at the open museum estimated that they have twelve visitors per year in addition to school tours, which visit the museum three times per year. Most of the visitors beside school children are retired citizens. Both museums operate purely on donations and are volunteer run. The open museum has a board of directors consisting of a president, vice-president, secretary, and treasurer; therefore it is organizationally similar to the FSMV. The other museum has no such organization. A representative from the museum that is not yet open believes that since older firemen generally have more pride in the fire services history, the younger firemen will be less likely to donate time to the museum.

Chapter 5. Data Analysis

The information gathered from the FSMV volunteers was triangulated with the information from patrons to identify the organizational mandates and mission of the museum. The data collected from both FSMV members and patrons identified the following organizational mandates of the museum:

- Preserve fire history
- Educate the public about fire history
- Provide historical fire services data upon request

These mandates are the reasons the Fire Services Museum exists in the community. The museum's foremost purpose is the preservation of fire history. This preservation is accomplished through the restoration of equipment and artefacts from all eras of fire protection and the cataloguing of decades of fire history logs, news articles, and fire fighter biographies.

The organizational mandates were then used to identify all the stakeholders in the museum's operations. All people involved with and affected by each of the organizational mandates are stakeholders of the museum. The stakeholders identified include the patrons visiting the museum, the volunteers working for the museum, and the donors contributing to the museum. Patrons benefit from the museum by learning about fire history and possibly helping to recollect their past. The volunteers and donors both benefit for altruistic reasons of giving to a cause they deem worthy. The volunteers can also remain involved with the fire services community long after retirement from the fire brigade if they have been fire fighters in the past. Donors can take advantage of the tax relief awarded to those who contribute to non-profit organizations. Thus, all the stakeholders are positively affected by the museum.

Using the information collected in the interviews and the organizational mandates, we developed a mission statement to describe the purposes and stakeholders of the museum. The mission statement we developed is:

> *The Fire Services Museum of Victoria is a fully volunteer non-profit organization, dedicated to the education of the public and the preservation of fire service history.*

We then were able to conduct a SWOT analysis of the museum's current condition. A SWOT analysis is a widely used business method that results in the identification of all the strengths, weaknesses, opportunities, and threats of an organization. Figure 3 shows an overview of the SWOT analysis for the museum.

The strengths of the organization include many distinctive features of the Fire Services Museum that would be very difficult for another museum to mimic. The museum's location is in the old headquarters of the Metropolitan Fire Brigade. It is a valuable resource to the museum because it serves to house the museum and is an exhibit itself. Its location in Melbourne makes it very accessible to the population of the city and its location adjacent to the new Eastern Hill Fire Station attracts people interested in fire protection. The interviewees all agreed the large fleet of fire service vehicles that the museum restores and maintains is a tremendous asset to the museum's inventory because it attracts the most patrons and volunteers to the museum.

Interviews with FSMV members and patrons identified several key weaknesses from which the museum suffers. The largest problem the museum faces is a lack of both skilled and unskilled volunteers. The lack of volunteers is a structural weakness that affects several aspects of the museum's daily activities. The hours of operation of the museum are limited and there is not enough skilled or professional help to properly administer several aspects of the museum. The enormous amounts of data stored in old fire service logbooks, old fire fighter biographies, and old newspaper articles are disorganized and in need of professional cataloguing. Without this professional cataloguing, people's queries about this data cost museum volunteers much time. The limited funding available to the museum is another structural weakness that prevents it from improving the museum's exhibits, acquiring professional help, and advertising the museum. The poor public recognition of the museum is a direct effect of the minimal advertising done. The museum's unchanging displays have also been identified by interviewees as a weakness of the museum and are a result of both the lack of volunteers and limited funding. The lack of parking and lack of handicap access also prevent certain demographics from attending the museum.

The patrons and volunteers identified several opportunities to the museum. The museum has several stagnant resources of which it is not taking full advantage. The bus purchased several years ago is an opportunity for the museum to create a mobile museum and better represent itself in public demonstrations and displays. The fire station in which the museum is housed still has the original watchtower, brigade watch room, and an unused print shop, which all could be reopened and restored. There are several means of free advertising the museum does not fully utilize including the museum website, radio advertising, and the signage space on the exterior of the building. The local Technical And Further Education (TAFE) colleges have provided help with restoration of vehicles and engine maintenance in the past, but these trade schools are not used often enough. The volunteers' interviews have demonstrated there are several opportunities for the museum to grow.

The interviews highlighted several threats to the museum's operations. An immediate threat to the museum is the lack of new and updated museum exhibits. Without changing the exhibits, patrons are unlikely to return and may perpetuate a bad reputation. Another threat is that there are few younger volunteers joining the museum's workforce to relieve the older volunteers who will eventually retire from their volunteer activities. Additionally, the possibility exists that the Metropolitan Fire Brigade could revoke both financial support and the use of the building from the museum. Similarly, the Country Fire Authority could also revoke its funding from the museum. The costs of renting the warehouses could increase and prevent the museum from keeping their workshops and storage facilities. The volunteers have recognized all these threats as possible problems the museum may face in the immediate and distant future.

Chapter 6. Conclusions

The Fire Services Museum of Victoria is not reaching its potential. The main issues restricting the museum now are its lack of volunteers, its minimal funding, and its insufficient public awareness. With significant improvements in these three areas, the museum will improve its overall success greatly.

Many of the museum's problems stem from its inadequate number of volunteers. Volunteers are needed to guide tours at the museum, tend the gift shop, catalogue information, rotate and update exhibits, drive trucks for formal events and competitions, and restore and maintain vehicles. The museum has nearly two hundred members, but the number of active volunteers is rarely above fifteen. With so few active volunteers and so many tasks to complete, many projects are left incomplete or not even started. Given more active volunteers, the museum could undertake larger restoration projects, organize its inventory better, and become a better museum.

The Metropolitan Fire Brigade and the Country Fire Authority provide much of the funding for the museum. The treasurer of the museum's board of directors records all transactions and uses this data to prepare a budget request at the beginning of each fiscal year. Other sources of income are generated by gift shop sales, truck hire, and museum admissions. This amount of income is insufficient and does not allow the museum's members to carry out many of their project plans. With adequate funding, the members could devote more money to improved exhibits, lighting, vehicle and artefact restoration, opening the brigade watch room, and hiring some professional help for the museum.

Aside from occasional listings in brochures and a brief announcement on the City Circle Tram, the museum's presence in the Melbourne community has been inadequately advertised. Additionally, the outside of the museum has done nothing to draw patrons to the museum. The lack of public awareness of the museum's existence results in low patronage. With the improved methods of advertising we have implemented, the museum expects to increase the public's knowledge of the museum and to attract more visitors.

With the completion of the strategic plan, the museum will have a greater impact on the society it serves. With a broader patron base, the museum will be able to educate more people on the history of fire prevention. The historic memorabilia, documents, and appliances will instil more interest in the general public. When more people become interested, the community as a whole will have a stronger conception of the foundations of fire services. With this knowledge, the community will develop a greater appreciation for the services the fire fighters have provided for centuries. Thus, the social implications of an improved FSMV through the use of a strategic plan are substantial.

Chapter 7. Recommendations

Based on all the data we have collected from the literature, interviews, and field research, we recommend the following strategies. The strategies are detailed completely in the strategic plan in Appendix D.

Strategies

In order for the museum to improve itself, we recommend that the Fire Services Museum of Victoria follow the strategies listed below.

- Initiate a volunteer management program to increase volunteer retention, morale, and efficiency
- Establish a volunteer recruitment program to increase the number of active volunteers
- Design a fundraising campaign to increase funds available to the museum
- Develop an advertising campaign to heighten the public's awareness of the Fire Services Museum
- Redesign the museum exhibits to improve patron satisfaction and increase return visitation
- Build placards and indoor signage to increase the overall educational experience for patrons.
- Create additional board committees to bolster the efficiency of current volunteers
- Develop the website to increase the public recognition, funding opportunities with an online store, and the overall professionalism of the museum
- Acquire better patron feedback to increase the museum's ability to market to patrons and heighten the volunteer's ability to evaluate the museum's progress
- Design a mobile museum to increase public awareness, improve the museum's professional image, and increase funding opportunities to the museum
- Catalogue the inventory to improve volunteer efficiency and perform faster historical research
- Establish a Metropolitan Fire Brigade Day to improve MFB and FSMV relations and increase the number of volunteers in the museum
- Use an Adopt-A-Fire Engine program to increase volunteer involvement and funding opportunities to the museum

Time Line

Before each strategy begins, it will be necessary to discuss it at a meeting of the board of directors. In this discussion, the board will decide who will be responsible for overseeing the strategy and where the resources necessary will come from. As time progresses, the board may decide that changes to the approved schedule are necessary because of insufficient resources or unmet prerequisites. If the board, while evaluating the progress of the strategic plan, decides that changes to the strategy or to the strategic plan schedule must be made, the entire board must approve those changes and update the document to reflect those changes. By maintaining this strategic plan as a living document, it is assured that the strategic plan will remain

pertinent to the museum operations and will continue to guide the museum's activities.

The entire strategic plan will be evaluated quarterly. The total progress through the strategies according to the overall timeline in Table 3 will be considered and any divergences will be discussed. This will ensure the strategic plan remains applicable to the museum's activities and that the board considers any changes in implementation.

Since some strategies outlined in Appendix D require additional resources to undertake, some strategies are beyond the museum's current capabilities. Table 3 is a timeline describing when different strategies should be implemented so that the benefits of each strategy can be used to complete larger projects afterward.

Table 3. Timeline for the Complete 5-Year Strategic Plan

	2002				2003				2004				2005				2006			
1 Advertising Campaign	■				■	■			■	■			■	■			■			■
2 Patron Feedback	■																			
3 Museum Exhibits	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	▨	▨	▨	▨
4 Placards and Indoor Signs		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	▨	▨	▨	▨
5 Volunteer Management		■	▨																	
6 Fundraising Campaign		■	■										■	■	■	■				
7 Metropolitan Fire Brigade Day			■				■		■		■		■		■		■		■	
8 Organization and Committees			■																	
9 Mobile Museum			■																	
10 Website Development				■	■	▨														
11 Adopt-A-Fire Engine				■	■															
12 Data Cataloguing									■	■	■	■	■	■	■	■	▨	▨	▨	▨

Note: The years are divided into four quarters each and blackened squares indicate when a project should be implemented. Grey squares indicate that a project may extend into that period.

As shown in lines 1-3 of Table 3, projects that should begin implementation first are the advertising campaign, which encompasses several methods of inexpensive advertising, patron feedback improvements like an anonymous suggestion box, and a museum exhibit overhaul, which will begin by organizing the presentation of the exhibits currently displayed at the Fire Services Museum. These projects require few prerequisite resources and will improve some of the key strategic problems facing the museum. The advertising campaign is necessary to let potential patrons know that the museum exists and what it has to offer the community. The advertising strategy should be re-evaluated yearly. When more patrons begin visiting the museum, patron feedback regarding their experience at the museum will become increasingly important. When attracting new patrons, it is important that they see the museum is changing and worth visiting again in the future. The museum exhibit overhaul will make sure that patrons are not disappointed when they do return to see new and changing exhibits.

As new exhibits are developed, it will be very important to place adequate signage and descriptive placards around the museum and the exhibits to give patrons a better museum visit experience. As new exhibits are introduced to the museum, placards should also be created to better explain the exhibits. Signs to direct visitors around the museum will assure that patrons see all the exhibits and learn as much as they can from the museum.

Line 5 of Table 3 shows that more advanced volunteer management strategies should be implemented to adequately handle the increased patronage and the museum exhibit changes happening. Simultaneously, a fundraising campaign will be necessary as the museum exhibit overhaul begins to undertake larger projects. Another fundraising campaign will also be necessary for the largest projects involved later in the museum exhibit overhaul, such as the restoration of the brigade watch room. A professional fundraiser will target all fundraising strategies for specific projects.

According to line 7 of Table 3, beginning each spring and fall with a Metropolitan Fire Brigade Day is a way to involve different MFB shifts with the museum and earn their interest in the FSMV. This will become a semi-annual event to improve the relationship and cooperation between the Metropolitan Fire Brigade and the Fire Services Museum.

The board of directors can begin implementing organizational committees specifically charged with maintaining various aspects of the museum's operation in the fourth quarter of 2002. This organizational strategy will help the museum cope with the growth it has undergone and prepare it for future growth as well.

Because of the exhibit design strategies being developed by late 2002 and the increased funding available from the fundraising campaign, the museum will be in a position to begin construction of the mobile museum. The mobile museum bus will allow the museum to operate within the community more aggressively advertising to potential patrons and volunteers alike.

Beginning in the second quarter of 2003, the museum website will require a new design. Increased funds will be available to outsource any development necessary to complete this project and maintain a more impressive and interactive website. Also, the museum will be ready to widen its patron base internationally through the use of the site.

Shortly thereafter, the announcement to patrons and volunteers alike can be made about the Adopt-A-Fire Engine program. After drafting the details of this program and determining the pricing and membership structure of the program, the broad patron base the museum has developed through advertising and the website can be informed of the adoption program.

As line 12 of Table 3 shows, the data cataloguing process will require significant resources to accomplish and will also span over a year's time. In the interest of funding, it will begin in the second half of 2004 and continue until at least late 2005. This project will require funding for the professional services that must be outsourced as well as the tedious labour it will necessitate.

Future Projects

Through our work with the Fire Services Museum of Victoria (FSMV), we have discovered many possible focuses for future projects. These projects can be adopted as future Interactive Qualifying Projects at WPI. They are listed in order of importance to the museum and also the order in which they should be undertaken.

1. **Feasibility study: The restoration of the old Metropolitan Fire Brigade (MFB) watch room for use as an exhibit**
   Housed in the original Eastern Hill Fire Station, the FSMV has possession of the old MFB watch room, which can become a valuable exhibit. The watch room is

located above the engine room of the museum and is separated from its original marble staircase by a drop ceiling and a temporary floor. Half of the watch room is currently unoccupied office space with temporary walls. A feasibility study on the restoration of the watch room would provide the FSMV with important information concerning the steps to open the room to the public. The study should include a full cost analysis and timeline of the project.

2. **Development of Fire Museum Network relationships**
The FSMV is a member of the Fire Museum Network and can use this involvement to create ongoing relationships with other fire museums internationally. These relationships could facilitate programs like exhibit exchanges and equipment lending to allow the museum to provide patrons with a different museum experience more often. By taking advantage of the museum's involvement with the Fire Museum Network, the museum can escalate its international status and encourage the exchange of ideas between itself and other museums in the network.

3. **Fundraising campaign**
The museum is always in need of increased funding. Because of the high costs associated with hiring some professional fundraisers and the difficulty finding ones who work only on commission, it may be necessary for the museum itself to organize its own fundraiser without the help of a professional. This project would require extensive research about how to organize a fundraiser for the museum and would involve investigating all potential sources of income the museum should solicit. Finally, this fundraising effort should be scheduled just before a large project is planned so that funds may be raised for the immediate needs of that project.

4. **Library cataloguing and organization**
There is a large collection of books, newspaper articles, and photographs concerning fire history housed within the FSMV. These materials are largely disorganized making research complicated and time consuming. This project would undertake the organization of materials using traditional library shelving techniques. The preservation of the materials must be taken into consideration in how and where the materials are stored.

5. **Development of an inventory database for the FSMV**
In possession of the largest fire services memorabilia collection in the Southern Hemisphere, the museum is in need of organizing their inventory. An electronic database could keep record of the historic details, location in storage, and restoration and maintenance information concerning items. This project would involve an analysis of the inventory that must be catalogued, the design of the database to hold the information, and the design of an interface to allow simple access.

6. **Development of a historic information database for the FSMV**
The FSMV has a large collection of books detailing the service records of past fire fighters. Patrons researching family histories or students studying the MFB history query this information often. The information is disorganized and queries can require several days to locate all the records of a particular fire fighter. This project would include the design of a database to hold the fire fighters' histories and the design of an interface to allow simple access. This project must coincide with the library cataloguing and organization of the physical materials that currently contain the information.

7. **Website development recommendations**
   The museum's website is a resource that is largely unutilised. The website is outdated and has nobody to maintain it. The website should be an informational source for keeping volunteers well-informed of the museum's activities and attracting patrons to the museum. This project would involve the analysis of other museum-industry and educational websites to see what the FSMV website should be capable of providing and how it should be organized. Armed with a set of recommendations for the website, a volunteer familiar with web development or a professional web developer can create a website more appropriate for the museum.

8. **Feasibility study: Upgrading and renovating the lift in the watchtower**
   The watchtower is an impressive sight next to the museum building, but the inside of it is not open for patron or visitor tours. The open-walled lift is not functional and the inside of the tower is in need of an exhaustive cleaning before it can be presented to the public. This project would require a costs analysis of making the tower's lift operational and upgrading it for safety standards approval. The opening of the tower may also incur deterrent insurance costs that prevent the museum from allowing the general public to visit the top. These considerations must be investigated to determine the feasibility of restoring the watchtower.
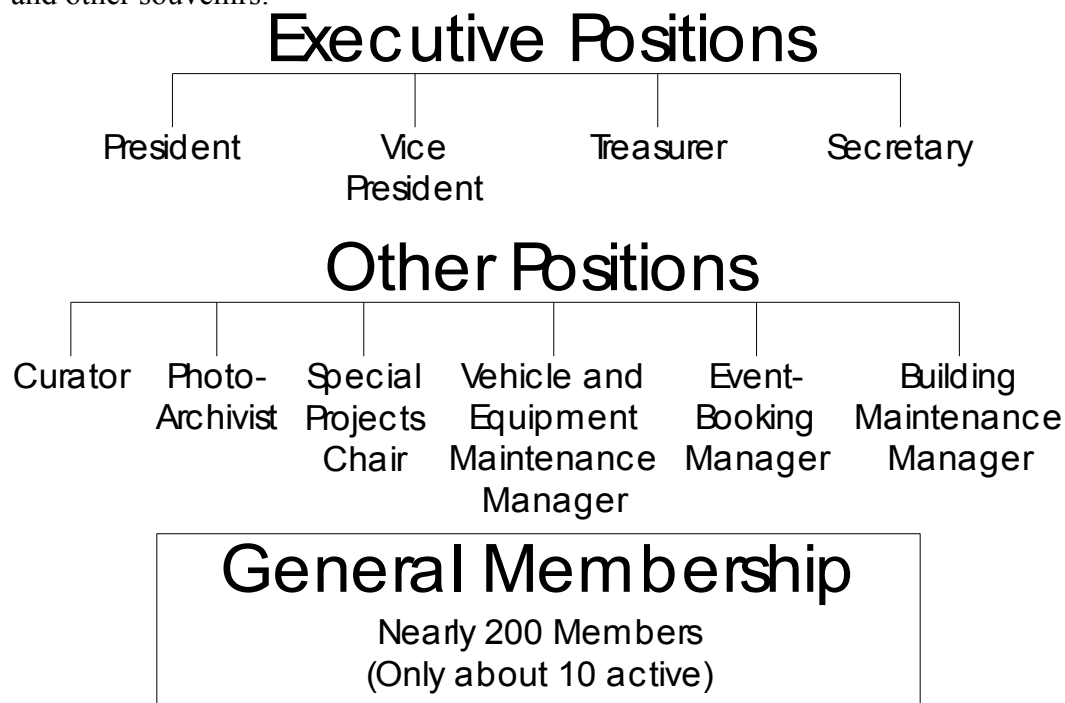
9. **Feasibility study: The restoration of the museum print shop for use as an exhibit**
   There is an old print shop in the basement of the FSMV that has been unused since 1984. The print shop once served as the MFB print shop and the equipment could be restored to useable condition again to produce the Flame newsletter using a more antiquated process. The print shop would require the heavy consultation with a retired print shop worker who is familiar with old equipment. The project would necessitate a costs analysis to see if the time required for preparing the print shop for small runs of the newsletter and the costs incurred to print would be a worthwhile investment for the museum. It may be that modern printing methods are found to be more cost-effective, which is a very important consideration for the museum.

Appendix A. The Fire Services Museum of Victoria Background

This appendix will provide the general layout of the fire services in Victoria. The two main fire service divisions in Victoria are the Country Fire Authority (CFA) and the Metropolitan Fire Brigade (MFB). The CFA is exclusively run by the Victorian state government and is a volunteer organization. It currently employs eighty thousand volunteers and is in charge of the fire services of the entire state of Victoria outside of the city of Melbourne. The MFB is charged with all of the fire services within the city of Melbourne and its suburbs. It is a separate organization from the CFA and employs 1,400 paid firemen. The MFB is only partially run by the Victorian government.

The Fire Services Museum of Victoria is a non-profit organization devoted to the education of fire fighting history. Located at the Eastern Hill Fire Station in East Melbourne, the former headquarters of the Metropolitan Fire Brigade, the museum is open to the public on Fridays and Sundays for six hours each day. Patrons from surrounding areas can visit to see the museum's collection of preserved and restored fire services memorabilia. In addition to viewing all types of equipment at the museum including uniforms, insurance fire marks, fire fighting tools, and fire trucks, patrons can also rent antique fire trucks for events like birthdays, weddings, and funerals. Further, the museum has a gift shop that sells reproductions of its collection and other souvenirs.

Executive Positions

| President | Vice President | Treasurer | Secretary |

Other Positions

| Curator | Photo-Archivist | Special Projects Chair | Vehicle and Equipment Maintenance Manager | Event-Booking Manager | Building Maintenance Manager |

General Membership
Nearly 200 Members
(Only about 10 active)

Figure 1. Fire Services Museum membership

The volunteers in the board of directors lead the administration of the FSMV. On this board there are ten positions. The four executive positions include the president, the vice president, the treasurer, and the secretary, while the other six positions are the museum curator, photo-archivist, special projects chair, vehicle and equipment maintenance manager, event-booking manager, and building maintenance manager. Several of the regular volunteers at the museum are previous board members.

There are ten to twelve regular volunteers who guide tours at the museum and several others who volunteer for only specific events. Some of these events involve bringing a range of fire trucks to countywide fairs. For example, the FSMV sent two trucks to the recent CFA Championships at Swan Hill.

The fire museum has a membership of nearly two hundred people. Membership fees for the museum are $10 per year for an adult, $5 per year for a junior, and $20 per year for a family of four. The museum offers a lifetime membership for $200.

Table 4. Museum Membership Fees

Adult	$10
Junior	$5
Family	$20
Lifetime	$200

Benefits of membership include free admission to museum, a subscription to *Flame*, a newsletter published by the museum, and public liability insurance for all active members. Members can drive, ride in, and work on all of the trucks in the museum's inventory.

In addition to the main building in East Melbourne, there is a large factory-sized workshop in Newport that houses the majority of the trucks and memorabilia that are not on display at the museum. Actually, the museum can only exhibit about 5 percent of the total ownership of memorabilia of the FSMV at any time. At the workshop, myriad trucks that have been donated or loaned to the FSMV by the Country Fire Authority and the Department of Conservation are refurbished. There is a committee that determines the condition of the trucks and, every Tuesday and Saturday, this committee visits the workshop for regular maintenance. The museum occasionally cycles the display trucks according to the maintenance schedule.

Appendix B. Social Science Methods

In order to gather the information we required to design a strategic plan for the Fire Services Museum of Victoria (FSMV), we used semi-standardized interviews, field research, a questionnaire, and action research to collect data. The purpose of using four social science methods is to triangulate the data that we collect to account for intrinsic biases that are characteristic of all social science methods.

When doing qualitative research, the interview is a very valuable tool. All interviews done in Australia were semi-standardized interviews. According to Berg (2001), semi-standardized interviews are conducted with a list of predetermined questions in a set order, but the interviewer is allowed freedom to query for deeper explanations than the preliminary answer to the question. While this system of interviewing is harder to analyse than a standardized interview, the interview provides a much more in depth information base to the researcher. Semi-standardized interviews also allow for the questioner to change the vocabulary used. For example, if the subject of the interview refers to a topic in a specific colloquial manner, the interviewers can respond in their unscripted follow up questions in the same fashion. By speaking in the subject's vernacular, the interviewer leads the discussion in a manner that is natural to the interviewee, putting the subject more at ease.

The field research we conducted was similar to participant observation. Since no person can observe and record all aspects of a situation, priorities must be set before the field study begins. Once research priorities are set, the investigator can focus on specific actions and routines of the subject. Berg (2001) refers to this focusing on specific aspects as "bracketing." Bracketing does not limit the observer to always watching a single aspect of the subject, because often the focus changes after initial observations are recorded, but instead it allows the researcher to focus on traits that have already been deemed useful.

Questionnaires lack the flexibility of open-ended interview questions but are a very effective social science method of collecting data quickly from a single person. Since it takes less time to fill out a short questionnaire than to be interviewed, the cost to the subject is far less. Additionally, the questionnaire provides for easy data analysis since it is completely uniform from subject to subject.

According to Berg (2001), action research is a social science method in which the researcher is a contributing factor in the research process. By asking a specific type of questions, the researcher influences the later actions and thoughts of the subject. First, the researcher gathers data from participants, analyses the data, and then shares those results with the participants. Since the participants are made aware of the results, they may have a different perspective on the research. In the case of the Fire Services Museum of Victoria, our analysis revealed several strategic issues facing the museum of which the volunteers were unaware. The volunteers began work to alleviate those issues before formal recommendations were presented.

Appendix C. Discussion of Bryson's (1995) Strategic Plan Process

John M. Bryson is a Professor of Planning and Public Affairs at the Hubert H. Humphrey Institute of Public Affairs at the University of Minnesota. He specializes in and focuses on ways to improve strategic management. We chose to follow the model that he outlined for strategic planning in his best-selling book Strategic Planning for Public and Nonprofit Organizations. The Public and Nonprofit Division of the Academy of Management named this book the Best Book of 1995. Bryson has received many other awards for his work, including the General Electric Award for Outstanding Research in Strategic Planning from the Academy of Management. Aside from its fame, we found Bryson's book to be the most application-specific to our project. His process was the most clearly organised method of the ones we found and he is a leader in the field.

This appendix lists and describes the ten steps to strategic planning for non-profit organizations according to Bryson (1995).

1. *Initiate and agree upon a strategic planning process.*

The goal of this step is to make sure the organization is ready for an elaborate strategic planning process and to assess if additional resources are necessary for successful completion of a strategic plan.

2. *Clarify organizational mandates.*

The goal of this step is to determine the "musts" of the organization in order to form preliminary overall goals for the strategic plan. This step first establishes why the organization is undergoing the process of strategic planning.

3. *Identify and understand stakeholders; develop and refine mission and values.*

The goal of this step is to become familiar with any person, group, or entity that can be affected by the organization. This includes anyone that has any ownership or management positions in the organization or is a customer or patron of the organization. The mission statement of the organization is created and changed with the consideration to the stakeholders in this step.

4. *Assess the organization's external and internal environments to identify strengths, weaknesses, opportunities, and threats.*

During this step, a SWOT analysis is performed on the organization. SWOT is an acronym meaning "Strengths, Weaknesses, Opportunities, and Threats." The goal of this step is first to determine all the strengths, weaknesses, opportunities, and threats of the organization and how these characteristics will affect any strategies.

5. *Identify the strategic issues facing the organization.*

The goal of this step is to determine any challenges that will interfere with the organization's mission statement. In short, this step identifies what issues are preventing the goals from being achieved.

6. *Formulate strategies to manage these issues.*

The goal of this step is to formulate strategies to accomplish the goals of the organization. The key to this step is to address the challenges determined in step five. There must be different strategies for different levels of the organization including

one overall grand strategy, one strategy for each committee within the organization, as well as more specific strategies addressing the individual challenges.

7. *Review and adopt the strategic plan or plans.*

The goal of this step is to review the plan with all who will be involved in the implementation and also to gain a formal commitment to the strategies set forth in step six.

8. *Establish an effective organizational vision.*

The goal of this step is to outline how the organization will change with the successful implementation of the strategic plan. This will allow organization members to know what is expected of them without managerial oversight.

9. *Develop an effective implementation process.*

The goal of this step is to develop the schedule for the implementation of the strategic plan.

10. *Reassess strategies and the strategic planning process.*

The goal of this step is to review the implemented strategies and evaluate their success. Re-evaluation should take place throughout the entire implementation of the plan. Changes to the plan can be made at any time.

Appendix D. Strategic Plan

Fire Services Museum of Victoria
5-Year Strategic Plan

Developed By:

Colby Hobart   Craig Perkins

Neil Scully   Paul Troccolo

In Cooperation With:

Worcester Polytechnic Institute

Worcester, MA, USA

& The Fire Services Museum of Victoria

Contents

Figures

Tables

Acknowledgments

We'd like to thank all those who have helped to formulate this strategic plan by providing their opinions about the museum and what the museum is capable of becoming.

- Fred Kerr, President, Fire Services Museum of Victoria
- All Fire Services Museum volunteers
- The Metropolitan Fire Brigade
- The County Fire Authority
- Dr. Arthur Gerstenfeld and Dr. Susan Vernon-Gerstenfeld, WPI co-advisors

Chapter 1. Introduction

While the Fire Services Museum of Victoria contains the largest collection of fire services memorabilia in the Southern Hemisphere, it still can play a more effective role in the community. There is a need for strategic planning to identify the museum's purpose and how it can better perform its responsibilities to the public. This five-year plan will describe the current state of the museum and what the museum is capable of being in five years and then it outlines the strategies that will accomplish that vision of the museum's future.

The Fire Services Museum has many resources available and, by reorganising the priorities of the museum, these resources can be used to better the museum. The large collection of fire appliances and other memorabilia and the location within an antiquated fire station give the museum many opportunities for improvement. The recommendations herein will prioritise the strategies that the museum may use to improve its operations and become a better museum.

Chapter 2. Museum Vision

The museum will be vastly improved in five years with the completion of the strategic plan. Properly organized and developed, the museum will serve to educate the public about fire safety, prevention, and history. With more attractions to draw the public's attention, the museum will have a positive influence on a broader patron base. The museum will have more to offer when a stronger work staff can organize its inventory into interactive presentations to the public. More people will come to the museum when the museum has more to offer. Accordingly, with increased public support, the museum will be more effective in the education of the public and the preservation of fire service history.

As the number of active volunteers to the museum increases, the morale of the current volunteers will increase accordingly. Current volunteers will be less over worked as the staffing issue subsides. With more help, the museum volunteers can focus on specific projects in which they are most interested. As more volunteers become available, the museum will be able to open seven days a week, thereby becoming available to a much broader demographic.

This broader demographic will be apparent by the increased number of visitors to the Fire Services Museum of Victoria (FSMV). Satisfied patrons will tell other potential patrons, propagating an endless cycle of new visitors. With many new visitors coming in each day, the museum will be satisfying its mission to educate the public about the rich history of the fire services. A further demonstration of this new patron base would be the increased funds brought in by admission and gift shop sales.

With this increased funding, the museum will be expanded even further to hire certain paid employees. A volunteer services manager will serve the board by organizing a schedule to most efficiently address all the day-to-day operations of the museum. A telephone secretary will help the curator focus his attention more on the museum's exhibits than on time-consuming telephone requests. Additionally, a professional fundraiser, advertiser, and cataloguer will also be at the museum's disposal after the five-year strategic plan is successful.

The increased funding will also allow the museum to maintain a full-scale mobile museum. This touring exhibit will travel around Melbourne, increasing the public's awareness of the FSMV and stimulating interest in the elaborate history of fire service in Australia. This travelling exhibit will be used to bring some of the fire museum to people who otherwise may not have had any contact with the FSMV. Since the museum will attach a sales area to this converted bus, the overall revenue of the museum will be increased even more.

In addition to the touring exhibit, the increased funding will also provide the museum with more opportunities for other interactive exhibits. A restored watch room will afford patrons the opportunity to see, feel, and live the experience of a past fire fighter. Once the strategic plan is successfully implemented, all of the exhibits will have a specific focal concept. Thus, with increased volunteerism, public awareness, funding, and interactivity the FSMV will be a much stronger asset to the community it serves.

Chapter 3. Museum Environment

The Fire Services Museum of Victoria is a non-profit organization devoted to the education of fire fighting history. Located at the Eastern Hill Fire Station in East Melbourne, the former headquarters of the Metropolitan Fire Brigade, the museum is open to the public on Fridays and Sundays for six hours each day. Patrons from surrounding areas can visit to see the museum's collection of preserved and restored fire services memorabilia. In addition to viewing all types of equipment at the museum including uniforms, insurance fire marks, fire fighting tools, and fire trucks, patrons can also rent antique fire trucks for events like birthdays, weddings, and funerals. Additionally, the museum has a gift shop that sells reproductions of its collection and other souvenirs.

The volunteers in the board of directors lead the administration of the FSMV. On this board there are ten positions. The four executive positions include the president, vice president, treasurer, and secretary, while the other six positions are the museum curator, photo-archivist, special projects chair, vehicle and equipment maintenance manager, event-booking manager, and building maintenance manager. Several of the regular volunteers at the museum are previous board members.

There are ten to twelve regular volunteers who guide tours at the museum and several others who volunteer for only specific events. Some of these events involve bringing a range of fire trucks to countywide fairs. For example, the FSMV sent two trucks to the recent CFA Championships at Swan Hill. The entire membership of the FSMV is represented in Figure 3.

Executive Positions

| President | Vice President | Treasurer | Secretary |

Other Positions

| Curator | Photo-Archivist | Special Projects Chair | Vehicle and Equipment Maintenance Manager | Event-Booking Manager | Building Maintenance Manager |

General Membership
Nearly 200 Members
(Only about 10 active)
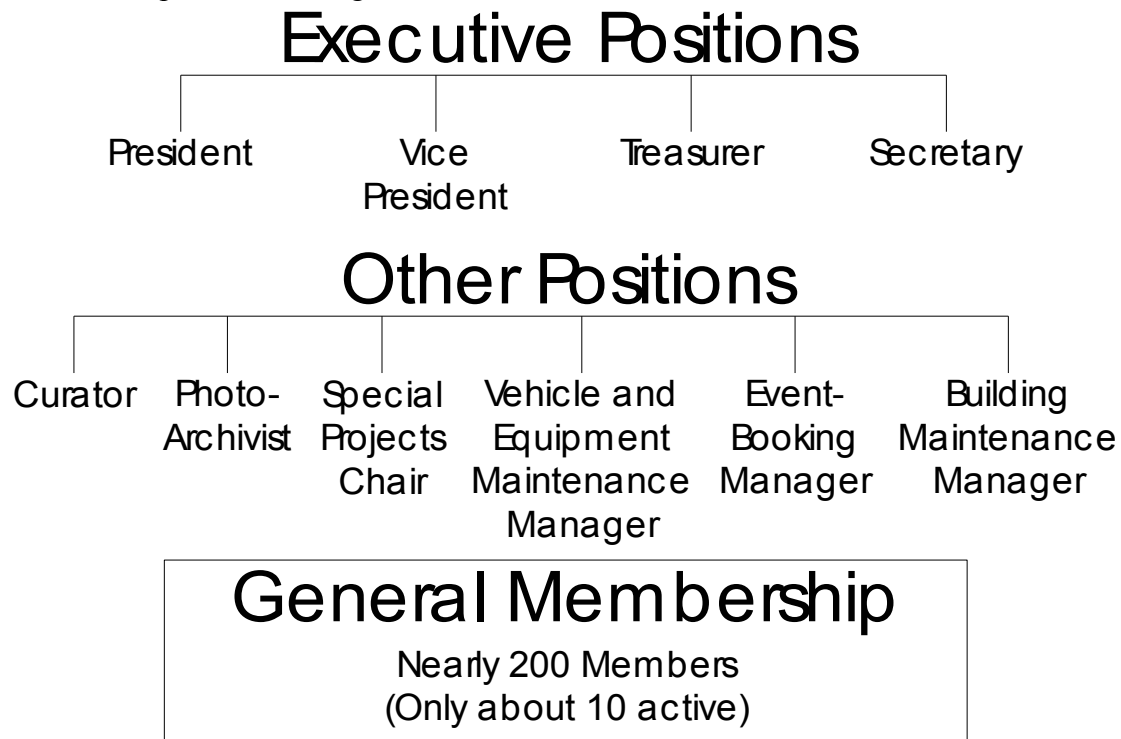
Figure 2. Fire Services Museum membership

The fire museum has a membership of nearly two hundred people. Membership fees for the museum are $10 per year for an adult, $5 per year for a junior, and $20 per year for a family of four. The museum offers a lifetime membership for $200. Table 5 outlines these costs.

Adult	$10/yr
Junior	$5/yr
Family	$20/yr
Lifetime	$200

Table 5. Museum Membership Fees

Benefits of membership include free admission to the museum, a subscription to *Flame*, a newsletter published by the museum, and public liability insurance for all active members. Members can drive, ride in, and work on all of the trucks in the museum's inventory.

In addition to the main building in East Melbourne, there is a large factory-sized workshop in Newport that houses the majority of the trucks and memorabilia that are not on display at the museum. The museum can only exhibit about 5 percent of the total ownership of memorabilia of the FSMV at any time. At the workshop, myriad trucks are refurbished that have been donated or loaned to the FSMV by the Country Fire Authority, the Department of Conservation, and private owners. There is a committee that determines the condition of the trucks and, every Tuesday and Saturday, this committee visits the workshop for regular maintenance. The museum occasionally cycles the display trucks according to the maintenance schedule.

The Museum's Mission

The museum's organizational mandates are the specific purposes served by the museum and are the basis for the museum's mission. The research performed identified the following organizational mandates of the museum:

- Preserve fire history
- Educate the public about fire history
- Provide historical fire services data upon request

These mandates are the reasons the Fire Services Museum exists in the community. The museum's foremost purpose is the preservation of fire history. This preservation is accomplished through the restoration of equipment and artefacts from all eras of fire protection and the cataloguing of decades of fire history logs, news articles, and fire fighter biographies. Ultimately, the reason for doing this is to provide this preserved historical information to the public.

The organizational mandates were then used to identify all the stakeholders in the museum's operations. All people involved with and affected by each of the organizational mandates are stakeholders of the museum. The stakeholders identified include the patrons visiting the museum, the volunteers working for the museum, and the donors contributing to the museum. Patrons benefit from the museum by learning about fire history and possibly helping to recollect their past. The volunteers and donors both benefit for altruistic reasons of giving to a cause they deem worthy. The volunteers also can remain involved with the fire services community long after retirement from the fire brigade if they have been fire fighters in the past. Donors can take advantage of the tax relief awarded to those who contribute to non-profit organizations. Thus, all the stakeholders are positively affected by the museum.

Based on the organizational mandates and the needs of the stakeholders, a mission statement to describe the purposes and stakeholders of the museum was developed. The mission statement is:

The Fire Services Museum of Victoria is a fully volunteer non-profit organization, dedicated to the education of the public and the preservation of fire service history.

SWOT Analysis

The SWOT analysis is the result of identifying the strengths, weaknesses, opportunities, and threats to the museum described by the Fire Services Museum volunteers. Figure 3 shows a complete listing of the SWOT analysis for the museum.

The strengths of the museum include many distinctive features of the FSMV that would be very difficult for another museum to mimic. The museum's location is in the old headquarters of the Metropolitan Fire Brigade. It is a valuable resource because it serves to house the museum and is an exhibit itself. Its location in Melbourne makes it very accessible to the population of the city and its location adjacent to the new Eastern Hill Fire Station attracts people interested in fire protection. The large fleet of fire service vehicles that the museum restores and maintains is a tremendous asset to the museum's inventory because it attracts the most patrons and volunteers to the museum.

Strengths

- Location: Eastern Hill Fire Station
  - Old Metropolitan Fire Brigade headquarters
  - Adjacent to new fire station
  - Original engine room
  - Near Melbourne city centre
  - Accessible via public transportation
- No competition in state of Victoria
- Large vehicle fleet and equipment collection
- Enthusiasm, integrity, and dedication of active volunteers
- Offsite storage for vehicle storage and restoration
- Non-profit organization status exempt from income tax
- "Largest fire museum in southern hemisphere"
  - According to President

Weaknesses

- Lack of skilled and professional volunteers
- Lack of hands-on or new, updated displays
- Inadequate advertising
- Limited funding
- Inadequate signage, Heritage building restrictions
- Museum has very limited hours of operation
- More vehicles than volunteers to drive them
- Only 10% of membership is active
- Displays not appropriate for children
- Ineffective lighting, heating in museum building
- No handicap accessibility to museum
- Inadequate patron statistics
- Lack of parking
- Workshops are not always open when volunteers can work

Opportunities

- Wide variety of trucks to be restored
- Bus for mobile museum with modular displays
- Simple means of donation attached to distributed leaflets
- Free advertising on channel 31, community radio
- Creative signage techniques (using woodwork, wires)
- Expanded interaction with TAFE college apprentices
- Proficiently skilled webmaster ("Young Tim" Welsh)
- Eastern Hill Fire Station
  - Open watch room
  - Restore print shop
- Design new easily-rotatable exhibits
- Take better advantage of inventory in storage for displays
- Recruit volunteers at Retired Firefighters' Assoc. dinners
- More social outings to increase membership participation

Threats

- Losing volunteers (burn-out, loss of interest, moving)
- No young volunteers joining to relieve older volunteers
- Exhibits not rotated, becoming "stale"
- Unsatisfied patrons will not come back
  - Could perpetuate a bad reputation
- Social changes (decreasing interest in historical issues)
- Government funding changes (more conservative)
- Metropolitan Fire Brigade support
  - Decrease or termination of funding
  - Termination of building use
- Decrease or termination of CFA funding
- Increase in rent or termination of use of workshops

Figure 3. SWOT Diagram

The Fire Services Museum volunteers also identified several key weaknesses from which the museum suffers. The largest problem the museum faces is a lack of both skilled and unskilled volunteers. The lack of volunteers is a structural weakness that affects several aspects of the museum's daily activities. The hours of operation of the museum are limited and there is not enough skilled or professional help to properly administer several aspects of the museum. The enormous amounts of data stored in old fire service logbooks, old fire fighter biographies, and old newspaper articles are scattered and in need of professional cataloguing. Without this professional cataloguing, people's queries about this data cost museum volunteers much time. The limited funding available to the museum is another structural weakness that prevents it from improving the museum's exhibits, acquiring professional help, and advertising the museum. The poor public awareness of the museum is a direct effect of the minimal advertising done. The museum's unchanging displays have also been identified as a weakness of the museum and are a result of both the lack of volunteers and limited funding. The lack of parking and lack of handicap access also prevent certain demographics from attending the museum.

There are many opportunities to improve the museum. The museum has several stagnant resources of which it is not taking full advantage. The bus purchased several years ago is an opportunity for the museum to create a mobile museum and better represent itself in public demonstrations and displays. The fire station in which the museum is housed still has the original watchtower, watch room and an unused print shop, which all could be reopened and restored. There are several means of free advertising the museum does not fully utilize, including the museum website, free radio and television advertising, and the signage space on the exterior of the building. The local TAFE colleges have provided help with restoration of vehicles and engine maintenance in the past, but these trade schools are not used to their potential.

There are several threats to the museum's operations. An immediate threat to the museum is the lack of new updated museum exhibits. Without changing the exhibits, patrons are unlikely to return and may perpetuate a bad reputation. Another threat is that there are few younger volunteers joining the museum's workforce to relieve the older volunteers who will eventually retire from their FSMV activities. Additionally, the possibility exists that the Metropolitan Fire Brigade could revoke both financial support and the use of the building from the museum. Also, the costs of renting the warehouses could increase and prevent the museum from keeping their workshops and storage facilities. The volunteers have recognized all these threats as possible problems the museum may face in the immediate and distant future.

Strategic Issues

The SWOT Analysis was used to identify the strategic issues facing the museum. These are the key areas of the museum's operations most in need of improvement. The following issues were identified and rated for importance in overall improvement of the museum.

- Volunteer numbers, morale, and efficiency
- More funding
- Patron satisfaction
- Cataloguing of info
- Organization and management, managerial efficiency
- Professional skills

After identifying the strategic issues facing the museum, they were rated for importance according to the museum volunteers. Figure 4 shows the most important strategic issues as larger bars.
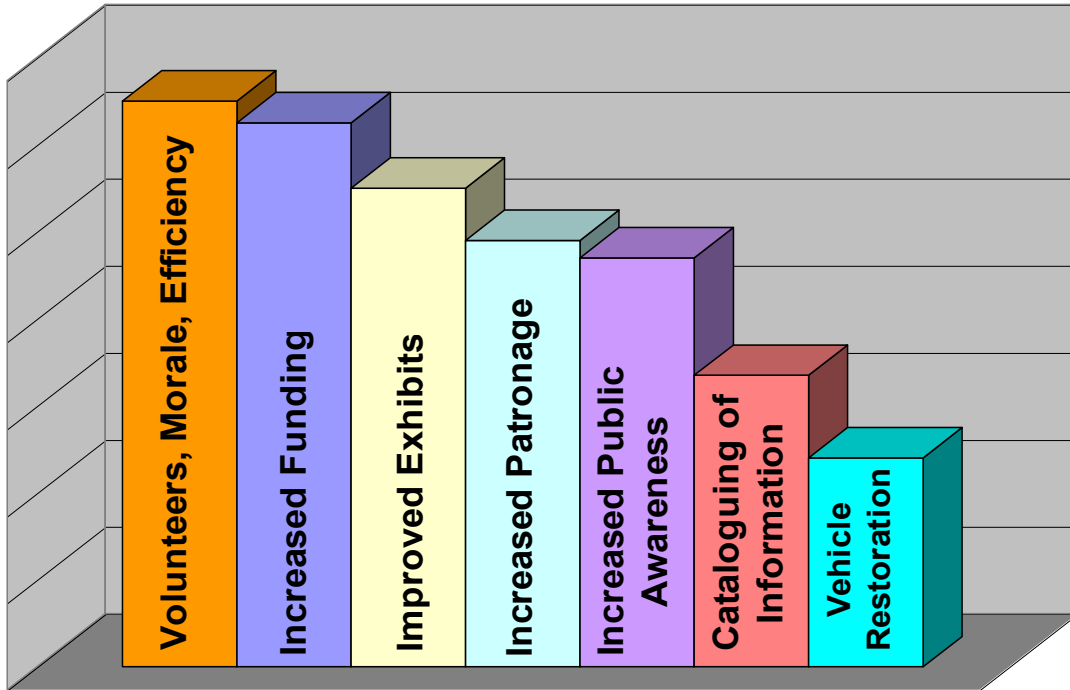

Figure 4. Relevant Importance of Strategic Issues

Chapter 4. Strategies

The following strategies are superimposed on a timeline that is presented in Chapter 5. This timeline describes the relationships of various strategies and outlines when each independent strategy should begin. Further, this timeline provides an additional way to evaluate the progress of the Fire Services Museum of Victoria as time proceeds through the implementation procedures.

Volunteer Management

The volunteer management program will recruit more volunteers, provide benefits that will retain volunteers, heighten morale, and develop an efficiently allocated workforce of volunteers. A volunteer services manager will be appointed to oversee the volunteer management program. This position will be given to a person who does not have any other responsibilities within the museum, because this position requires undivided attention to volunteer management. The volunteer services manager will be selected based on their enthusiasm, motivation, and proven leadership skills. If a volunteer is not available to provide the necessary time commitment, this manager may need to be hired, or at least invited to work on a pro bono basis. The three main sections of the volunteer management program are described in detail below. Within one year of the commencement of this program, the museum will have a dedicated volunteer services manager, ten new volunteers, and a 25 percent increase in volunteer morale.

Recruitment Campaign

The recruitment campaign will provide the museum with skilled volunteers that can help improve the many different aspects of the museum. The volunteer services manager will determine all of the various reasons that the current volunteers give their time. Various volunteers reported that helping the museum keeps them in shape, gives them something to do, and introduces them to new friends. These motives will be used to attract potential volunteers to the museum.

The volunteer services manager will attempt to recruit volunteers from retirement groups and service groups, such as the Freemasons, Probus, and Rotary International, to coordinate ongoing volunteer support. The manager will attend retired fire fighter banquets to recruit volunteers. The museum will offer free five-year memberships to fire fighters who have announced their upcoming retirement, hoping that they will remain interested in the fire services community and become an asset to the museum. The benefits that the museum receives from having a new volunteer will far outweigh the price of a free five-year membership.

The museum will specifically try to find volunteers who have skills in the areas of automotive maintenance, electrical wiring, and information cataloguing. The museum needs skilled volunteers who will enjoy restoring fire trucks. Once a significant number of these skilled volunteers are recruited, the museum will be able to utilize its retired fire fighter volunteers at the museum instead of having them spend a large amount of their time at the workshops. These retired fire fighters are most efficiently utilized when they can share stories about their experiences and knowledge about the museum's artefacts. To recruit skilled volunteers, the museum will attempt to coordinate apprentice projects with local TAFE students, who can gain hands-on knowledge by working on the museum's truck engines, reupholstering seats, or painting fire trucks.

Volunteer Recognition Program

A volunteer recognition program will increase volunteer participation and retention by showing the museum's volunteers that their hard work and time commitment is appreciated. The volunteers receive many intrinsic benefits from their efforts, such as friendships and satisfaction, but a volunteer recognition program will compliment the intrinsic benefits with extrinsic ones. In addition, it is possible that new volunteers will be drawn to the museum if they observe the benefits that active volunteers receive.

The volunteer services manager will routinely praise the volunteers for their hard work and will also develop ways that that museum can express its appreciation of the volunteers. Certificates, plaques, and service pins are inexpensive but effective gestures. A discount in the gift shop is a great method because the volunteer receives a better price and the museum still generates revenue from the sale. Putting pictures or articles about volunteers in the organization's newsletter are possibly the most effective gestures because the volunteers are publicly praised in front of their peers. Expanding volunteers' responsibilities or giving them the opportunity to train new volunteers are effective ways to show museum members that they are important to the organization.

All members of the organization will be able to nominate other members who they think deserve special recognition. Based on nominations, the volunteer services manager will decide if a volunteer has done something noteworthy and decide upon a proper form of recognition. The presentation will be made at a general membership meeting, with the museum's highest officials present to increase the volunteer's sense of appreciation.

Volunteer Efficiency

The volunteer services manager will determine the most effective allocation of the museum's volunteers. The interests of every individual will be established through simple interviews to ensure that volunteers are assigned to projects that they will enjoy. The manager will determine the number of volunteers that each project requires and make certain that the volunteer force is distributed among the various projects in the most efficient way. Once the museum recruits a sufficient amount of skilled workers for restoration, maintenance, and cataloguing, the volunteers who are retired fire fighters will spend more time in the museum itself. The retired fire fighters' expertise will be better utilized by having them conduct tours. They will share stories about their experiences and teach the patrons about the museum's artefacts. Concurrently, skilled workers will catalogue and query information while others restore and maintain fire trucks.

The volunteer management program will require constant maintenance. New volunteers will be recruited when the museum wishes to undertake new projects or to replace volunteers that inevitably depart from the museum. The manager will frequently develop unique forms of recognition for the many different types of volunteers. The manager will constantly evaluate the efficiency of the workforce and make changes when new projects arise.

The success of the volunteer management program will be determined by the increase in volunteer numbers as well as member participation. Volunteer morale will be evaluated using quarterly evaluations that all volunteers will complete. These evaluations will ask questions that probe the feelings of the volunteers to determine if they are happy with their volunteer experience. These evaluations will be confidential

so that no emotions are suppressed and honest ideas are conveyed. The evaluations will also contain a section allowing the volunteers to assess the efficiency of the workforce allocation and suggest which projects require more volunteers.

Fundraising Campaign

A fundraising program will be launched to produce external funding for the museum from outside organizations. One-time donations will be welcomed, but it is more important to establish stable sponsorships that can guarantee that financial support will not be cut in the middle of a project. This program will be carried out simultaneously with other strategies because the fundraising efforts will be outsourced.

A professional fundraiser will be hired to oversee the fundraising campaign, because expertise is necessary for this program to be effective. The fundraiser will be responsible for determining the timeframe for the fundraising efforts and will set the monetary goals for the program. The museum will avoid companies that require an initial payment upfront. Some fundraising organizations charge a percentage of the amount raised, which enters the museum into a low-risk situation in the event that the fundraiser fails. The fundraiser will examine the museum and approach potential donors to solicit funds. Possibilities may include fire-related organizations such as insurance carriers, fire protection companies, or companies that can provide materials for the museum such as petrol, paint, and lighting.

The museum volunteers will also introduce a more convenient way for community members to donate funds. Any literature regarding the museum will contain a perforated donation form that a person can tear out and mail to the museum along with any donation that they can bestow. Interested members of the community will read the museum brochure and have a convenient way to donation form as a convenient way for them to donate to the museum.

A donor recognition program will demonstrate the museum's appreciation for the generosity of those who give to the museum.   Although donors receive many intrinsic benefits from giving, the donor recognition program will compliment these altruistic benefits with material ones.

When a new donation is made, the treasurer will decide upon an appropriate way for the museum to express its gratitude to the donor. Certificates and plaques are effective gestures that are small costs for the museum when compared to what is being given by a donor. Putting pictures of large donors in the museum's newsletter, along with articles about them, is a very effective gesture because the donors are publicly praised in front of the entire organization. Gifts will be given that are constant reminders of the museum to increase the chance of ongoing support from the donor. For the same reason, all gifts will have "Fire Services Museum of Victoria" engraved or written on them.   If possible, a presentation will be made at a general membership meeting to increase the donor's sense of appreciation. The museum's newsletter will be distributed to all donors so they are aware of the museum's progress. Quarterly status reports will be mailed to the donors to notify each benefactor about the ways the funds are being used.

The fundraising program will require ongoing maintenance. The museum and the fundraising firm must cooperate closely with each other and remain in contact with each donor. The museum will deliver a quarterly status report to each donor containing the different ways that the funds are being utilized and thanking the donor for the generous gift(s). The treasurer will prepare this report along with anyone who

is involved with the current projects and can provide details of the work being done using the funds. The fundraising efforts will be summarized quarterly and the success of the fundraising program will be evaluated by comparing the current year's funding to the previous year's funding and the fundraiser's goals. Additionally, a cost-benefit analysis will be administered to compare the costs incurred and the funds earned by the fundraising effort.

Advertising Campaign

A full advertising campaign for the museum will increase the amount of patronage to the museum. Implementation of the advertising campaign will recruit patrons from many sources. Because of the steady increase in public awareness, a yearly 20 percent increase in patronage is expected. Table 6 shows the schedule for the various portions of the advertisement campaign.

Table 6. Timeline for Advertising Campaign

Week	1/2	¾	5/6	7/8	9/10	11/12	13/14	15/16	17/18	19/20	21/22	23/24
Utilizing MFB demonstration	■	■	■									
Erecting signage	■	■	■	■	■	■	■	■				
Sunday fire engine	■	■	■									
TV, radio, and newspaper space			■	■	■	■	■					
Entering the tourism industry					■	■	■	■				
Email mailing List	■	■										

Note: Each square represents two weeks of the strategy implementation.
Grey squares indicate that a project may extend into this time.

Before the museum members can design and implement an advertising campaign, they must be sure that the necessary resources are available. Initially, the museum must have the funds for proper signage addressing identity, parking, and location. Additionally, the museum must have a member available on each Sunday who is familiar with the operation of the trucks.

One portion of the museum's advertising campaign will be the utilization of the Metropolitan Fire Brigade's (MFB) fire equipment demonstration each Friday. During the first week of the campaign, museum volunteers will consult with the workers at the MFB who are in charge of the demonstration. The volunteers will express the need for an announcement at the close of the demonstration conveying the existence of the fire museum and suggesting that those in attendance of the demonstration proceed to visit the museum. A rubber stamp and pad will be purchased to keep track of patrons who have already paid for the museum visit. Additionally, the number of patrons who come directly from the demonstration will be recorded. During the second week of the campaign, a volunteer will attend the demonstration to be sure the announcement meets its potential value to the museum. In the future, a volunteer can be stationed at the courtyard door with a cash box to

collect from patrons coming directly from the demonstration. This volunteer will stamp the patrons that leave the museum through the courtyard door for the demonstration to allow them to re-enter the museum. In the second through fifth weeks, the volunteers accepting admission on Fridays will record the number of patrons coming directly from the demonstration. This part of the advertising strategy will be evaluated by comparison between these numbers and the number of patrons that came directly to the museum in earlier weeks. The goal of this method is a 100 percent increase in the number of patrons who come to the museum directly from the MFB demonstration.

Another portion of the advertising campaign will be to erect proper signage both to draw attention to the museum and to direct parking. During the first month of the campaign, the volunteer assigned to this project will assess exactly where and what type of signs can be erected based on the Heritage Building Association codes. This person will also determine the available parking for patrons of the museum and where signs could be erected to lead to this parking. During the next two months of the campaign, designated volunteers will design the signs that will attract attention to the museum as well as direct parking. The fourth month will be spent ordering the signs. Once the signs are up, the evaluation of this method will be based on the patron questionnaire response. If an increasing monthly percentage of patrons respond that they learned about the museum by seeing the signs, then the method is successful.

Another part of the advertising campaign is for a museum member to drive an antique fire truck around the city every Sunday. The truck will have a sign advertising the museum attached to its side. During the first month of the advertising campaign, a museum volunteer will design and construct a sign for each side of the vehicle that will be used on Sundays. With the completion of the signs by the end of the first month, the museum member will drive the truck around the city of Melbourne every Sunday. The success of this portion will be evaluated in the patron opinion questionnaire by the question that asks where they learned about the museum. Based on the price of gas and the current price of admission, if more than fifteen patrons per month answer that they found out about the museum from the fire truck in town, this advertisement will be considered successful and will continue to be implemented.

Another step in the advertising campaign is to utilize the free television, radio, and newspaper advertisements available in the Melbourne area. During the second month of the advertisement campaign, the volunteers will design the free advertisements to be shown on public Channel 31, broadcast on free radio, and displayed in the "What's On" portion of the Herald Sun, a local newspaper. During the third month, the volunteers will apply for the advertisement time in these three sources. This process must be repeated once per month as the free advertisements expire after each month. If an increasing number of patrons per month indicate through the questionnaire that they learned about the museum through television, radio, and newspaper, then this method will be evaluated as a success.

An additional method that will be used in the advertisement campaign is to take a more active role in the tourism industry. During the third month of the advertisement campaign, museum volunteers will search tourist and visitor information centres for possible books and brochures in which the museum could be included. During the fourth month of the campaign, the volunteers will inquire with the companies that publish the brochures about the museum being included. The

number of companies that allow the museum to be in their brochures will be an evaluative measurement of the success of this method. The goal is to be included in five brochures.

The final step to the advertisement campaign will be to create an email mailing list of all interested patrons and to use the list to send them information about upcoming events. The mailing list will be created once ten patrons sign up for it in the new guest book. An evaluation of the mailing list will be done every six months based on the number of patrons signed up. It will be judged a success if there are fifty new email addresses per year on the list.

Museum Exhibits

To draw more patrons and heighten their satisfaction, the Fire Services Museum has a plan to improve the quality, interactivity, and organization of the museum exhibits. The implementation of this plan will create a more professional atmosphere in the museum and draw more returning visitors.

Part of the plan designed by the Museum Display Committee describes ways the museum will be able to triple its capacity to handle visitors making better use of museum space and volunteer time. Because of patrons' increased satisfaction, they will more likely return and persuade more people to visit by recommendation. It is expected that patronage will double after these improvements are made. These increases in attendance will come gradually as more of the plan is implemented and continue after its three-year timeframe.

The museum can begin smaller projects within the plan like rearranging rooms and displays with no prerequisite requirements. Further projects, such as opening the brigade watch room, will require increased funding and professional assistance. The new exhibit designs implemented in this plan will be evaluated based on patron feedback and suggestions collected as more people see the developments.

Placards and Indoor Signage

Placards and directional signs posted around the museum to complement the exhibits with added information will increase the educational benefits patrons receive while requiring fewer volunteers to explain each exhibit. Signs pointing to different exhibits can further increase volunteer efficiency by allowing people to explore the museum more easily without needing a guided tour.

The implementation of such signs and placards will require approximately $500. Two week's worth of planning will be required to plan what signs will be needed, what will be written on them, how they will be made, and who will make them. The construction of the signs and placards will be complete after six weeks and they will be posted immediately. Because of the direct effect these signs will have on patrons' experiences in the museum, patron feedback will be the only way to evaluate their success and effective use.

Organization and Committees

The committees of the Fire Services Museum of Victoria are charged with the day-to-day operations of the museum. The task of continually improving the museum is too large for a single person to handle. Better use of the existing committees and the creation of more organized committees will improve the efficiency of the existing volunteers of the fire museum. Committees will help volunteers to know what is

specifically required from them since members of that committee will run the same events year after year.

Since the board is already organized in a manner conducive to the creation of committees, the reorganization and formation of each committee will take a total of four weeks time. As existing volunteers may serve on more than a single committee, additional personnel will not be necessary for the creation of these groups. However, as the operations of the museum increase, additional FSMV members can be added to each committee, as necessity requires.

There will be two types of committees created over a year: standing committees and ad hoc committees. Once the board forms a standing committee, it will remain in existence until the board votes for its disbandment. The three types of permanent standing committees will be truck restoration, exhibit maintenance, and perennial events and excursions. Ad hoc committees will be temporary committees in charge of one-time events that do not occur regularly. While the board will create ad hoc committees, these committees will only exist for the duration of the project for which it was created.

The Vehicle and Equipment Maintenance Manager will coordinate the standing committees at the Newport workshops. The Event Bookings Manager will coordinate the standing committees for perennial events. The Curator will manage the exhibit maintenance committees. The Special Projects Chair will organize the ad hoc committees. Any volunteer particularly interested in the project will run specific standing committees and ad hoc committees.

Each standing committees will require two meetings of the board of directors. During the first meeting, the committee's responsibilities and mandates will be clarified. The board will define committee chairs. Committee chairs will have four weeks to arrange their respective members and the committees will be formalized at the following board meeting. Ad hoc committees will be created by the board as need arises.

The board members overseeing the committees will evaluate the success of each committee based on the committee's goals and how well they are being accomplished. The board will evaluate the overall committee structure by discussing where improvements in organization and communication are necessary.

Website Development

Redesigning the fire museum's website could improve its professional image and attract more patrons. A new website with dynamic content could serve as an information hub for patrons and members alike. This could serve to bring distant museum members closer to the organization and attract both new and repeat visitors and new volunteers. Additionally, the already successful museum gift shop can increase sales income by offering its inventory online.

The website will expect increasing visits from patrons interested in visiting the museum and volunteers staying current in museum activities. These increases will not be immediate, but will continue to rise as long as the website is maintained. The timeline of goals for website visits are represented in Table 7. The number of visitors who report using the website to plan their visit will increase similarly to the number of visitors to the website. The success of the website will be measured against the following goals. After one year, one fifth of visitors will be familiar with the website before visiting the museum. The store sales will double within six months of the

opening of the online store. The museum website is expected to increase the membership of the museum by five members within the first year and earn $500 in donations within one year.

Table 7. Website Visitor Goals

1 month	3 months	6 months	12 months
500 visitors/month	2500 visitors/month	7500 visitors/month	12,500 visitors/month

Before beginning a new website design, the museum must have a budget to fund the development or a volunteer capable of programming a web site and willing to donate the time. All volunteers must also have a clear idea of what content and functionality they want available on the website. An opportunity for this web development is included in an upcoming redesign of the Metropolitan Fire Brigade (MFB) website. Cooperation with the MFB's website development will need to be arranged with the Corporate Relations department and specifically Emma Pinder.

One week of planning must include the developer and the volunteers discussing what the necessary features of the new website are. Informational features that are necessary are easily updateable news headlines and stories, museum announcements, and board meeting minutes. High quality images of some of the museum's offerings are a necessity to entice people to see more of the museum and these images will be rotated to keep the site looking up to date. These features will increase the number of visitors returning to the website on a regular basis.

The MFB has hired web developer contractors to redesign their website and the software they are planning on using will provide for an interface making this type of content very easily updateable. It may be possible to arrange a cooperation with the MFB that can provide these features to the museum's own website.

Interactive features necessary for a new website include an online store with which to expand the museum's customer base to other fire museums and collectors who cannot visit the museum itself. An online email mailing list will allow a simple means of notifying interested patrons of announcements. A patron feedback form will enable the submission of anonymous feedback about the website or the museum. Finally, a form to make a donation or become a member will help to take advantage of a visitor's impulse to help the museum.

The website is currently hosted at http://www.alphalink.com.au/~fsmvic, which appears very unprofessional because the domain "alphalink.com.au" is unrelated to the content of the museum. Again, by cooperating with the MFB, the museum may be able to host the website at a more suitable address such as "http://www.mfbb.vic.gov.au/museum" and host the website on the MFB administered servers. This will provide a more permanent web address as well since it is not reliant on a third party company.

Given the specifications for the website, a web developer will quote a cost for the development. This cost may range from thirty to $65 per hour and the website should require between twenty-five and forty hours of work. The development will require between four and eight weeks to complete depending on the other responsibilities of the developer. The site can be available to the public pending organization approval. Alternatively, if cooperation with the MFB's development can be arranged, this project will happen significantly faster and without any additional cost to the museum.

The website will require maintenance to retain its value to the museum. There will be monthly costs associated with keeping the website online which may increase from current monthly costs depending on the methods the web developer uses. There must also be a museum member managing the content to be sure that it remains current and continues to be updated on a regular basis.

The museum volunteers need a way to measure visitors to the website and it needs to measure the number of patrons who have used the website to plan their museum visits. The new website would need a way to count visitors which it cannot currently do. By utilizing a patron information survey or a suggestion box, the number of patrons who are familiar with the website before visiting will be determined. Both these figures should be calculated on a monthly basis and presented to the board of directors so that problems with the website can be quickly dealt with and avoided. These evaluations for the website's progress will monitor the success of the website.

Patron Feedback

The ability to understand patrons' opinions is vital to evaluate the public's opinion of the museum. With immediate feedback, the museum will be able to focus its attention on exactly what the public wants to see. Increased awareness of the public's opinion will allow exhibits to be designed around what the public is most interested in and patron satisfaction will increase accordingly.

With the museum's response to better patron feedback, the museum will draw 50 percent more repeat visitors. Further, satisfied patrons will propagate a positive professional image throughout Melbourne, causing a 15 percent increase in new patrons as well.

The museum already has a guest book that can be utilized more fully. In the guest book, patrons sign their address, the date of their visit, and comments about their experience. In order to get more people to sign the guest book, it must be moved to the museum's gift shop where it will be more accessible to patrons leaving the museum. In the first week, this guest book will be changed such that patrons can write their names and email addresses so that museum members can contact them with questions or promotions. There are step-by-step instructions to using this mailing list in Appendix E.

In addition to the guest book, an anonymous suggestion box will be built and hung near the exit of the museum. Two weeks will be required to design and print suggestion cards that patrons will complete and drop into the suggestion box. These suggestion cards will be designed to gather information regarding exhibit design, volunteer helpfulness, patron demographics, and where patrons learned about the museum. This suggestion box will be checked each Sunday afternoon and the suggestion cards will be documented in a log. Costs of building and maintaining this suggestion box would be $10 for the materials required to build the box and $25 per five hundred cards cover the printing. The following questionnaire should be included on the suggestion cards, which can be printed on cardstock for around $30 per five hundred copies.

<table>
<tr><td>How did you hear about the Fire Services Museum of Victoria?</td><td></td><td>How did you get here?</td></tr>
<tr><td>☐ Newspaper (which one) _____</td><td>☐ MFB demonstration</td><td>☐ Car</td></tr>
<tr><td>☐ Tourism brochure _____</td><td>☐ Word of mouth</td><td>☐ Tram</td></tr>
<tr><td>☐ City Circle tram</td><td>☐ Other _____</td><td>☐ Bus</td></tr>
<tr><td>☐ Our website</td><td></td><td>☐ Train</td></tr>
<tr><td></td><td></td><td>☐ Other _____</td></tr>
</table>

Are you: ☐ Male   ☐ Female   **What is your post code?** _____

What is your age group?   **Is this your:** ☐ 1st visit   ☐ 2nd visit   ☐ 3rd or more

☐ under 12   ☐ 41-50

☐ 12-20   ☐ 51-60

☐ 21-30   ☐ 61-70

☐ 31-40   ☐ over 70

Have you ever been to our website? ☐ Yes   ☐ No

If yes, what are your comments on it?

_____
_____

How would you rate your overall experience at the Fire Services Museum of Victoria?

☐ Great   ☐ Good   ☐ Average   ☐ Bad   ☐ Terrible

Why?

_____
_____

Any additional suggestions or comments?

_____
_____

Figure 5. Patron Suggestion Questionnaire

A sign directing patrons to both the guest book and suggestion box will be hung by the exit of the museum within the first week of the creation of the suggestion box. This sign should be easily visible and brightly coloured. Such a sign will draw patron attention and encourage more of the public to offer suggestions.

The effectiveness of the redesigned methods for patron feedback can be easily evaluated. By comparing both the number and quality of patron suggestions in the old guest book to the suggestions received in the reengineered guest book and suggestion box, museum members can determine if the new methods of gathering patron feedback are successful.

Mobile Museum

A mobile museum that the museum members can take to the events it visits would help the museum's professional image, increase the opportunities for income, and increase the public awareness of the museum. Volunteer efficiency will be improved by allowing the museum volunteers to have an easier time preparing for public events and so will have more time for other activities.

Completion of the museum will yield higher sales at public events. Because of the improved public accessibility to the gift shop, a 20 percent increase in sales is expected. The preparation for a trip to a public event will take less than one day and only three volunteers will be needed to run the museum. The museum volunteers will be able to attend six more events yearly and bring the museum's exhibits to more people around Melbourne.

The museum already has a bus, which can be converted into a mobile museum exhibit as well as a mobile gift shop. Conversion of the bus into a mobile museum will require three months to complete. An electrical contractor is needed to complete the necessary electrical wiring and lighting to run the mobile museum. The costs for this work will be approximately $4,000.

During the first two weeks of converting the bus into a mobile museum, a volunteer will gather several monetary quotes from electrical contractors to provide the necessary power and lighting around the bus for the mobile museum to operate for several hours at a time. Once a contract is selected and approved, the electrical contractor will require four weeks to complete the electrical work with the bus.

Upon completion of the bus' electrical system, the mobile museum exhibits can be designed using the existing memorabilia and inventory of the fire museum. The lighting, computer equipment, and display cases for the exhibits will be bought at an estimated cost of $4,000. The design and construction of the exhibits will require six weeks. The exhibits that are designed for the mobile museum will be constructed so that they can be easily exchanged and updated for different events.

The volunteers in the workshop will conduct the bus' engine and mechanical maintenance. The exhibits must be rotated regularly and a committee will be placed in control of what displays are shown in the bus at any time. The mobile museum can be evaluated by tracking the increase in the number of events the museum volunteers can attend without requiring lengthy preparation time. Additionally, the feedback the museum receives from patrons who have seen the mobile museum will be analysed to determine where improvements can be made.

Data Cataloguing

By cataloguing the inventory and historical data in the museum, the museum will preserve the information for the future. The information will be more readily accessible so that it can be found quickly and easily. The inventory of the museum will be more easily kept organized and all historical details about items will be quickly available.

The inventory of the museum will be entered in stages with the items used most, like the appliances, entered within three months of commencing the cataloguing process. The rest of the inventory, the fire fighter histories, and the call logs will require far more time and will be catalogued within eighteen months. All this information will be easily available allowing museum volunteers to minimize the time necessary to satisfy queries.

In order to undertake this project, the museum must be able to hire an information technology consultant experienced with database design and someone with professional librarian skills to help organize the physical materials the museum must catalogue. There will also be a need for workers who can enter the data from books and journals into the databases. Because of the tedious nature of this task, these workers will likely need to be hired as well.

The first week of organization and cataloguing will be spent deciding what is to be catalogued electronically and what will be organized only on shelves. The data such as the fire fighter histories and inventory will be most important to have electronic access so that the information can be queried quickly and the data can be used to generate equipment reports. The fire logs will more appropriately be organized with shelves and a catalogue so that they may be referenced if necessary.

The electronic database design will take two weeks of consultation with an information technology professional. This process will identify all the different types of information that must be stored and all the details that will be needed for each type of data. The librarian will similarly require two weeks to decide how best to organize the logs, books, and other materials for storage.

Once the librarian has settled upon an organization method to implement, the organization may begin immediately and will take between twelve and eighteen months, depending on how much time can be devoted to cataloguing.

After the information technology consultant has obtained all information needed to design a proper database, a contract for the work will be drafted and the design work will commence. This will require between one and two months to complete before any information can begin to be entered into the database. After the design stages are completed, the inventory database will require one month of data entry to include most of the more prominent inventory and an additional twelve to sixteen months to store the rest of the inventory and the fire fighter histories.

Table 8. Timeline for Cataloguing Strategy

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Decide organization methods	■																	
Consultation with IT professional	■																	
Consultation with librarian	■																	
Organize library materials	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	▨	▨	▨
Design and build database system		■	▨															
Enter prominent inventory into database			■	▨														
Complete electronic data entry				■	■	■	■	■	■	■	■	■	■	■	■	▨	▨	▨

Note: Each square represents one month of the strategy implementation.
Grey squares indicate that a project may extend into this time.

The library will require little maintenance given that it remains organized and items to be entered into the library are continually entered correctly. The database will require similar maintenance. The computing machinery, which the database utilizes, may require additional maintenance as outlined by the information technology professional. In each case, regular maintenance is achieved through proper usage and is minimal.

The information organization procedures can be evaluated by progress of data entry. The information and inventory the museum has collected requires organization and the data entry is a long-term project. Whilst it is being undertaken, more information will be coming to the museum. For this reason, it is important to maintain an aggressive data entry schedule.

Metropolitan Fire Brigade Day

By holding special visit days for the Metropolitan Fire Brigade (MFB), the museum members will increase the interest in the museum by the brigade members. This interest is what is needed to increase the volunteer staff at the museum.

The goal of this method is to hold a visit day with the museum open to only museum members, MFB workers, and their families annually. Coinciding with this goal, the museum members will expect two new active members from the MFB per

year. In order to hold these special visit days, there must be volunteers available to work one extra day every year.

In the first month of the special visit day implementation, volunteers from the museum will survey MFB workers to find out what day of the week they would come to the museum with their families. During the second month, the volunteers will address the museum board with the day to hold the special visits and schedule members to work that day. All museum members will be encouraged to visit that day to meet MFB workers and encourage them to become members. The volunteers will repeat this procedure at every twelfth board meeting.

The volunteers in charge of scheduling the special visit day will also determine how many new members were recruited from the MFB and thus evaluate its success. If the museum recruits one new member as a result of the MFB family day, this method will be successful. However, there is no limit to the number of new volunteers needed by the museum.

Adopt-A-Fire Engine

By allowing members and donors to "adopt a fire engine," museum members can raise a significant amount of funding. Additionally, the adoptions will inspire active membership by donors and members. The goal of this method is to have two fire engines per year adopted.

In the first month of implementation, a museum volunteer will construct a sign explaining to patrons that they can adopt a fire engine and be influential in the operation and maintenance of the engine. The museum volunteer will also include on the sign special benefits such as free admission to the museum and free hire of the adopted truck for special events. Once per month at each board meeting, as well as in the fire museum's quarterly newsletter, a volunteer will advertise the adoption plan to the museum members. The members will be given the option to follow different adoption plans. Different costs can purchase different levels of influence on the truck's maintenance and operations.

To evaluate the success of the adoptions as a fundraiser, each adoption must be considered a success. If more than one truck is adopted every two years, the method will be successful and will not be changed. If less trucks are adopted the museum members will re-formulate the prices and benefits of adoption. There will never be a need to terminate the program because there are no costs to the museum and only opportunities for income.

Chapter 5. Recommendations and Conclusions

There are several strategies outlined in this document to improve the museum and its abilities to achieve its goals. Each strategy requires a certain amount of resources to undertake and some strategies are beyond the museum's current capabilities. Table 9 shows a timeline describing when different strategies should be implemented so that the benefits of each strategy can be used to complete larger projects afterward.

Table 9. Timeline for the Complete 5-Year Strategic Plan

	2002				2003				2004				2005				2006			
Advertising Campaign	■				■	■			■				■				■			■
Patron Feedback	■																			
Museum Exhibits	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	▨	▨	▨	▨
Placards and Indoor Signs		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	▨	▨	▨	▨
Volunteer Management		■	▨																	
Fundraising Campaign		■	■	■									■	■	■					
Metropolitan Fire Brigade Day			■		■		■		■		■		■				■		■	
Organization and Committees			■																	
Mobile Museum			■	■																
Website Development						■	■	▨												
Adopt-A-Fire Engine						■	■													
Data Cataloguing									■	■	■	■	■	■	■	■	▨	▨	▨	▨

Note: The years are divided into four quarters each and blackened squares indicate when a project is being implemented. Grey squares indicate that a project may extend into this time.

Projects that should begin implementation first are the advertising campaign, patron feedback improvements, and museum exhibit overhaul. These projects require few prerequisite resources and will improve some of the key strategic issues facing the museum. The advertising campaign is necessary to let potential patrons know that the museum exists and what it has to offer the community. The advertising strategy should be reengineered yearly and reinstated in addition to its regular maintenance to make sure the museum is adequately represented. When more patrons begin visiting the museum, it will become increasingly important for the museum to be able to get honest feedback from them regarding the museum. These ideas are outlined in the patron feedback strategies. Also, when attracting new patrons, it is important that they see the museum is changing and worth visiting again in the future. The museum exhibit overhaul will make sure that patrons are not disappointed when they do return to see new and changing exhibits.

As new exhibits are developed, it will be very important to place adequate signage and descriptive placards around the museum and the exhibits to give patrons a better museum visit experience. As new exhibits are introduced to the museum, placards should also be created to better explain the exhibits. Signs to direct visitors around the museum will assure that patrons see all the exhibits and learn as much as they can from the museum.

More advanced volunteer management strategies should be implemented to adequately handle the increased patronage and the museum exhibit changes happening. Simultaneously, a fundraising campaign will be necessary as the museum

exhibit overhaul begins to undertake larger projects. Another fundraising campaign will also be necessary for the largest projects involved later in the museum exhibit overhaul such as the restoration of the brigade watch room.

Beginning each summer with a Metropolitan Fire Brigade Day is a way to begin the warmer months with an opportunity to attract MFB workers to the museum and earn their interest in the museum. This will become a yearly event to improve the relationship and cooperation between the Metropolitan Fire Brigade and the Fire Services Museum.

Also beginning in the fourth quarter of 2002, the board of directors can begin implementing organizational committees specifically charged with maintaining various aspects of the museum's operation. This organizational strategy will help the museum cope with the growth it has undergone and prepare it for future growth as well.

Because of the exhibit design strategies being developed by late 2002 and the increased funding available from the fundraising campaign, the museum will be in a position to begin construction of the mobile museum. The mobile museum bus will allow the museum to operate within the community more aggressively advertising to potential patrons and volunteers alike.

Beginning in the second quarter of 2003, the museum website will require a new design. Increased funds will be available to outsource any development necessary to complete this project and maintain a more impressive and interactive website. Also, the museum will be ready to widen its patron base internationally through the use of the site.

Shortly thereafter, the announcement to patrons and volunteers alike can be made about the Adopt-A-Fire Engine program. After drafting the details of this program and determining the pricing and membership structure of the program, the broad patron base the museum has developed through advertising and the website can be informed of the adoption program.

The data cataloguing process will require significant resources to accomplish and will also span over a year's time. In the interest of funding, it will begin in the second half of 2004 and continue until at least late 2005. This project will require funding for the professional services that must be outsourced as well as the tedious labour it will necessitate.

Before each strategy begins, it will be necessary to discuss it at the meeting of the board of directors. In this discussion, the board will decide who will be responsible for overseeing the strategy and where the resources necessary will come from. The volunteer in charge of the implementation of each strategy will offer progress reports to the board for the duration of the implementation procedures. These progress reports will help the museum to evaluate its development. The board may decide that changes to the schedule are necessary because of insufficient resources or unmet prerequisites. If the board decides that changes to the strategy must be made or to the strategic plan schedule, the board must approve those changes and update the document to reflect those changes. By maintaining this strategic plan as a living document, it is assured that the strategic plan will remain pertinent to the museum operations and will continue to guide the museum's activities.

The entire strategic plan will be evaluated quarterly. The total progress through the strategies according to the overall timeline in Table 9 will be considered and any divergences will be discussed. This will ensure the strategic plan remains

applicable to the museum's activities and that the board considers any changes in implementation.

Appendix E. Email Mailing List Tutorial

If you want to compose a newsletter, type your thoughts in a Windows Notepad or Microsoft Word file, so that you will not lose your work in the event that the Internet connection is lost. Store all of these documents in the same place so that you have a record of all the newsletters that you sent. Do not worry about formatting, you will simply Cut & Paste sections from your document into text boxes on the Mailing List Management website (described below).

Logging Into the Account

1. Go to http://www.bravenet.com

2. In the top-left corner of the homepage (look for the graphic shown below), enter "**fsmvic**" (username) and the password and click the LOGIN button.
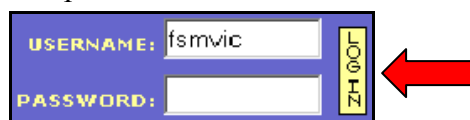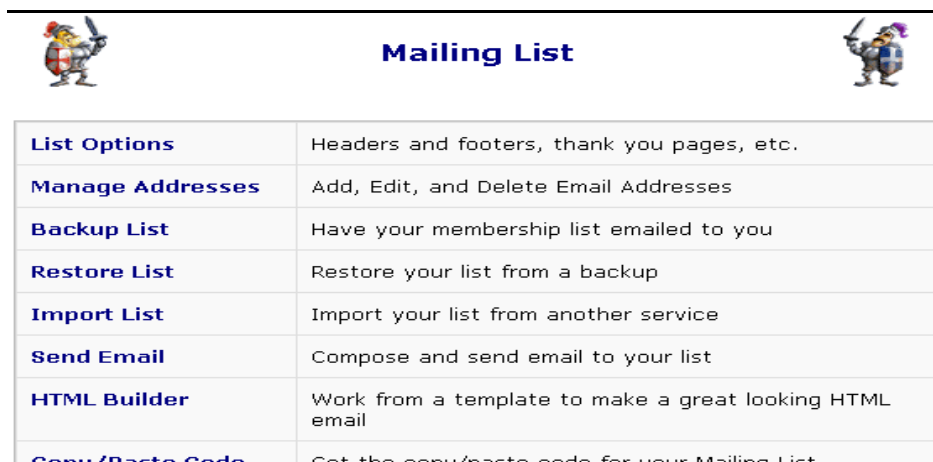

Figure 6. Login to account

3. Click Mailing List.

Figure 7. Enter Mailing List Management Page

4. The Mailing List menu allows you to Manage Addresses, to Backup List (do this periodically to guard against accidental loss), and to Send Email. Simply follow the on-screen directions.

List Options	Headers and footers, thank you pages, etc.
Manage Addresses	Add, Edit, and Delete Email Addresses
Backup List	Have your membership list emailed to you
Restore List	Restore your list from a backup
Import List	Import your list from another service
Send Email	Compose and send email to your list
HTML Builder	Work from a template to make a great looking HTML email
Copy/Paste Code	Get the copy/paste code for your Mailing List

Figure 8. Mailing List main menu

Managing Addresses:

1. From the Mailing List menu (Figure 8), click Manage Addresses.

2. You can add people to the distribution list by simply entering their name and email address and clicking the "Add this address" button.

Figure 9. Adding members to the distribution list

> **NOTE:** Adding Emails to this list requires a "Double Opt-in." This means that both parties (the museum and the person being added) must agree to the addition. This prevents improper usage of the list. When you enter a new person, they will receive an Email that they must reply to in order to be added to the list. There is a maximum of 500 addresses in this list.

3. To search for a person, click the appropriate letter, or click "ALL" to display the entire list.

Figure 10. Search for recipient

Sending a Newsletter:

1. From the Mailing List menu (Figure 8), click Send Email.

2. There are 4 simple steps to follow. Click the link "**Step 1:** Build your email using our Newsletter Wizard."

3. At the bottom of the page, there are 3 different-coloured templates that can be used to start a fresh newsletter. Instead, click the "LAST SENT" button to open the FSMV newsletter that has already been formatted for the FSMV.
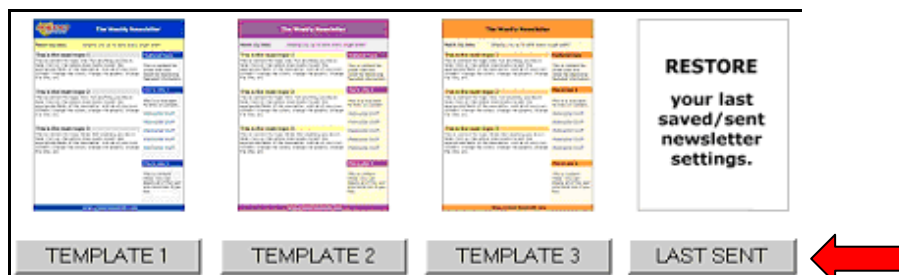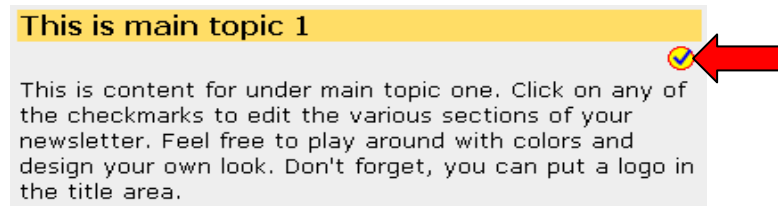

Figure 11. Choosing "Last Sent" newsletter

2. There are 6 sections of the newsletter that you can easily edit by clicking 1 of the checkmarks (✓) within the newsletter. For example, click the ✓ in the following section of the newsletter:

Figure 12. Editing a part of the newsletter

3. It is very simple to edit the sections of the newsletter. Simply replace the text in each box with new text. All of the colours have been formatted already, but they can also be easily edited if you so desire. When you are finished editing a section, or you simply wish to see what your changes will look like, click [Preview] at the bottom of the page.

4. When you are finished editing the entire newsletter, click [Save Your Changes] at the bottom.

5. Saving your changes automatically directs you to the **Send Mail To Your Mailing List** page. Enter a subject for your Email in the box under "**Email Subject.**" If you need to edit the newsletter again simply click Edit Newsletter under **Step 1**.

6. In the box under "**TEXT Message,**" replace "Enter your PLAIN TEXT newsletter here" with text from your original document (Notepad or MS Word). This is done so that a Plain Text version is sent to everyone, in the event that some of your recipients cannot receive the fancy HTML-version of the newsletter.

   NOTE: Clicking [Preview this email] will send a copy of the Email ONLY to you (fsmvic@alphalink.com.au). This is usually a waste of time and is not necessary.

7. Click [Send this email] to deliver your newsletter (both HTML and Plain Text versions) to the people on your distribution list.

Miscellaneous:

Backup List and Restore List

You should back up the list periodically to protect against accidental loss. Do this by clicking "Backup List" in the LIST MANAGER menu (on the left side of the page). Follow the instructions, which will send an important Email to the museum (fsmvic@alphalink.com.au), which should be saved. If something happens, you can click "Restore List" and follow the instructions, which will require the Email that was sent when you saved the list.
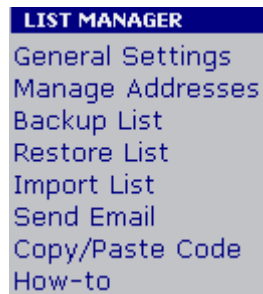
Figure 13. List Manager menu

"Links" Section

The "Links" section on the right side of the newsletter contains HTML code (web page-language). This code is what creates the links to the museum's homepage, the MFESB, and the CFA. If this code gets accidentally erased, cut and paste the following code into one of the boxes:

<A HREF="http://www.alphalink.com.au/~fsmvic" TARGET="_blank">FSMV Homepage</A>

<A HREF="http://www.mfbb.vic.gov.au" TARGET="_blank">Metropolitan Fire & Emergency Services Board (MFESB)</A>

<A HREF="http://www.cfa.vic.gov.au/" TARGET="_blank">Country Fire Authority (CFA)</A>

References

Akchin, D. (2001). Nonprofit marketing: Just how far has it come? Nonprofit World 19, 33-35.

Alexander, E. P. (1979). Museums in Motion. Nashville: American Association for State and Local History.

Alston, F. K., & Bryson, J. M. (1996). Creating and Implementing Your Strategic Plan. San Francisco: Jossey-Bass.

Andreoni, J. (1998). Toward a Theory of Charitable Fund-Raising. Journal of Political Economy 106(6). 1186-1188.

Andrews, D., Jensen, L., Kneeper, E., & Prunty, K. (2002). Internet savvy nonprofits: Dot-orging your way to success. Nonprofit World 20(1), 25.

Anthony, S. (2002, January 30). Visit takes the big and bad out of wolf for pupils; Canid Center docent teaches 3rd graders; misconceptions debunked. St. Louis Post-Dispatch. p. 3.

Brandt, S. C. (1989). Strategic Planning in Emerging Companies. Sydney: Addison-Wesley.

Brent, C. (2002). Kids: bridging the gap between fantasy and reality. Brand Strategy 10, 22.

Brinckerhoff, P. (1997). The nonprofit marketing disability—and how to overcome it. Nonprofit World 15, 18-19.

Brody, R. (1999). The Man from Org. Database 22(2), 51.

Broom, G. M. & Dozier, D. M. (1990). Using Research in Public Relations. Upper Saddle River, NJ: Prentice Hall.

Brown, B. (2002, January 27). School dropout rate falls across canada. Buffalo News. p. A8.

Brown, M., Cardozo, R., Cunningham, S., Salmon, W., & Sultan, R. (1968). Problems in marketing. New York: McGraw-Hill.

Bryson, J. M. (1995). Strategic Planning for Public and Nonprofit Organizations. San Francisco: Jossey-Bass.

Burke, M. A., & Liljenstolpe, C. (1992). Recruiting Volunteers: A Guide for Non-Profits. Los Altos, CA: Crisp Publications, Inc.

Business/Technology Editors (Ed.) (2001). Museum of Fine Arts, Boston, Joins MuseumShop.com. Business Wire, 366.

Butt, R. (1969). Sales effort and marketing strategy. US: American Management Association.

Cargo, R. A. & Cargo E. R. (2001). Managing change in museums: guidance and experience to help. Nonprofit Management and Leadership 11(4), 499-503.

Carlsen, C. (2002, January 30). St. Paul Pinponts Medical Startups. The Daily Deal. Retrieved 4 February 4 from LEXIS-NEXIS® Academic Universe, on the World Wide Web: http://web.lexis-nexis.com/universe/form/academic/business.html

Casey, D., & Wehner, K. (2001). Culture and Recreation: Centenary Article-Accounting for audiences in Australian museums. Year Book Australia. Australian Bureau of Statistics, 13.

Casserly, M. (1995). Shaking up schools: a job for an outsider? School Administrator, 15, 44.

Cherkassky, I. (2001). Back to school. Beverage World 120, 20.

Clary, E. G., & Snyder, M. (1999). The Motivations to Volunteer: Theoretical and Practical Considerations. Current Directions in Psychological Science, 8(5). Blackwell Publishers. 156-159.

Claus, R. J., Claus, S., Claus, T. (1999). The Economic Context of On-Premise Business Signs and How to Establish Value in the Marketplace. The Signage Foundation for Communication Excellence. Retrieved 27 March 2002 from the World Wide Web: http://www.signagefoundation.org/economic/economictoc.html

Cnaan, R. & Goldburg-Glen, R. (1991). Measuring Motivation to Volunteer in Human Services. Journal of Applied Behavioural Science.

Crosby, L, & Johnson, S. (2001). High performance marketing in the CRM era. Marketing Management 10, 10-11.

Curtis, D. A. (1983). Strategic Planning for Smaller Businesses. Lexington, MA: LexingtonBooks.

David, F. R. (1997). Strategic Management Cases. Upper Saddle River, NJ: Prentice Hall.

Dougherty, D. C. (1989). Strategic Organization Planning: Downsizing for Survival. New York: Quorum Books.

Enis, B., and Cox, K. (1969). Marketing Classics. Boston: Allyn and Bacon.

Ensign, M. S., & Adler, L. N. (1985). Strategic Planning: Contemporary Viewpoints. Oxford, England: ABC-Clio.

Farrell, J. (2002, January 31). Music to their ears; students enraptured as Tim Janis ensemble performs at school. The Hartford Courant. p. B3.

Ferber, R. (1949). Statistical techniques in market research. New York: McGraw-Hill.

Fox, K. (1993). Moving science from museum to school. <u>Science, 262</u>(5131). 174.

Fry, F. L., & Stoner, C. R. (1995). <u>Strategic Planning for the New and Small Business</u>. Chicago: Upstart Publishing.

Fundraising. (1994). <u>American Heritage Dictionary, Third Edition.</u> Version 3.6a. SoftKey International Inc.

Glasrud, B. (2001). Your mission statement has a mission. <u>Nonprofit World 19</u>(5), 35-37.

Glazer, A., & Konrad, K. A. (1996). A Signaling Explanation for Charity. <u>The American Economic Review</u>. 1019-1029.

Goulding, C. (2000). The museum environment and the visitor experience. <u>European Journal of Marketing 34</u>, 261—278.

Goodman, D., Hackling, M., & Rennie, L. (2001). <u>The Status and Quality of Teaching and Learning of Science in Australian Schools</u>. Canberra: Commonwealth of Australia.

Goodstein, L. D., & Pfeiffer, J. W. (1985). <u>The 1985 Annual: Developing human resources</u>. San Diego: University Associates.

Gup, B. E. (1979). Begin strategic planning by asking three questions. <u>Managerial Planning</u>. November-December. 28-31, 35.

Handy, C. (1988). <u>Understanding Voluntary Organizations</u>. Ringwood, Victoria, Australia: Penguin Books Australia.

Hax, A.C., & Majluf, N.S. <u>Strategic Management: An Integrative Perspective</u>. Englewood Cliffs, NJ: Prentice Hall.

Howe, F. (1997). <u>The Board Member's Guide to Strategic Planning</u>. San Francisco: Jossey-Bass.

http://www.ahc.gov.au. Australian Heritage Commission. 2002.

http://www.alphalink.com.au/~fsmvic. Fire Services Museum of Victoria. 1998.

http://www.heritage.vic.gov.au. Heritage Council Victoria. 2002.

http://www.mfbb.vic.gov.au/fireed.htm Metropolitan Fire & Emergency Services Board Melbourne. 2002.

http://www.nattrust.com.au. National Trust. 2002.

Ilsley, P. (1990). <u>Enhancing the Volunteer Experience</u>. San Francisco: Jossey-Bass Publishers.

Ingram, D. (1999). Museums: They're Not Just for Field Trips Anymore. Research / Practice, 7(1). University of Minnesota College of Education & Human Development.

Kastens, M. L. (1979). The why and how of planning. Managerial Planning. July-August. 33-35.

Kelly, K. S. (2000). Managing public relations for nonprofits. Nonprofit Management and Leadership 11(1), 87-95.

Kotler, N., & Kotler, P. (1998). Museum Strategy and Marketing: Designing Missions, Building Audiences, Generating Revenues and Resources. San Francisco: Jossey-Bass.

Larrabee, E. (1968). Museums and Education. Washington, D.C.: Smithsonian Institution Press.

Lippa, R. (1994). Introduction to Social Psychology, Second ed. Belmont, CA. Wadworth Inc., 92-93. Lynch, R., Ross, H., & Wray, R. (1984). Introduction to marketing. New York: McGraw-Hill.

Lorange, P. (1982). Implementation of Strategic Planning. Englewood Cliffs, NJ: Prentice Hall.

Mazur, L. (2002). Why intangibles can't be valued by the numbers. Marketing 2, 16.

Maslen, G. (1999, February 19). Extra for those who hit Victorian standards. Times Educational Supplement, 4312, 23.

McBrearty, B. (1998). Are non profit fund raisers ready for the Internet? Fund Raising Management 29(8), 28.

McClellan, A., Rebello-Rao, D., & Wyszomirski, J. (1999). Resisting invisibility: arts organizations and the pursuit of persistent presence. Nonprofit Management and Leadership 10(2), 169-183.

MacLeod, F. (1993). Motivating and Managing Today's Volunteers. Vancouver: International Self-Counsel Press.

Meckbach, G. (1999). Museum builds online exhibits. Computing Canada 25(5), 15.

Mintzberg, H. (1994). The Rise and Fall of Strategic Planning. Sydney: Prentice Hall.

Motley, L. (2002). Picking the right ratio to measure performance. Bank Marketing 34, 44.

Nichols, J. (1995). Database Management: Developing Relations With Donors. Fund Raising Management, 18-19 and 47.

Nonprofits Run More Efficiently With Information Technology (2002). <u>Education Technology News, 19</u>(3).

Pfeiffer, J. W., Goodstein, L. D., & Nolan, T. M. (1989). <u>Shaping Strategic Planning</u>. San Francisco: University Associates.

Pynes, J. (1997). <u>Human Resources Management For Public and Nonprofit Organizations</u>. San Francisco: Jossey-Bass Publishers.

Rados, D. (1996). <u>Marketing for nonprofit organizations.</u> Westport: Auburn House.

Radtke, J. (1998). <u>Strategic Communications for Nonprofit Organizations: Seven Steps to Creating a Successful Plan</u>. New York: Wiley.

Reed, D. (1996). Nonprofit marketing: creativity 'unplugged.' <u>Marketing News 30</u>, 6.

Reid, S. A. (2002, January 31). Creditsmart being launched at CAU; outreach program to help consumers' records get clean. <u>The Atlanta Journal and Constitution</u>. p. 3B.

Ritchie, K. (1995). <u>Marketing to getneration X.</u> New York: Lexington Books.

Rodriguez, Y. (1999). Grant to revive building as museum, fire station. Sarasota Herald Tribune. 24 May 1999. 1B.

Salzman, J. (1998). <u>Making the News: A Guide for Nonprofits and Activists</u>. Boulder, CO: Westview Press.

Samuels, C. (2001, November 18). Science show electrifies students. <u>The Washington Post</u>, T01.

Sandrick, K. M. (October 1996). How to get money--tricks of the trade. <u>Trustee 49</u>(9), 20.

Schaff, T. & D. Schaff. (1999). <u>The Fundraising Planner: A Working Model For Raising The Dollars You Need</u>. San Francisco: Jossey-Bass Publishers.

Schiavone, L. (2001). Is bigger better or just inevitable? <u>Mortgage Banking 62</u>, 20-27.

Smucker, R. (1999). <u>The Nonprofit Lobbying Guide</u>. Washington D.C.: Independent Sector.

Taylor, T., (2000). <u>The Future of the Past: Final Report of the National Inquiry into School History</u>. Canberra: Commonwealth of Australia.

Tyrangiel, J. (2001, November 5). The Charity Olympics. Time 158(20), 75-77.

Walker, Frank. (2001). Volunteerism under the magnifying glass. <u>Fund Raising Management, 32</u>(4). Garden City. 46-48.

Warner, I. R. (1975). <u>The Art of Fundraising</u>. New York: Harper & Row.

Wreden, N. (1997). For members only. (use of extranets by non-profit organizations to link members at low cost). <u>Information Week</u> (660), 100-103.