

Project Number: 51-JRB-8880

The Fire Services Museum of Victoria

An Interactive Qualifying Project Report
submitted to the Faculty of
WORCESTER POLYTECHNIC INSTITUTE
in partial fulfilment of the requirements for the
Degree of Bachelor of Science
by

Kristin Jamison
Megan Lindberg
Matthew Romano

Date: April 29, 2003

Approved:

Professor Jonathan Barnett

Professor Laura Menides

Abstract

Issues of funding, staffing, and Internet resource opportunities were researched on behalf of the Fire Services Museum of Victoria (FSMV). Contacts within the fire services, grant and philanthropic organisations and the museum community were established to develop supportive relationships that will help build a successful future for the FSMV. Informative resources for the FSMV were identified on the Internet. An Internet training course was created to aid museum volunteers in obtaining the skills to utilise these resources

Authorship Page

- Chapter 1. **Introduction** All

- Chapter 2. **Literature Review and Background**
 - Museum Management
 - ▼ Volunteerism Megan Lindberg
 - ▼ Funding Matthew
 - Romano
 - ▼ Marketing Kristin Jamison
 - Integrating a Museum Specialist Megan Lindberg
 - Hiring a Museum Specialist Matthew
- Romano

- Chapter 3. **Methodology** All

- Chapter 4. **Data and Analysis**
 - Funding
 - ▼ Philanthropic and Grant Organisations Matthew
 - Romano
 - ▼ Sponsorship Kristin Jamison
 - Staffing Megan Lindberg
 - Internet Training Kristin Jamison
 - The Fox Classic Car Museum Partnership Kristin Jamison

- Chapter 5. **Conclusions**
 - Funding Matthew
- Romano
 - Staffing Megan Lindberg
 - Internet Training Kristin Jamison
 - FSMV Museum Partnership Kristin Jamison

- Chapter 6. **Recommendations** Megan Lindberg

Table of Contents

ABSTRACT.....	I
AUTHORSHIP PAGE.....	II
TABLE OF CONTENTS	III
LIST OF FIGURES	V
LIST OF TABLES	VI
EXECUTIVE SUMMARY	1
1 INTRODUCTION.....	5
2 LITERATURE REVIEW AND BACKGROUND	7
2.1 MUSEUM MANAGEMENT	7
2.1.1 <i>Volunteerism</i>	7
2.1.2 <i>Funding</i>	12
2.1.3 <i>Museum Marketing</i>	16
2.2 INTEGRATING A MUSEUM SPECIALIST INTO A VOLUNTEER STAFF	21
2.2.1 <i>Benefits of a Museum Specialist</i>	21
2.2.2 <i>Plans of Integration</i>	22
2.2.3 <i>Common Problems and Obstacles</i>	23
2.3 OBTAINING A MUSEUM SPECIALIST	24
2.3.1 <i>Creating the Job Description</i>	24
2.3.2 <i>The Interview</i>	26
2.4 CONCLUSION.....	28
3 METHODOLOGY	29
3.1 METHODOLOGY COMPLETED IN THE UNITED STATES.....	29
3.2 METHODOLOGY COMPLETED IN AUSTRALIA	30
3.2.1 <i>FSMV Contacts</i>	30
3.2.2 <i>Funding Resources</i>	30
3.2.3 <i>FSMV Records</i>	32
3.2.4 <i>Additional Staffing for FSMV</i>	32
3.2.5 <i>Internet Resources: Training and Utilisation</i>	36
3.2.6 <i>Museum Partnerships</i>	36
3.3 METHODOLOGY CONCLUSION	37
4 DATA AND ANALYSIS	38
4.1 FUNDING RESULTS.....	38
4.1.1 <i>Philanthropic Funding and Grant Organisations</i>	38
4.1.2 <i>Sponsorship Results</i>	41
4.2 STAFFING RESULTS.....	45
4.2.1 <i>Data Collected for Recruiting Active Fire Fighters</i>	45
4.2.2 <i>General Volunteer Recruitment Data</i>	47
4.2.3 <i>Museum Studies Internships</i>	49
4.2.4 <i>Data and Analysis for Museum Specialists and Resources</i>	56
4.3 INTERNET TRAINING	58
4.3.1 <i>Internet Training</i>	58
4.3.2 <i>Research and Curriculum Development</i>	58
4.3.3 <i>Internet Training Test Run</i>	59

4.3.4	<i>Training Assessment</i>	59
4.3.5	<i>Internet Resource Utilisation</i>	60
4.4	THE FOX CLASSIC CAR MUSEUM PARTNERSHIP	60
5	CONCLUSIONS	61
5.1	FUNDING CONCLUSIONS	62
5.2	STAFFING CONCLUSIONS	66
5.2.1	<i>Active Fire Fighter Volunteer Recruitment</i>	66
5.2.2	<i>General Volunteer Recruitment Conclusions</i>	69
5.2.3	<i>Museum Studies Interns Conclusions</i>	69
5.2.4	<i>Museum Specialists Conclusions</i>	71
5.3	INTERNET TRAINING CONCLUSIONS	73
5.4	INTERNET UTILISATION CONCLUSIONS	74
5.5	FSMV MUSEUM PARTNERSHIP	77
6	RECOMMENDATIONS	78
6.1	GENERAL RECOMMENDATIONS	78
6.2	HIRING A MUSEUM SPECIALIST	78
6.3	FUTURE IQP PROPOSAL	81
6.4	PROJECT IDEAS FOR FUTURE INTERNS OR MUSEUM SPECIALISTS	84
	APPENDIX A:	87
	APPENDIX B:	118
	WORKS CITED AND REFERENCES	123

List of Figures

FIGURE 1: FSMV AND FOX CLASSIC CAR MUSEUM MEMORANDUM OF UNDERSTANDING	61
FIGURE 2: HEALESVILLE SANCTUARY’S SPONSORSHIP BOARD.....	64
FIGURE 3: HEALESVILLE SANCTUARY SPONSORSHIP BOARD DETAIL	65
FIGURE 4: SCIENCEWORKS SPONSORSHIP BOARD	65
FIGURE 5: THE FSMV CASE STATEMENT	74
FIGURE 6: PROPOSED IQP PROJECT STATEMENT.....	82

List of Tables

TABLE 1: VOLUNTEER RECRUITMENT AGENCY CONTACT INFORMATION.....	48
TABLE 2: THE UNIVERSITY OF MELBOURNE CONTACT INFORMATION.....	50
TABLE 3: DEAKIN UNIVERSITY CONTACT INFORMATION AND SUMMARY	51
TABLE 4: MONASH UNIVERSITY CONTACT INFORMATION AND SUMMARY	53
TABLE 5: RMIT CONTACT INFORMATION AND SUMMARY.....	55
TABLE 6: THE ADVERTISEMENT SENT TO THE AUSTRALIAN MUSEUMS FORUM.	57
TABLE 7: OUTLINE OF PROPOSED NETWORKING EVENT WITH MFB	66
TABLE 8: OUTLINE FOR PROPOSED ACTIVE FIRE FIGHTER DISPLAY	67
TABLE 9: CONTACTS WITHIN THE VICTORIAN FIRE SERVICE ORGANISATIONS.	68
TABLE 10: MUSEUMS AUSTRALIA CONTACT INFORMATION	72

Executive Summary

Located in the original headquarters of the Melbourne Fire Brigade, the Fire Services Museum of Victoria was opened in 1979 to provide a home and focus for the history of fire fighting services in Victoria. The museum offers Australia's largest collection of fire brigade memorabilia including a year round display of fire vehicles and over 4,000 other fire services related items. The majority of the current museum personnel are retired fire fighters and can offer a lively story or two about their craft and its history. Currently the museum is understaffed and in need of additional funding. Over the last four months a team of WPI students completed a project to aid the museum in obtaining a larger, more diverse staff and further fiscal support.

During the initial research for this project the team studied issues of museum management. It was determined that many aspects of a successful museum were interdependent. In order to obtain a larger staff a museum needs to be able to advertise to and attract a broad base of potential volunteers. Through interviews conducted with individuals in the Victorian museum community, the team learned the benefits of hiring a museum specialist. The team organised the information from these interviews and wrote a recommendation for the FSMV to consider employing a museum specialist. This employment arrangement would require additional funding. A substantial time commitment is required to apply for fiscal support from funding organisations. For this to be done, more personnel are generally needed to meet this time commitment. The team found and utilised resources located on the Internet to create a broad museum support network. For research and analysis purposes of this project, the three prominent issues associated with museum management were identified as funding, staffing, and Internet resources.

Grant and philanthropic funding organisations were researched and contacted in order to determine possible sources of financial support for the FSMV. Analysing information obtained from the research and contacts, the team was able to determine the funding organisations with the potential to award the museum with a fiscal gift. For each of these organisations, the team obtained the funding application form and guidelines as well as any

pertinent contact details. This information was organised and compiled into a computer program. This program contains organised hyperlinks to information which will allow the FSMV to search for the funding organisation whose priority interests best fit the funding need of the FSMV at any given time. Furthermore, the team created a list of Internet address links that may be used during the fund seeking process. These websites assist in locating funding opportunities and provide practical hints for completing grant applications.

In order to aid in additional staffing for the museum, the team investigated a number of possible sources of volunteers. During preliminary research it was found that it is important for a museum to have a diverse staff which ideally includes one-third retired fire fighters, one-third active fire fighters, and one-third non-fire service personnel. Since the museum is currently staffed by only retired fire fighters, the team chose to focus on the latter two categories. In an attempt to involve more active fire fighters in the museum, the team arranged contacts with members of each of the three Victorian fire service organisations; the Metropolitan Fire Brigade (MFB), the Country Fire Authority (CFA) and the Department of Sustainability and Environment (DSE). The MFB was contacted to discuss programming possibilities that would help develop a better relationship between the members of the MFB and the FSMV. These proposals outlined a BBQ event to be held at the various MFB stations and the idea of creating an active fire fighter exhibit at the museum. The team contacted the CFA's Member's Services Department for information on how to solicit the members of their organisation to volunteer at the museum. Volunteer advertisements were created and submitted to CFA publications for distribution. The DSE aided the team in advertising the need for volunteers at the museum. An announcement was written by the team and was posted on FireWeb, the DSE's intranet. The contact details for each of these fire service organisations were organised and catalogued for the further use of the FSMV.

The volunteer coordinator at the Melbourne Museum informed the team that Volunteering Victoria and Go Volunteer were both useful resources to utilise for volunteer recruitment. These agencies were contacted to advertise volunteer opportunities at the museum to the general public.

Volunteering Victoria counsels interested individuals in finding appropriate volunteer jobs throughout the State through one-on-one counselling sessions. Go Volunteer is a similar organisation that provides on-line search options for people to find volunteer positions. The FSMV was registered with both organisations and was presented with the necessary contact information for each to maintain their respective accounts.

The team also investigated opportunities to include a museum specialist in the FSMV's staff. Four universities; the University of Melbourne, Deakin University, Monash University, and the Royal Melbourne Institute of Technology; were contacted for information on their internship programs. Enquiries were made into acquiring a museum studies or public relations student to work at the FSMV. Information about the museum and its potential for future student projects was compiled and submitted to each university. Contact details for faculty members at each school was determined and organised for the museum's future use.

Also, the team utilised the Australian Museum Forum (AMF) to alert the museum community to the staffing needs of the FSMV. AMF is the Australian-wide email list-serve for museum personnel; supported by Australian Museums On Line which is a comprehensive Internet site devoted to helping Australian museums through the service of sharing of information and increasing access to Australia's heritage collections. Through AMF, the volunteer advertisement sent by the team reached museum studies students, current museum personnel and employees, and retired museum specialists. Responses to the email were documented and passed onto the museum. Furthermore, Museums Australia, a national organisation focused on supporting the country's museums, was contacted by the team. The personnel of this organisation were able to outline all of the potential resources within Museums Australia available to the FSMV. These resources included museum magazines and journals, museum management courses, practical advice from the organisation's staff members, and assistance in recruiting museum personnel.

Throughout the four month span of this project, the Internet was used to obtain information pertaining to museum related issues. Information relevant to Australian organisations is not readily available through classic

research methods within the United States. During the team's time in the United States, the Internet was used as a means to overcome that informational gap. Internet resources aimed specifically at museum marketing, funding and volunteer recruitment were revealed and researched. Online resources such as Australian Museums On-Line (AMOL), Museums Australia (MA), Go Volunteer and Philanthropy.com were researched. Use of Internet resources provided an essential aspect of the preliminary research conducted by the team; necessary background was made available for work within an Australian museum. Based on the utilisation of the Internet it became evident to the team that the Internet is a prominent tool in the work of museum specialists as well as other museum staff. Contact details found on the Internet for a broad range of professionals such as museum specialists, funding organisation directors and volunteer recruitment managers were utilized in order to establish an informal relationship between their organisation and the FSMV.

Organisations are increasingly supplying their information on the Internet while simultaneously decreasing the information available through classic mediums such as printed documents, personalised written letters and telephone assistance. In the near future, if it is not the case already, most aspects of museum support will be found on the Internet. Due to the need for museum specialists and staff to utilise the resources available on the Internet, the team designed a training course and resource guide for the Internet. The Internet training was completed by a diverse group of FSMV staff. This training and resources guide emphasised the availability of resources and support for museums. The staff members of the FSMV were exposed to the resources that were utilised by the team during their project research. The utilisation of these resources for the future benefit of the museum will be the responsibility of the museum Board of Directors and volunteers.

The contacts and relationships formed as a result of this project are the first steps in developing a successful future for the museum. Through the research and analysis required for this project, the team was able to create a report which can be utilised as a tool for the future development of the FSMV.

1 Introduction

Fire protection and prevention has been an integral part of Melbourne's history since the initiation of the city's first volunteer fire brigade, the Melbourne Fire Prevention Society, in 1845 (Metropolitan Fire Brigade). As Melbourne grew in size, the risk of fire increased proportionally. In response, in 1890, the Fire Brigades Act was commissioned, creating a Metropolitan Fire Brigades Board and a Country Fire Brigades Board. That act resulted in the 1893 opening of the Eastern Hill Fire Station. In the late 1970's the fire brigade moved into a new building and the Eastern Hill Fire Station became the home of the Fire Services Museum of Victoria (FSMV website).

Currently, the volunteer staff of the FSMV is overworked in their attempt to present and preserve the fire protection history of Victoria (Barnett website). The museum is in need of a larger volunteer base that can maintain daily operations on a consistent basis. Furthermore, additional funding is required in order for this non-profit organisation to make any developments, both within the museum and in the community (Kerr). The FSMV has requested that research be conducted in the specific areas of volunteer recruitment as well as funding (Kerr). This project outlines the research conducted in these areas as well as research connected to both museum volunteerism and funding. This research and project implementation benefits the FSMV by supplying it with a resource of methods to fulfil and expand its potential operations. The staff members seem to have the passion for the fire services heritage, however they are overworked and morale is low. This project aims to supply the FSMV staff members with the knowledge and resources to aid them with the development of the museum.

It is important to understand both the societal and the technological aspects of this project in order for it to be classified as one of WPI's Interdisciplinary Qualifying Projects (IQP). The societal aspect of this project was evident, as much of the work was based on creating interpersonal relationships between the FSMV and other organisations that have the ability to support it. The challenge to create these relationships related with the interpersonal skills

emphasized in the IQP objectives. Identifying the technological aspect of this project relied on understanding the importance of utilising modern technology within a professional museum environment. Previously, the museum staff members were not aware of the support resources available on the Internet. The team, however, focused on Internet resources for much of its research. In order to educate the museum staff members about the importance of these Internet resources and how to utilise them, the team developed and implemented an Internet course. It was through the creation of this course that the team studied the effects of technology on humanity.

For this report, the team worked to research the museum operational issues of funding, staffing and internet resources. The methods that the team conducted will hopefully enable the Fire Services Museum of Victoria to successfully pursue developments for the enhancement of the museum.

2 Literature Review and Background

In preparation to effectively undertake this project to assist the Fire Services Museum of Australia (FSMV) in solving its staffing and funding issues, the team developed appropriate background knowledge in its various aspects. The following topics; museum management, integrating a museum specialist, hiring techniques, and Internet education were researched due to their importance in meeting the museum's goals.

2.1 *Museum Management*

In order to be effective in tackling this project, it is critical that the team understands the various aspects involved in museum management. Aspects of successful museum management include volunteer management, financial affairs, marketing, and customer service. To better understand how these aspects work together in the operation of a museum, this section reviews the literature describing them.

2.1.1 Volunteerism

One aspect of the management responsibilities at the FSMV is to manage the volunteer workforce that has kept the museum operating since its establishment. Included in this aspect of the job will be the tasks of recruiting, training, and maintaining volunteers. We have conducted research geared towards these various aspects of volunteerism.

2.1.1.1 Volunteer Recruitment

Perhaps the most critical aspect in managing volunteers is the recruitment stage. The FSMV's current volunteer staff is insufficient for the needs of the museum. The volunteers are overworked causing morale problems within the organisation. The museum is interested in finding new people who are both able and willing to commit their time to benefit the museum.

According to Connors, it is critical to connect an individual who wants to give a commitment to a particular organisation through an effective recruitment process (18.1). The prerequisite to this recruitment process is to first categorize the needs of the museum into different job descriptions (Ilsley and Niemi 52). It will be the FSMV's main responsibility, in terms of volunteer management, to fit individuals with the specific tasks that need to be done (Allen 11). By first defining those jobs that the museum wishes volunteers to fill, volunteers can be matched with responsibilities that will satisfy them. Those individuals who are potential volunteers must have some link to the interests of the museum in order to result in successful volunteers. If an organisation understands the various motivations, desires, and interests that possible volunteers possess, it can match different tasks with the appropriate volunteer (Connors 18.2). Recruitment is the first step in a thriving volunteer retention program. Goodlad and Mclvor point out an important tool in the acquisition of new volunteers is requiring an application form to identify intentions in volunteering (111).

It is important to understand why people volunteer and where to find those willing to donate their time. Both the volunteer and the organisation should expect to gain something from their relationship (Goodlad and Mclvor 7). In order to fulfil their own needs, as well as reach out to others, people look for service positions that offer no monetary compensation for their time (Allen 25). Furthermore, a growing number of persons are realizing that they may find satisfaction in sharing their experiences and time for the "social contact and enhanced awareness" that can be found in volunteering (Goodlad and Mclvor 4). Although the average volunteer is a married woman between the ages of twenty-eight and forty (Connors 18.2; Ilsley and Niemi 53), other potential target groups of volunteers have been identified. Connors references the desires of teenagers and senior citizens to participate in the volunteer experience with a friend (18.2) while Goodlad and Mclvor point out that students "represent a massive potential resource for museums" (7). It would be beneficial for the FSMV to examine various avenues to locate volunteers.

Ilisley and Niemi offer a number of interesting devices for finding those individuals interested in committing their time to volunteer work. These tactics; including both public and personal recruitment techniques; can potentially be employed by the FSMV in order to obtain the most resourceful, committed volunteers for their organisation. Newspapers, flyers, radio or television ads, mailers, and open houses can be organised in a public enlistment effort for volunteers. For a more personal recruitment, the current volunteers can be encouraged to enlist their own friends and family to join them in their work or set up phone-a-thons to talk one-on-one with potential volunteers (55-56). Furthermore, advertisements for volunteers can be posted within the museum to encourage patrons to participate as well. Connors outlines similar avenues for finding volunteers, but adds that volunteer agencies are also an effective resource (18.2). Two online volunteer placement agencies that operate their services in Australia that have potential to help the FSMV are “Go Volunteer!” ([Go Volunteer](#)) and “Volunteering Australia” ([Volunteering Australia](#)).

2.1.1.2 Training

Once a person has expressed his or her desire to volunteer and the organisation has confirmed that the individual’s motivations and commitment match the opportunities available, a new volunteer must be properly trained in his or her expected responsibilities. With the initial contact between the volunteer coordinator and the recruited volunteer, the orientation process begins through the very demeanour, professionalism, and behaviour of the recruiter (Connors 18.5). A number of sources indicate that a formal training program for all volunteers is necessary; however, the specifics of the plan should match the needs of a particular organisation.

It is important in any orientation program to have the new volunteers interact regularly with the professional staff and senior volunteers in order to establish expectations of the appropriate behaviour (Goodlad and McIvor 84). Connors offers a structured five-step training program that includes education prior to the person’s start of work. This program progresses from the explanation of

responsibilities right through the transition training for promotions within the volunteer ranks (19.1). This program is of interest and could possibly be altered slightly to work for the purposes of the FSMV. The shortfall it presents, however, is the time required of the professional staff member or other knowledgeable volunteers to put into the training process.

Other examples of volunteer training programs have been identified on museum and non-profit organisation websites. The Virginia Living Museum in Newport News, Virginia USA schedules training seminars throughout the year for a number of people at once. Each seminar focuses on a particular volunteer job available within the organisation and those interested in participating in that specific job must attend (Rudy Designs). The training program at the National Building Museum in Washington D.C. USA offers an individual initial meeting for each new volunteer followed by a series of sessions that occur over three months at the convenience of both the trainee and the museum (Volunteer Opportunities). Lastly, the Museum of Melbourne in Melbourne, Victoria AU does not delve into detail about its training programs. However, it explicitly states that it is a significant time commitment that will ensure volunteers will be prepared to manage any role required of them (Getting Involved).

These examples reinforce the need for a complete, concise training program that successfully prepares new volunteers for their role in the organisation. Each of these examples is worth consideration and aspects of each may effectively be linked into a successful program to meet the FSMV needs. Regardless of the training program that is implemented, some standard guidelines must be met.

2.1.1.3 Motivation and Rewards

In order for volunteers to remain committed to their work at the museum, it is important for the FSMV to develop a system by which to motivate its volunteers. Various publications offer a variety of ideas that could be employed as motivational techniques.

Once a volunteer expresses interest in committing their time to an organisation, that volunteer's next step is to decide whether or not to remain in the job. It is more probable for a volunteer staff member to leave their job than for a professional in the same situation. To overcome the lack of monetary ties between volunteers and their job, the supervisor must provide adequate motivation (Connors 17.6). Teitel points out that the needs of people including "the need for achievement, for power, and for affiliation" are motivations for volunteers (35). Ilsey and Niemi have similar sentiments about volunteerism when stating that factors such as accomplishment, work ethic, promotion, and accountability motivate people to donate their time and efforts, therefore, those aspects must be maintained by the volunteer's supervisor (87). These points, stressing the idea of cultivating a volunteer's initial motives, must be considered in order to create an effective motivation and retention program for the FSMV.

According to Ullrich, organisations that are willing to change their methods of motivation over time find their techniques to be most effective (51). Furthermore, Goodlad and McIvor suggest that both the volunteer and the organisation must have the opportunity to gain something from their relationship in order for it to be successful (7). Teitle states that experienced volunteers find that their motivations change over time and may be greatly different from those of a newly hired volunteer (36). In order to maintain a successful relationship, the organisation must be flexible in order to cater to a volunteer's changing motives.

A number of examples of how to motivate volunteers have been offered by different sources. Teitle indicates that, when given a leadership position or type of promotion, volunteers expressed more satisfaction with their jobs (35-36). Taking that step, a system based on a volunteer's experience and dedication could be devised to create a hierarchy of leadership roles among the volunteer staff within the organisation. Ullrich examines a case study of a typical motivational incentives plan that outlines a system of monetary compensation for extraordinary productivity. This program involves an equation to relate a worker's product output to a specified amount of bonus

money (51-56). Although this program involves a payment process, which is not practical in a volunteer situation, the basic idea of larger incentives for greater effort is one that could be utilized by a non-profit organisation. Lastly, Goodlad and McIvor examine the new phenomenon of academic institutions directly linking community service activities to the curriculum. In partaking in functional services for a given part of the community within their interest of study, students can combine their academic goals with volunteerism (7).

While commitments of people tend to change, and therefore affect one's availability or desire to volunteer, it is the motivations of people that steer their service commitments. When recognized, educated, and given room to expand in one's position on a continuing basis, the volunteer experience is most likely a successful one where volunteers retain their motivation and commitment to their work (Teitle 36).

2.1.2 Funding

One substantial issue that the FSMV is facing is a lack a funding. As stated in the introduction to this report, the museum is having difficulties with everyday operations due to staffing needs and workload burdens. In order for the museum to flourish and overcome these difficulties, innovative and rewarding means of financial support must be revealed. Such funding could originate from a multitude of sources including several forms of grants, personal, organisational and philanthropic donations, or altering certain facets of the museum as to attract more patrons.

2.1.2.1 Funding Through Grants

There are a number of different types of organisations including government agencies, foundations, and businesses that award grants to institutions (White 19). Due to the multiple types of funding that are available, the first step in fund seeking is to identify the type of agency that awards funds to establishments similar to the museum. Typically, agencies do not fund all types of organisations. For instance, government agencies are not able to

fund many organisations that foundations or corporations may fund (Hillman 7). To investigate this issue, White suggests documents such as The Foundation Directory, The Catalogue of Domestic Assistance, or The Annual Register of Grant Support (22).

2.1.2.2 Identifying and Researching Appropriate Funding Sources

Finding the fiscal sources that best correlate with the museum's funding goals is a task of great importance. Each funding organisation specifies eligibility requirements which differ between organisations (Bauer 11). Many organisations only award funding to specific needs and, therefore, it may prove wasteful for some fund seekers to submit a grant proposal to them. Margolin explains that it is imperative for a fund seeker to examine the past grants that were awarded by certain organisations. If that grant winner's needs were not similar to that of the fund seeker, then that funder should be immediately disregarded (162).

Once a seemingly suitable funding organisation has been discovered, the reliability of the information sources should be confirmed (Margolin 162). Facts that are gathered pertaining to an agency should originate from official documents, such as those mentioned in section 0 of this report. Some non-profit organisations have professionals who assist with grant research (White 27). Requesting assistance from those professionals may be helpful in confirming the validity of a source. Also, when investigating potential funding organisations and past grants awarded by them, the date of those awards must be taken into careful consideration. This is mainly because many issues may arise in funding organisations that could cause their priorities to be altered. In turn this causes organisations to change the types of organisations that they fund (Margolin 160).

As soon as a potential funding organisation is discovered, it is essential to gain as much knowledge and information about it as possible (Hillman 10). Margolin explains that the more information that one can find about an

agency, the greater the chances are of winning a grant from that agency (160). A great way to find information about an agency, as Bauer suggests, is to obtain a list of past grantees and contact them. One may ask the past grantees questions regarding how they approached the agency and if they have any information that may help in winning a grant from that agency (109). White offers another method to acquire information, which is to send a letter to the agency requesting current information from it directly (174). This is also a reliable way to ensure that the information is accurate. Bauer and White agree that pre-proposal contact is vital when planning on applying for a grant (Bauer 106, White 174). Studies show that on average, there is a 300% chance increase of being awarded a grant if the fund seeker makes pre-proposal contact (Bauer 106).

2.1.2.3 Receiving a Grant

There are many ways to increase an organisation's chances of being awarded a grant. Bauer and Hillman agree that it is extremely important for an organisation to have outside contacts or advocates such as governmental figures or influential people in society (Bauer 35, Hillman 11). If the right connections are made, having these contact people could prove to be very useful in the grant-seeking process. Hillman stresses that it may take longer than expected to make these contacts, so it is very important to get in touch with them as early as possible in the process (11). Bauer points out that many organisations will most likely be applying for the same grants. Therefore it is important for a fund-seeker to decide what is unique to in his or her organisation (28). Margolin suggests that writing a preliminary letter to the agency explaining the problem and asking if it is interested is extremely advantageous (210). This will offer the fund seeker insight into a particular agency as well as that agency's tendencies for granting funds.

2.1.2.4 Sponsorship

Sponsorship through large companies and corporations can be a source of income, as will as product-related gifts for a museum such as the FSMV.

Today's large companies will choose to sponsor the organisations that will best enhance the company's image among its market (Turner 19). An organisation must consider and list all of the products used or sold by a company when considering it as a potential sponsor. From this list, one can identify whether or not those products relate appropriately to the organisation (Turner 23). For example, the FSMV displays antique fire services equipment. Therefore, soliciting companies that produce fire services equipment may be advantageous to the museum. It is known that unlike the previously mentioned funding associations, most corporations are not in existence to financially support other organisations. Due to this, it can prove more difficult to obtain funding from these corporations. It is therefore very important to find the sponsorship decision maker of the corporation; the person that actually has the power to grant funding to an organisation. As much information as possible must be researched about that person for reasons such as the best time to contact him or her, how the person should be approached, and what type of person he or she is in general (Turner 76). This person must be contacted as soon as possible in order to gain as much information about the sponsorship section of the corporation as possible. Creating a relationship with this person should increase the organisation's possibilities of receiving the sponsorship.

2.1.2.5 Personal Donations

There are many ways that a museum such as the FSMV can acquire funding other than grants. For example, personal donations are often a great source of funds for many non-profit organisations. However, to receive donations, organisations often have to publicize in some way to let the public know that it is in need. Publicizing techniques include utilising the Internet and local signage for advertising. Organizations that advertise to the fire services community such as the Fire Protection Association of Australia (FPAA) could also be a useful resource. Phone donations are another good way to solicit funding. Members of the FSMV could contact individuals who may have a vested interest in the fire services field to ask for donations for the museum.

2.1.3 Museum Marketing

Marketing is a field that has a wide range of applications. Typically marketing is thought of as being comprised of advertising, personal setting, sales promotions, and public relations (Rados 282). These four categories may be broken down into an array of possible techniques for the transfer of goods from the producer to the consumer. The circumstances surrounding marketing choices differ for every organisation; one must consider the components that comprise the marketing environment in which the organisation is subject. Marketing for a not for profit organisation differs from that of for-profit organisations. A not for profit organisation, such as a museum, must concentrate its marketing efforts on the public in a personal manner. The following describe some of the marketing strategies a not for profit organisation, but more specifically a museum, must employ in order to reach its desired customers.

2.1.3.1 Public Relations and Customer Service

Customers are not typically associated with a non-profit organisation. On the contrary, people who have an interest in museums are customers in the sense that they expect a certain level of service (Museum Methods: Marketing 8 Feb 2003). It is essential to identify the customers of an organisation and determine how to best serve them. An understanding of customer service enables an organisation and its staff to relate to visitors and inquirers of its facilities. In return, the needs, wants, and expectations of those customers may be recognized and anticipated (Museum Methods: Marketing 8 Feb 2003). Service may be provided in many forms. It could be the supply of information given by an informal telephone conversation or delivered by a personal greeting to visitors as they enter the museum. Customer service may also include providing written and verbal information about museum programs (Museum Methods: Marketing 8 Feb 2003). Telephone inquiries may be the caller's first contact with the museum, thus it is imperative that the inquirer is recognized as a potential visitor. The service that is extended to customers should show the museum's interest in the public and should make

them feel welcome to visit the museum and ask further questions (Museum Methods: Marketing 8 Feb 2003).

A front-of-house greeting may also serve as the first contact a visitor has with a museum (Museum Methods: Marketing 8 Feb 2003). The presence of a staff member in the immediate surrounding of a visitor can prove to be extremely welcoming and helpful to that patron. The front-of-house staff member must be responsive to all visitor inquiries; the staff may offer an answer to said inquiry, or they may direct the visitor to the appropriate place to find the information asked about. The availability of desired information enables customers to have control over the experience, rather than the experience controlling them. In order to feel involved with the museum, it is essential that the customer be more than a passive participant. The experience should be an open dialogue between the organisation and the customer (The People-Centered Way). Front-of-house staff is also invaluable in the sense that they can announce special programs and functions that the museum offers. Information may be tucked away in a brochure and the odds are greater that customers will encounter and consider that information if it is directly given to them. Staff members may also introduce visitors to other local organisations, such as a museum consortium or a place to dine. Staff that offer kind and informative assistance during the patron's visit, are likely to create a good relationship with that patron (Museum Methods: Marketing 8 Feb 2003). A sound staff-to-visitor relation may lead to that visitor sharing a positive museum experience with others, which in turn has the potential to produce more museum visitors (Museum Methods: Marketing 8 Feb 2003). It must be acknowledged that every audience group demands a different type of service to accommodate its needs, demands, and expectations. It is suggested that a way to identify customer desires is to conduct a survey, which may indicate the museum's audience (Museum Methods: Marketing 8 Feb 2003). When patrons feel they have received a high calibre of customer service, they are more likely to return to the museum and tell others about their experience.

Audience development is an essential part of marketing. The enhancement of museum services for the benefit of regular visitors as well as active engagement by the organisation in the broader public base, serve as a means to develop a greater audience (Blackwell). The public must be made aware of the opportunity to gain a better understanding and knowledge of a museum's collections and programs (Blackwell). The benefits of developing a more eminent museum audience are endless. "By reaching audiences, museums can demonstrate their social significance and accountability, increase visitor numbers, volunteers and income, meet the criteria set by funders, and improve services for all. By involving a wider cross-section of the community, museums can draw in people with a variety of new skills and experiences. By welcoming the contribution others make, museums will improve their profiles and become better placed to reflect the diverse cultures of the communities they serve" (Blackwell). Blackwell states that an organisation must assess its strengths and weaknesses and determine what it could do better. The museum must have a clear perception of the barriers that are present between it and the community so that it may limit the restrictions of a wider audience involvement (Blackwell). The needs, demands, and expectations of the public must be established through evaluation and research in the community. Examination of the community can potentially reveal the museum's image and visitor profile. Community research will also indicate some of the reasons why some of the public does not take full advantage of what the organisation has to offer (Blackwell). Through audience development techniques, target audiences may be established. Based on the identification of various audiences, the museum can work to develop a program schedule that reflects the diversity of the community and that will attract and engage those audiences (Blackwell).

In addition, Blackwell and Silberberg agree, that forming partnerships with surrounding organisations is a beneficial tactic. A museum may form a network with other museums, as well as art organisations, local authorities, and community and volunteer organisations. Through various services, both the museum and its partners will benefit from the broader audience participation. Silberberg states that "the key to success of partnerships... is to

bring potential cultural and other tourism partners together. In this regard, government and the academic community, in collaboration with visitor and convention bureaus, Chambers of Commerce or Economic Development Offices, may play an important role.” Silberberg goes on to say that those partnerships create a path of communication and understanding of the tourism, economics and educational benefits available to the community.

2.1.3.2 Public Programs

The diversity of the public can be acknowledged through various interpretive public programs. Exhibitions and interactive activities such as tours, workshops and demonstrations serve to bring the public closer to the organisation in a more personal manner (McLulich). Informal talks given by the museum staff are invaluable in the sense that the information is reaching the audience in a real and intimate manner. The museum staff members have personal connections to different parts of the collection and are able to express the collection and their own experiences in an interactive nature. The mission and philosophy of the museum indicate the best approach for public programming (McLulich). The mandates of the organisation need to be assessed so that it is clear what the museum needs to accomplish through its public programs. Once the museum has recognized the responsibility it has within the community as well as the needs and interests of each audience group, it is able to clearly define the objectives of a public program.

A key element of a successful public program is the integration of a range of interpretive strategies that have the potential to cater to a diverse audience (MacLulich). Museums Australia states that there are many advantages associated with the diversification of a museum; diversification brings benefits to both the organisation and the community. A broader museum backing may be established as people such as volunteers, supporters, and sponsors are attracted by the diversity. Skills, experience and knowledge of greater cultural and communal diversity will grow within the organisation. Schools may be more attracted to the museum due to the formation of a link that connects the programs and diversity education in the school curriculum. Furthermore, an

influx of tourist activity may occur due to the representation of the unique local culture and diversity. The community may develop a personal feeling towards the museum if it is able to portray the culture and heritage of the area. The diversity of the community may be put into perspective such that people may understand the uniqueness, traditions and history associated with it and gain an appreciation for those elements (Museum Methods: Cultural Diversity). Above all, the most pertinent responsibility of a museum is to demonstrate the importance of its presence in the community; a little known presence is unlikely to be supported, funded, and developed. It must be clear how the museum experience is contributing towards the growth and education of the public (Blackwell).

2.1.3.3 Marketing for Members

It is evident in a not for profit organisation that members are an integral part of the income. For that reason, it is imperative that marketing tactics be directed towards establishing new members. Hines suggests a multitude of ways to get and keep members by using various forms of marketing. She suggests that membership marketing can be done on-site by displaying signs in the gift store, offering a premium for people who chose to buy a membership on-site, or by offering current volunteers and members incentives for selling memberships. The use of direct mail may create a path for marketing to those who have visited the museum, but did not join as a member for whatever reason. Mailing lists may be compiled of all visitors of the museum and a “free membership” raffle may be conducted. The idea of gift memberships could spark the interest of current members and trustees who want to get their family and friends involved in the organisation. It is also a good idea to offer a discount to people who purchase more than one gift membership and each guest membership purchase should be accompanied by a gift. Hines is clearly implying that an incentive associated with the purchase of a membership is a strong factor in whether people will buy a membership or not. Hines further suggests that membership programming and benefits will increase membership sales. Monthly Members Days,

Member Appreciation Day as well as double-discount days in the gift shop will act as incentives for people to join and stay as members (Hines).

The presence of an organisation in a community may be overlooked if that organisation does not reach out to the public in a dynamic and personal manner. There may be a question as to why not for profit organisations need to commit to marketing at all. Blackwell sums up the marketing field nicely by stating that “the challenge is to change external perceptions of museums by showing that we are exciting, dynamic and have a valuable contribution to make to the lives of people today.”

2.2 Integrating a Museum Specialist into a Volunteer Staff

One of the goals of this project is to assist the FSMV in identifying and utilising options to address the museums insufficient staffing. A potential resolution to the staffing issue is to bring a museum specialist into the museum for volunteer management and museum operations. If a museum specialist were to join the staff of the FSMV it would bring a new dynamic to the organisation. This museums specialist might be a student intern who is studying museum studies, a retired museum expert, or a current museum employee of another museum who wishes to volunteer. Introducing a museum specialist to the FSMV would initiate some changes. In order to ensure a smooth transition through these changes, the roles of museum specialists versus the current volunteers in an organisation have been researched.

2.2.1 Benefits of a Museum Specialist

It could prove most beneficial to the museum to begin the process of obtaining additional staff members by first securing a museum specialist. In conducting research of fire museums across the United States, the sentiments from various museum curators and directors tended to echo one another. They all stressed the need for a museum specialist to be part of the staff to oversee volunteer management and museum operations. Peter Malloy of The Hall of Flame Museum in Phoenix, AZ USA shared his thoughts that “a successful

museum requires at least one manager who is required to work full time.” He continued to outline the responsibilities of a museum specialist to include business skills, relevant fire services knowledge, publicity experience, museum management practice, and an acceptable demeanour with the entire staff (30 Jan 2003). Furthermore, David Lewis, the curator for the Aurora Regional Fire Museum of Aurora, IL USA and webmaster for The Fire Museum Network, points out that “running a museum is more like running a business than fighting fires.” He stresses the need to have fire fighters actively involved in a fire museum, but also the need to incorporate individuals with museum and management experience (13 Feb 2003). Jim Hamilton, director at the Fire Museum of Memphis in Memphis, TN USA, also expresses the need for a museum specialist staff because a museum must operate “like a for-profit business” (4 Feb 2003). It is important to be aware of these and consider incorporating a museum specialist into the FSMV’s staff. This section of the literature review examines ways in which to effectively integrate a museum specialist into an existing staff volunteer staff.

2.2.2 Plans of Integration

In an article from Association Management, Carmen M. Valente expresses that both volunteers and the museum specialist must be willing to take risks and find new methods for completing tasks at work. She continues by stressing that the volunteers and the museum specialist are the ones who must accept change and must do so through a “willingness, choice, and involvement” in it (79). For the FSMV to successfully integrate a museum specialist into the museum, the process must be organised through diligent research and agreed upon by the current volunteer staff. Participation by the FSMV’s volunteers is critical because, as Drucker points out, the only relationships that succeed are those that are two-way (159). The volunteer staff can be incorporated into the possible hiring of a museum specialist from the beginning by aiding in the creation of the museum specialist’s job description. To ensure a successful partnership between a museum specialist and volunteers, the specifics of their separate tasks must be understood (Drucker 152).

The needs of the museum should be assessed and the various responsibilities assigned to either the museum specialist or the volunteer staff. Prior to hiring a museum specialist, questions of what exactly the position entails should be answered. Furthermore, the role the new position would hold within the organisation must also be established. The position's success rests on providing a clear, concise job description prior to filling it (Cooper 13.2). Furthermore, Drucker expresses that to build a successful, team-orientated staff, the organisation must start with a job description to outline significant activities for the new hire (152).

Goodlad and Sinclair suggest an outline of guidelines concerning the relationship between museum specialists and volunteers. It should be within the museum specialist's capacity to recruit new volunteers and set up training as well as provide appropriate support and development services to the volunteer staff (93). Responsibilities for a museum specialist on the FSMV staff, beyond volunteer management, would also have to include bookkeeping and business affairs as well as museum operation issues (Hamilton and Malloy). Hiring a museum specialist has the potential to alleviate the volunteer staff from the responsibilities of operating the museum and would allow them more time to spend with restoring or exhibiting collection pieces as well as visiting with patrons.

2.2.3 Common Problems and Obstacles

As with all changes, it is to be expected that the transition will not proceed without some concerns or problems. It is important to anticipate issues in order to better deal with them. The literature available cites circumstances where volunteers are introduced to a previously employee-only work environment. These circumstances are the reverse of the possible situation with the FSMV where a museum specialist could be introduced to an entirely volunteer environment. However, the issues and their methods to resolution should be considered and applied to the FSMV's situation.

Ilisley and Niemi discuss the anxiety of staff members when volunteers are first introduced to their work. Effective, open communication and active participation on the part of the current employees aids in relieving tension or concerns about job security (23). Furthermore, Cooper suggests that prior to the addition of new staff, both parties must consent to procedures and responsibilities that will be enforced. The most effective design for guidelines is one that includes parameters in which to reform the responsibilities as the needs of the organisation change (13.11). Lastly, in a case study reported by Goodlad and Sinclair concerning the Boston Museum of Science's volunteer program, the authors express the worry of paid members that volunteers will prove to be unreliable. To combat this fear, the museum set high expectations and guidelines for their volunteers and found that the challenge encouraged them to be both hardworking and very reliable. Considering this situation, it is clear that a museum specialist at the FSMV would be required to adhere to existing high expectations of responsibility and loyalty to the museum.

2.3 Obtaining a Museum Specialist

A possible approach to address the staffing issue facing the Fire Services Museum of Victoria is to hire an individual who would be in charge of recruiting volunteers as well as managing the museum as a whole. If the decision is made to acquire a museum specialist for the museum, then the information in this section will prove quite useful. It would be necessary for this person to bring a sense of professionalism to the museum without altering the current pleasurable atmosphere. For this idea to become a reality, much preparation and planning is needed.

2.3.1 Creating the Job Description

One very important thing to consider when preparing to hire someone is a job description. Kneeland states that the job description must indicate precisely what responsibilities are required for the position. Those responsibilities

include working well with other people as well as performing specific tasks and the daily duties that the position incorporates (9).

Before even considering what type of person is right for the job, Bailey suggests the quite useful strategy of creating a needs analysis specifically tailored for the job position. This analysis encompasses figuring out exactly what the organisation needs. In addition, it entails what type of situation the organisation is in, or what problems it might be facing and how this may or may not change in the future (5). Bailey also points out that it would be very helpful to put into writing the various facets of the job. She refers to this as the scope of position (15). Once the scope of position is complete, the job specifications will have been recorded, including exactly what the organisation needs and how the job might change in the future.

To begin creating the job description, Half suggests writing a list of absolutely everything that the job requires, at first paying no attention to priority. This list must be very specific as to not cause any confusion. Once complete, the items should be put in categories of “very important, important, and not so important” (12). Bailey conveys that it is important to talk to the people with whom the new employee will be working (5). This should help the employer decide exactly what will be needed from this person, and identify the precise tasks that the candidate will perform if hired. In the case of the FSMV, it is crucial to speak to the current volunteers. The volunteers’ opinions are essential if they are to stay content and continue to donate their time.

Finalizing the written job description is very important. Klinvex calls attention to the fact that everyone involved in the hiring of a person should be on the same page, so they can all be looking for the same characteristics in that candidate (3). That is precisely what creating a job description allows. Also, if a person goes into a job that requires totally unexpected duties, there is a larger chance that he or she will not perform to the best of his or her abilities.

2.3.2 The Interview

The interview is one of the most important things to consider while deciding whether to hire a candidate or not. This is when the interviewer gets to see a candidate's characteristics and qualities that are not apparent by reading a resume. In general, the document used to decide if someone should be interviewed or not is the resume. However, once a candidate has been chosen to be interviewed, Half insists that no one should ever prejudge the candidate due to the content of his or her resume (78). This prejudgment could cause an interviewer to lose the ability to see the person's true characteristics. He also explains that he has seen wonderful resumes from people that would be simply horrible for the job.

Bailey proposes that it is always crucial to have more than one person perform an interview, or at least have more than one person present. This gives more than one viewpoint of the candidate and allows for one interviewer to notice different attributes that the other may have missed (42). Deems explains that interviewers should also be sure to take notes on everything they possibly can (70). There are quite a few reasons for this note-taking. Perhaps the most important reason is that when considering a multitude of people for a position, it is extremely difficult to compare all the aspects of each person without having notes on each person in front of you. This also allows others who were not present at the interview to be informed of the candidate's responses and demeanour.

There are many personality traits to look for in a person while conducting an interview. The traits to look for are those which may determine how well the candidate would perform in the job. To help bring the candidate's personality traits out into the open, Deems suggests avoiding "yes" and "no" questions whenever possible (55). This is rather good advice since it can be nearly impossible to notice some of these traits if the candidate is simply saying yes or no. Half explains that asking hypothetical questions is an excellent technique that can allow one to get a glimpse of how a person thinks (91).

Dinerman points out that there will be many instances when employees have to deal with something that is not in their job description. In order to succeed in a job, employees have to possess initiative to be able to take care of the problem, sometimes on their own (33). One way an interviewer can look for this very important characteristic is by asking some type of question that has nothing to do with the actual job- something that the candidate is not expecting. This allows one to examine the way the candidate reacts when faced with expected situations. Dinerman also states that asking a question pertaining to creative endeavours that the candidate might have done in a prior job could perhaps show if the candidate has initiative (33). If a paid position were to be offered at the FSMV, the job description would not be clear-cut by any means. It may include carrying out tasks that are discouraging and difficult. So it would take a person with a large amount of initiative to perform the job's tasks.

A candidate's energy level is also a good thing to consider while performing an interview. Dinerman makes it clear that if a person has low energy, then it is probable that their minds work slowly (33). Energy level is very important in the case of the FSMV. The new staff member will be responsible for recruiting more volunteers and therefore must be enthusiastic about meeting new people.

Klinvex stresses the importance of being honest with the candidate in regards to the job they may be performing. This includes informing him or her of any problems or situations that the organisation may be facing (87). The FSMV seems to be going through somewhat difficult times right now. In this case, the candidate will have to be told of everything from the staffing problem to the lack of funding. This way the candidate will go into the job knowing what to expect, which will make for a better, more prepared employee.

2.4 Conclusion

Due to the knowledge attained from the research of these various topics, the team was well prepared to take on the tasks involved in this project. Aspects of the literature review and background forced the team to become more aware of the issues surrounding the museum's operating obstacles as well as obtain basic knowledge of strategic plans, hiring and employment procedure, human resources, and museum operation areas. Building from the information acquired through the literature review and background, an appropriate methodology was created to establish an effective approach to the project.

3 Methodology

The objective of this project was to determine the museum management issues of the Fire Services Museum of Victoria (FSMV) and to produce an appropriate resource of methods for the solution of the museum's current operating obstacles. In particular, the current volunteer staff of the FSMV had requested a specific examination into the topics of volunteerism and funding. In studying these areas many other issues, especially marketing, museum specialist staffing and museum customer service arose as necessary elements of interest in completing the project objective. Furthermore, educating the museum staff members about the importance and use of Internet resources became a focus of the project. The steps necessary to acquire more volunteers and additional funding are outlined within the methodology.

3.1 Methodology Completed in the United States

The preliminary research conducted in Worcester, MA centred on gaining a familiarity with the various issues that would most likely be encountered during the project. Many publications were analysed during this research period. In addition, interpersonal contacts described later in this document were established and implemented. A phone interview with the FSMV's President, Fred Kerr, was conducted by the team to obtain an understanding of the museum's expectations of the project's outcome. Kerr emphasized volunteerism and funding (19 Feb 2003). The Fire Museum Network, an international, internet-based association, was utilized to identify fire museums around the world. The Fire Museum Network offers links to many fire museums' web pages. After investigating those web pages, potentially helpful contacts were identified and the team sent requests for future contact with the directors and curators of American fire museums. Phone interviews were held and email contacts were established to gain knowledge about the different experiences and situations of various museums. Suggestions and further research ideas were collected from these museum contacts and

utilized as background information for the project. Furthermore, interviews on WPI's campus were conducted with faculty and staff members who have expertise in topics specific to this project. WPI's Community Service and Leadership Coordinator, Clarissa Lonn, shared suggestions on how and where to obtain volunteer information on an international level (26 Jan 2003). Professors E. Malcolm Parkinson (6 Feb 2003) and Jeffrey Forgeng (4 Feb 2003), both associated with the Higgins Armory Museum, provided insight into museum structure as well as ample suggestions for future research.

3.2 Methodology Completed in Australia

This section of the proposal outlines the research techniques that were employed in Melbourne to achieve the objects of this project. In order to evaluate all of the project's tasks and objectives, contacts and aspects were employed within the first two weeks. The research tasks are organised by subject throughout this methodology.

3.2.1 FSMV Contacts

Contact with the FSMV's President, Fred Kerr commenced upon arrival to the museum (11 March 2003). Continuous contact with Kerr as well as other FSMV volunteers proved to be valuable in the organisational process of the project. Guidance from the current staff members resulted in new ideas for programming as well as suggestions for additional resources. Furthermore, by maintaining contact with the members of the FSMV it helped to gain their support for the recommendations made by the team. Due to the casual setting of the museum during non-operating days it was convenient to hold informal interviews with the volunteers as needed throughout the seven weeks of the project.

3.2.2 Funding Resources

Opportunities for fiscal assistance were identified and pursued with grant and philanthropic organisations as well as individual and corporate sponsors. Each opportunity was evaluated during the first week of the project. During

the subsequent weeks of the project funding organisations were researched in order to identify their potential for awarding funds to the FSMV.

3.2.2.1 Grant and Philanthropic Opportunities

Grant agencies were contacted in order to create an awareness of the FSMV within the funding community. During those contacts, the grant agencies were made aware of the projects planned by the FSMV. Through the use of The Australian Directory of Philanthropy the needs and potential developments of the FSMV were compared with the purposes of Australia's philanthropic organizations (Philanthropy Australia 1-182). If the philanthropic purpose was not correlated with the needs of the FSMV then that philanthropist was disregarded; the remaining prospective philanthropists were organised into a list with the intent of establishing contacts with each. Direct contacts were made with philanthropists in an attempt to clarify their purpose and to determine which ones had the potential to award funds to the FSMV. Through these contacts, the guidelines, application forms and background information for each prospective philanthropist were obtained and placed into an electronic portfolio. This information was organised into a computer program for the future use of the FSMV. The same procedure used to research prospective philanthropists was also employed to investigate possible grant opportunities. Due to the time commitment associated with applying for any funding opportunity, the application procedure was emphasized in order to guide the museum through the process on its own.

3.2.2.2 Museum Sponsorship

Sponsorship opportunities for the museum through corporate and individual sponsors was considered and determined to show potential. The team utilised Australian Museums On-Line to obtain museum information in order to conduct a comparison between the FSMV and other local museums. Based on those comparisons, museums were selected for future contact regarding sponsorship. Personal contacts and the annual reports of museums throughout Victoria were utilised to determine the most frequent sponsors in

the state. These sponsors were then organised into a table that detailed sponsor information. David Lewis and Deborah Davis, both of the Aurora Regional Fire Museum and the Fire Museum Network had suggested identifying the largest corporations in the Melbourne area and approaching them with sponsorship requests (14 Feb 2003). The team developed a sponsorship program for the FSMV's future use. As part of that specialised soliciting approach, programs such as receptions at the museum and open houses were recommended in order to create a relationship between the FSMV and the prospective sponsors. In addition, sponsor recognition boards were identified at the ScienceWorks Museum and the Healesville Sanctuary. Images of those sponsor recognition boards were obtained for analysis.

3.2.3 FSMV Records

Records of the FSMV were obtained during the first week of the project. Included in these records were the Annual Report as well as budget, membership, and booking information. These records provided a valuable understanding about how the museum operated in the past. In particular, the spending and legal business of the museum was of interest.

3.2.4 Additional Staffing for FSMV

During research completed in the United States, Lewis suggested a museum staff that consists of one-third retired fire fighters, one-third active fire fighters, and one-third non-fire service personnel (8 Feb 2003). In order to achieve this, the team concentrated on the areas of active fire fighters and of general populous volunteers. In addition to targeting volunteers from the general public, the team worked to obtain a museum studies intern or museum specialist volunteer for the museum. The procedures for each of these staffing recruitment opportunities are described in this section.

3.2.4.1 Recruiting Active Fire Fighters

In order to recruit active fire fighters, contacts with each of Victoria's three fire service organisations; the Metropolitan Fire Brigade (MFB), the Country Fire Authority (CFA), and the Department of Sustainability and Environment (DSE), were established. An organised list of these contacts was created for the future use of the FSMV.

An initial meeting with David Nicholson, the Director of Community Service at the Metropolitan Fire Brigade was conducted within the first week of the project (14 March 2003). This interview was successful in gaining a better understanding of the relationship between the FSMV and the MFB and the attempts in the past to improve it. A second meeting with Nicholson was held to share ideas with him about programming to help get more MFB members involved with the FSMV. Three of these program ideas were developed into organised procedures to help the FSMV utilise them (26 March 2003). Furthermore, Sue Fitzpatrick, Public Affairs Manager for the MFB, was interviewed. The team met with Fitzpatrick upon the request of Kerr due to her enthusiasm to help the museum as well as her knowledge of additional contacts that would be useful for the project (26 March 2003).

The CFA is one of the largest emergency service organisations in the world with about 63,000 volunteers. Renee Athorn and Cindy McLeod, both of the CFA's Member Services Department were contacted for assistance in creating advertisements for volunteers to be solicited throughout the CFA. Through emails and phone calls, ideas were discussed and advertisements were created (28 March 2003). McLeod directed the group to Allen King and Gordon King, both involved with the publication of the fire service magazine, The Fireman. With their help, the team developed an advertisement for the magazine (28 March 2003). Lastly, Lyndel Hunter, the CFA's Manager of Marketing and Research, was interviewed to discuss ideas about how the CFA could become more involved with the FSMV (8 April 2003). She expressed interest in creating a professional relationship with the museum.

Hunter wanted to create an arrangement between the FSMV and the CFA for use of the museum's fire vehicles at CFA events. It would be included in this understanding was that the CFA would assist in recruiting CFA fire fighters to help drive the trucks to these events. Also, it would be outlined that the FSMV would be allowed to display a sign at events and distribute museum brochures and discount vouchers for publicity reasons.

The third fire service organisation in Victoria, the DSE, was contacted as well. Kathy Overton discussed the opportunity to advertise for volunteers through their on-line network (28 March 2003). Through phone calls and emails she helped the team develop an advertisement to be posted on the front page of DSE's intranet site called FireWeb. This advertisement not only solicited for active DSE personnel to volunteer their time at the museum but also for any DSE memorabilia that may be donated to the FSMV. After researching this intranet, it was determined that the website was frequently visited by members of the DSE. The homepage states that the intranet's purpose is to be the "primary source of integrated fire management information" (DSE FireWeb intranet). This website will provide an opportunity for a highly visible advertisement for the museum.

3.2.4.2 General Volunteer Recruitment Process

In the attempt to obtain non-fire service volunteers, two volunteer recruitment agencies, Go Volunteer and Volunteering Victoria, were contacted within the first days of the project. Both of these agencies aid individuals in finding organisations in which to volunteer. Go Volunteer is an entirely online service that helps to place volunteers, while Volunteering Victoria is a service where people can meet personally with a councillor who will help them find a volunteer opportunity. Registration information from the Go Volunteer website was reviewed and the terms of maintaining an account with this organisation was reviewed. An organisation profile and numerous volunteer job descriptions were created and approved by the FSMV for use on the website. Furthermore, Kathy Dodson, the volunteer coordinator at the Melbourne Museum was interviewed for advice on how to recruit volunteers in the Melbourne area (7 April 2003).

Also, upon the suggestion of Clarissa Lonn, WPI's Community Service and Leadership Coordinator, Volunteering Australia, a national initiative to encourage individuals to donate their time, was utilized as a source to understand local volunteering trends (26 Jan 2003).

3.2.4.3 Museum Studies Interns

Lewis indicated that many museum studies programs require some practical experience as part of degree requirements (8 Feb 2003). With this information, the team contacted four local universities to inquire about their internship programs. Staff and faculty members at Melbourne University, Deakin University, Monash University and the Royal Melbourne Institute of Technology were all interviewed to gain insight into their programs. The contact information for each of these museum studies faculty members was compiled into tables and reported in Chapter 4 of this document. Information on how to involve the FSMV in each of these programs was collected. The main goal of contacting universities was to establish a relationship between the professional degree program faculty and the FSMV.

3.2.4.4 Museum Specialists and Resources

Professor Parkinson of WPI suggested the team visit the largest museum in the area as a resource (6 Feb 2003). The Melbourne Museum was contacted during the second week with an email inquiring about organisations or associations that have museum specialists and professionals as members. These types of associations are an effective way to get museum specialist, currently active or retired, involved with volunteering for the museum. A response from the Melbourne Museum led the team to contact Museums Australia.

Furthermore, the team sent an email to a list-serve operated through Australian Museums On-Line. This list-serve, called the Australian Museums Forum, is sent to museum personnel and enthusiasts throughout the country.

Museum studies students, museum employees, retired museum specialists and museum enthusiasts all received the email soliciting volunteers for the FSMV.

3.2.5 Internet Resources: Training and Utilisation

Due to the increase in modern technology information systems, the FSMV's staff can benefit from the use of the resources the Internet has to offer. Throughout the fifth and sixth weeks of the project, the team introduced the FSMV's staff to various online discussion lists where they may voice concerns, ask questions, or be informed of job listings and museum related workshops. The team directed the FSMV's volunteers to museum related resources on the Internet including, Australian Museums On-Line (AMOL), International Council of Museums (ICOM), and Museums Australia, Inc. (MA). These resources are devoted to the sharing of information and offer assistance in most areas of museum issues. The team trained the FSMV's staff to maintain the museum's volunteering accounts that the team has posted at the online volunteering agency, Go Volunteer. The resource training was conducted in order for the museum staff to perpetuate the team's efforts. In addition, the team held a meeting with Debra Zammit, the designer and creator of the FSMV web page, in order to discuss the opportunity for her to make future developments on the webpage.

3.2.6 Museum Partnerships

The team made contact with Brian Tanti, Director of the Fox Classic Car Museum, suggested by Dave Nicholson (26 March 2003). Tanti was contacted in regards to the operational structure of the Fox Classic Car Museum including its volunteer, educational and collections programs (1 April 2003). The team made an assessment was made regarding the specific objectives of the Fox Classic Car Museum. It was determined that a partnership between the FSMV and the Fox Classic Car Museum would be beneficial to both organisations. With assistance by the project team, negotiations took place between the FSMV and the Fox Classic Car Museum

in order to identify the strengths and weaknesses of each organisation and to create the outline for a mutually beneficial partnership. The team created a memorandum of understanding detailing the implications of the partnership was created. The authorized representatives of both museums added their signatures to indicate acceptance of all terms of the agreement. The details of this partnership can be found in the Data and Analysis chapter of this report. The foundation of this partnership has been established; the responsibility of the development has been designated to the FSMV's Board of Directors.

3.3 Methodology Conclusion

The methods outlined within this chapter were established and implemented with a focus of achieving project objects. The contacts and interviews were decided on because of each individual's and organisation's ability to supply information to the team; whether that information was about volunteering, funding, or museum management.

4 Data and Analysis

Through the methodology used for this project a collection of data was compiled. Interviews and researched resources supplied information to the team that required analysis and organisation in order to be of benefit to the museum. This section outlines the data gathered and how the team utilised it.

4.1 Funding Results

The team conducted research into funding institutions to determine what opportunities the museum could utilise to obtain additional funds. Research into grant, philanthropic and sponsorship organisations provided data reported on below.

4.1.1 Philanthropic Funding and Grant Organisations

Investigations were conducted that identified grant organisations and philanthropists throughout Australia. Research was conducted on potential funding organisations with the intent of identifying and obtaining the statement of purpose, contact details, guidelines and application information defined for each fiscal gift. It was found that most funding organisations not only target specific types of non-profit organisations but also target specific types of projects. These projects include, but are not limited to, museum exhibitions, education, community welfare, cultural causes, aged people, and charitable organisations. An interactive CD-Rom that organises the information for researched funding organisations has been attached to this report and explained in more detail in the following section.

Contacts were made with each organisation to establish an informal relationship between funding organisations and the FSMV. These contacts provided advice pertaining to donations as well as information regarding the application and selection processes. Daniel Wilksch, of the Local History Grants Program explained that most organisations are looking for something

in return for funding; whether it is something as broad as community betterment or something more specific like enabling more handicapped Australians to experience cultural exhibitions. He went on to suggest that the FSMV should be aware of what each funding organisation wants in return and be able to explain to them precisely how a specific project at the museum would directly or indirectly satisfies those wants (20 March 2003). Each funding organisation operates differently; therefore, the team gathered the relevant information through research and personal contacts with in the organisation.

Eligibility requirements for each fiscal gift were researched. These requirements for specific funding organisations are located within the Funding Resource Guide. The feasibility of obtaining those gifts was researched and documented. In addition to the application advice and information obtained from funding organisations, Professor Margaret Birtley of Deakin University provided useful information through presenting the team with her course curriculum called Sources of Funding for Museums (Birtley). Professor Birtley suggests that before applying for funding from an organisation, that a fund seeker read all of the guidelines carefully to be sure that the organisation's purpose includes the fund seekers reason for wanting funding. These guidelines include the aim, closing dates, maximum or minimum funding, appropriate types of applicants, and the contact person of a funding organisation as well as different sorts of criteria required to apply. Through providing guidelines, an organisation can limit the amount of applicants so that it can handle the amount of applications received and processed. Professor Birtley's curriculum also offered suggestions to help prepare the application. Before filling out an application form, a fund seeker should obtain a list of projects completed by other museums previously funded by that funding organisation in order to "frame a focussed and professional application" (Birtley). A fund seeker should also make contact with the organisation before lodging the application. Through this contact, one should inform the contact person of the project in mind and ask for any advice that can be offered. These initial contacts can also help to clear up any misunderstandings one may have about the application process or guidelines.

A museum should be sure to ask someone who is not involved with the museum to look through the application and to make sure it is clear and is free of spelling, grammar, and math errors so that the museum does not look unprofessional or untrustworthy in the eyes of the funding organisation (Birtley). This curriculum in its entirety is located in Appendix ___.

While researching the Australian Directory of Philanthropy, the team came across a final checklist for a fund seeker to include in his or her submission. That checklist includes:

- Museum's Contact Details
- Museum's Goals and Objectives of the Project
- A Detailed Budget of the Project
- Financial Statements and proof of the Museums Tax Status
- Quotes of Tools and Materials Needed
- Any other Information Which the Funding Organisation specifies in its Guidelines

It is imperative that while applying for funding, the FSMV makes sure that at least all of the information in this final checklist is included in its funding applications (Philanthropy Australia 184). Through research and contacts the team also found a number of other funding tips. These helpful tips can be found within the FSMV Funding Guide.

4.1.1.1 The FSMV Funding Guide

A funding resource database was created in order to aid the FSMV in identifying opportunities to obtain fiscal support for future museum projects. Once the probability of receiving funding from the various organisations was assessed, their information was organised into a database: The FSMV Funding Guide. The database was designed for the future use of anyone interested in obtaining funding for the FSMV. It was decided to create a computer database instead of providing the FSMV with a hardcopy portfolio of

information for a number of reasons. First, The FSMV Funding Guide is organised in such a way that funding organisations are categorised by the type of museum project each organisation has the potential to fund. Some organisations have the potential to fund multiple types of projects, and therefore are present in a number of locations in the database. This allows the FSMV easy access to all pertinent information and documents regarding likely funding organisations for each museum project. The database program allows easy navigation through all of its information which would otherwise be tedious and time consuming if it was in a hardcopy portfolio format. The program can also be easily copied so that the FSMV staff can utilise it from multiple locations. One of the most important aspects of the electronic funding guide is that it has the ability to be updated with the latest information for each funding organisation.

4.1.2 Sponsorship Results

The team conducted research into the subject of sponsorship.. The Annual Report of the National Museum of Australia (NMA) provided information on organisations that had awarded it sponsorship. That information included the name of the sponsoring organisation and in some cases, the gift and associated benefits that accompanied each sponsorship. Below is a summary of NMA's sponsors and respective awards.

- Cadbury provided prizes and contributed to the NMA's children's and schools education programs. (NMA 2001/2002 Annual Report Sponsorship and Development).
- Rosemount Estate Wines (Southcorp) showed its continued support to the NMA with refreshments for official events and openings. (NMA 2001/2002 Annual Report Sponsorship and Development).
- Qantas, an international airline, gave assistance with airfares for students to participate in the Talkback Classroom program of the NMA. (NMA 2001/2002 Annual Report Sponsorship and Development).

A phone interview with Lena Mackay of the Heritage Hill Museum and Historic Gardens yielded that the Heritage Hill Museum receives a continual sponsorship from the local Dandenong Government. She also stated that only about 1% of their funding comes from local sponsors. In order to obtain that local sponsorship the museum approaches various people and organisations and asks them to sponsor specific projects. (27 March 2003).

Contacts with Victorian museums indicated that many of the small museums, similar in size to the FSMV, do not receive much fiscal assistance through sponsorship. Tiffany Shelling, of the Tramway Museum Society of Victoria, Inc. stated that the Tramway Museum Society of Victoria does not receive any funding beyond membership fees and volunteer contributions (25 March 2003); Barbara Greco of the Schwelokt Cottage and Museum Complex, relayed that the Schwelokt Cottage and Museum Complex had the same funding situation (26 March 2003). When Shelling and Greco were asked whether or not their respective organisation practiced a sponsorship solicitation program, the response was that it did not practice any planned methods to obtain sponsorship. Further contacts with small Victorian museums confirmed that many of them do not practice sponsor solicitation programs and do not receive much support through sponsorship. The team determined that museums such as ScienceWorks, the Immigration Museum, the Jewish Museum of Australia, the Melbourne Museum and the National Museum of Australia, do receive sponsorship (2001/2002 Annual Reports of Museum Victoria, the Jewish Museum of Victoria and the National Museum of Australia). The team's research has shown that almost all museums that receive sponsorship have a sponsor solicitation program and a committee devoted to the success of the program. The Annual Report of the National Museum of Australia detailed new methods that were created and implemented in order to solicit potential sponsors. The following is a summary of those methods.

- The Directors Luncheon Program was established in order to increase the level of knowledge that corporate leaders have of the NMA (NMA 2001/2002 Annual Report).

- The Canberra Corporate Circle Program was designed and implemented by the NMA to inform Canberra business leaders of the values and benefits of an association with the NMA for an annual fee (NMA 2001/2002 Annual Report).

- A CD-ROM was created with the purpose of promoting the NMA's vision and introducing the NMA's core themes. This CD-ROM was produced for distribution to those parts of the corporate sector in Sydney and Melbourne which may not have first hand knowledge of the Museum (NMA 2001/2002 Annual Report).

4.1.2.1 Sponsorship Recognition

Research has shown that sponsors prefer to offer support to those organisations that can offer recognition for the sponsor in return. Brian Tanti, Director of the Fox Classic Car Museum, stated that organisations are more likely to agree to sponsorship if there is a return for the sponsoring organisation (17 April 2003). Andre Mierzwa, Vice President Chief and Engineer Technical Specialist for FM Insurance Co. Ltd, reinforced Tanti's statement by suggesting that an organisation is more likely to be sponsored by an organisation that will benefit from that sponsorship. Mierzwa stated that it would be advantageous to focus on soliciting companies whose priority interests are complemented by the types of customers that the FSMV attracts. He went on to say that sponsorship recognition should be presented so that potential customers of the sponsoring organisation can see it; that presentation could be in the form of a plaque (3 April 2003). The National Museum of Australia (NMA) has created an infomercial display at the museum in recognition of, and as an advertisement for, one of its major sponsors. That infomercial resulted in a great increase in visitor recognition for that sponsor (NMA Annual Report Sponsorship and Development).

Both the Healesville Sanctuary and the ScienceWorks Museum display sponsor recognition boards. Although each board is different, both present recognition for the support that has been received from sponsors. For images

of the sponsor recognition boards of the Healesville Sanctuary and the ScienceWorks Museum, Chapter 5 of this report. Research conducted by the team suggests that a sponsor recognition board is a reliable medium for recognition, which benefits not only the sponsor, but the sponsored organisation as well.

4.1.2.2 Insurance Companies

The team conducted an interview with Mierzwa and his associate, James Tisdall, who supplied pertinent information regarding the nature of the MFB's insurance company funding (3 April 2003). The fiscal support that the MFB receives from insurance companies is the outcome of a tax that serves as a levy, which is placed on Australian insurance policies. The funding that is supplied to the MFB from insurance companies is not a donation but a direct tax. The insurance companies, however, are given recognition in the annual report of the MFB. Mierzwa said that Victoria is currently in negotiations that would alter this tax program. In the future, the council may pay the levy, which implies that insurance companies would no longer receive the same recognition within the MFB's annual report.

Mierzwa reviewed the list of insurance companies that fund the MFB in order to aid the team in further research into the subject of insurance company sponsorship. He stated that in his experience he was not aware of a high probability of sponsorship awards. The following is a summary of the suggestions offered by Mr. Mierzwa in the event that the FSMV chooses to solicit insurance companies for sponsorship awards (3 April 2003).

- Utilise a powerful case statement indicating why the company would want to award sponsorship to the museum
- The most reliable solicitation method would be to approach the public relations or advertising departments within the company.

- Insurance companies generally want some sort of recognition for its contributions. That recognition is generally accepted in the form of a plaque that is dedicated to the company and its contribution.
- Insurance companies want their recognition to be seen by potential customers. For that reason, the FSMV should focus on soliciting insurance companies whose priority interests are complemented by the types of customers that the museum attracts.
- Seek resources pertaining to insurance companies through the Insurance Counsel of Australia (ICA) as well as the Insurance Institute.

The team conducted an analysis into the information supplied by Mierzwa and Tisdall. It was observed that if the tax levy to fund the MFB were paid through the State Counsel, then the insurance companies would lose a component of its public recognition. A soliciting tactic could be employed toward insurance companies to emphasise the fact that through the sponsorship of the FSMV an increased communal recognition would result.

4.2 Staffing Results

Since the beginning of this project the museum has asked for assistance to increase its staff size. Research options were explored to help remedy this problem. Volunteer recruitment, creating an internship program and employing a museum specialist were all options considered for this project. Information collected specifically on the recruitment of both general and fire service personnel volunteers as well as those with experience in the field of museum studies is reported below.

4.2.1 Data Collected for Recruiting Active Fire Fighters

Information was obtained from contacts in each of the three Victorian fire fighting organisations; the Metropolitan Fire Brigade (MFB), the Country Fire Authority (CFA), and the Department of Sustainability and Environment (DSE), on how to solicit their members to volunteer at the museum. Through our interviews with Dave Nicholson and Sue Fitzpatrick, both of the MFB, the

team learned that attempts had been made in the past to build a relationship between the MFB and the museum (26 March 2003). There had been little success in getting active fire fighters involved. Printed advertisements in MFB publications had been attempted with no success. Programming ideas to bring the two groups together were discussed with each contact. Although Nicholson felt that there would be small turn outs for such events as BBQs hosted by the FSMV for the MFB, he encouraged the museum to try (26 March 2003). Nicholson felt that the ideas of creating an active fire fighter display within the museum to highlight the new technologies of fire fighting and the most recent major fire events might be promising (26 March 2003). The team was able to discuss with Nicholson about incorporating a museum tour into the training of new fire fighters. This had been done in the past and Nicholson had already started the process to get the idea reinstated. Sue Fitzpatrick provided the team with valuable suggestions and information for future contacts with the Department of Sustainability and Environment (DSE) and with the Royal Melbourne Institute of Technology (26 March 2003).

Renee Athorn and Claire McLeod, both of the CFA's Programming Department were contacted for guidance on how to interest more members of the CFA to become involved with the FSMV. Athorn instructed the group that the best way to solicit to CFA members was to provide information about the volunteering opportunities and then allow the members to make up their own decisions about getting involved (28 March 2003). McLeod agreed and was able to provide the contact information for the publishers of The Fireman magazine and for Lyndel Hunter of the Public Affairs department. Both Athorn and McLeod provided feedback on volunteer advertisements that could potentially be used in CFA publications or on the Internet (28 March 2003). Hunter was interviewed and discussed her ideas on increasing the CFA's interest in the museum. She has already taken steps to create a professional relationship between the FSMV and the CFA. The CFA has had a sharp increase in demands to make publicity appearances and Hunter wishes to utilise the appliances of the FSMV to meet these demands (8 April 2003). In order to aid this relationship, Hunter asked for the team to devise a memo of understanding about the arrangements made for vehicle rentals between the

FSMV and the CFA. Furthermore, she asked that a document be created to be utilised as an advertisement to obtain retired CFA volunteers to aid in driving the trucks for some of these events. Hunter was hesitant to think that any current CFA fire fighters would be interested in volunteering at the museum. The majority of CFA fire fighters are volunteers and already commit an average of twenty hours a week to their brigade (8 April 2003).

Kathy Overtone of the Department of Sustainability and Environment (DSE) provided an opportunity for the museum to advertise to the members of the DSE. She agreed to assist the museum in creating an online post to the DSE's internal website, [FireWeb](#) (28 March 2003). This post specified the museum's desire to not only incorporate members of the DSE into their staff but also to acquire any memorabilia specific to the DSE and its history for display within the museum.

4.2.2 General Volunteer Recruitment Data

In order to advertise to the public for the need of volunteers at the FSMV, the volunteer search engine Go Volunteer was utilised by the team. The museum was registered as a volunteer organisation and five different job descriptions were posted. The job descriptions were modelled after existing volunteer job descriptions on the website and then approved by the moderators of the posts. A phone call to the headquarters of Go Volunteer located at 11 Queens Road in Melbourne provided information about the proper registration procedures. The museum staff members may contact Go Volunteer in the future for assistance with posting additional advertisements or updating existing ones. Furthermore, the team was informed that all advertisements sent to Go Volunteer will also be placed on the SEEK Volunteer website. The SEEK Volunteer website is similar to the Go Volunteer one in that it advertises volunteer jobs for non-profit organisation at no charge.

The main office of Volunteering Victoria was contacted to verify that the museum was registered with their organisation. The receptionist explained that Volunteering Victoria is primarily an information resource for

organisations looking for volunteers and for individuals searching for volunteering jobs. She made a point to pull the FSMV's file and noted that it was in need of volunteers at this time. The file was marked in such a way to encourage Volunteering Victoria staff members to direct prospective volunteers to the FSMV. Volunteering Australia, the national organisation related to Volunteering Victoria, also proved to be a useful resource for general volunteering information. General contact information for Go Volunteer, Volunteering Victoria and Volunteering Australia can be found in Table 1. It is to be noted that Go Volunteer is operated through Volunteering Victoria, and therefore, members of the Volunteering Victoria staff may provide assistance in the maintenance of the online account for Go Volunteer.

Table 1: Volunteer Recruitment Agency Contact Information

<u>Go Volunteer Contact Information</u>	
Location:	Level 3, Suite 2 11 Queens Rd. Melbourne, VIC 3004 (03) 9820 5100 or (03) 9820 4100
Phone Number:	
Fax:	(03) 9820 1206
Email Address:	govolunteer@govolunteer.com.au
Website:	http://www.govolunteer.com.au
<u>SEEK Volunteer Contact Information</u>	
The SEEK Volunteer website and services are operated through the Volunteering Victoria office.	
Website:	www.volunteer.com.au
<u>Volunteering Victoria Contact Information</u>	
Location:	Level 7 388 Burke St. Melbourne, VIC 3000
Phone Number:	(03) 9642 5266
Fax:	(03) 9642 5277
Email Address:	info@volunteeringvictoria.com.au
Website:	http://www.volunteeringvictoria.com.au
Operating Hours:	By Appointment Only Monday-Friday 9.00am-5.00pm
<u>Volunteering Australia Contact Information</u>	
Location:	Level 3, Suite 2 11 Queens Rd.

Phone Number:

Melbourne, VIC 3004

(03) 9820 4100

Fax:

(03) 9820 1206

Email Address:

volaus@infoxchange.net.au

Website:

<http://www.volunteeringaustralia.org>

Kathy Dodson, the volunteer coordinator of the Melbourne Museum, offered support for both Go Volunteer and Volunteering Victoria. She explained that the Melbourne Museum gets about five-hundred people a year interested in volunteering for them. The museum is only able to accept about eighty through four different selection processes. Ms. Dodson indicated that the Melbourne Museum encourages volunteers who do not obtain positions at their museum to refer to either Go Volunteer or Volunteering Victoria to find job opportunities with other organisations (7 April 2003).

4.2.3 Museum Studies Internships

One way to involve a museum specialist in the FSMV would be to obtain a student participating in a museum studies program, or the equivalent, to work at the museum. Universities local to the Melbourne area were researched and four were contacted for information on their internship programs.

4.2.3.1 The University of Melbourne Internships

Although the University of Melbourne does not offer a degree program exclusively in museum studies, its Australian Studies program is available with a concentration in cultural or museum studies. It was determined that the University of Melbourne's internship program is coordinated through its Career Centre. Emma O'Connell, the Manager of Internships and Enterprise Programs for the University of Melbourne, was contacted for details on how to involve the FSMV with the program. O'Connell provided the necessary information on how to register the museum as an employer of volunteers on the university's career search website (24 March 2003). Through this search program students are able to view available volunteer jobs or internships with various organisations. This service allows for the University and the museum

to collaborate on choosing students for the internship. The length of the internship is negotiable and is determined by the student, the university, and the organisation. O'Connell stated that the search website had an average of 20,000 hits per day.

Furthermore, O'Connell requested the museum's contact information for the museum for her records. She has an internship course that begins in late July 2003 and she was interested in contacting the museum in the future for involvement in that course (24 March 2003). Contact information for Melbourne University and O'Connell can be located in Table 2.

Table 2: The University of Melbourne Contact Information

<u>The University of Melbourne Internship Contact Summary</u>	
Contact Name:	Emma O'Connell Careers and Employment Manager - Internships and Enterprise Programs
Contact Information	
Location:	Melbourne University Careers and Employment PO Box 4048, Melbourne, VIC 3052
Phone Number:	03 8344 0100
Email:	eocon@unimelb.edu.au
Website:	www.services.unimelb.edu.au/careers/
Program Description:	All of the internship opportunities through Melbourne University are organised through the Career Development Department. Emma O'Connell is the on staff in this department and in charge of the internship programs. Melbourne University allows organisations and companies to register on their search website and then post job opportunities for students to view. The FSMV is eligible to post volunteer job opportunities for Melbourne University students to take advantage of. If a student expresses interest in working at the FSMV then the University and the Museum can work together to determine an appropriate length of time and other details for the internship. O'Connell stated that the University of Melbourne's career search website receives an average of 20,000 hits per day. She felt that advertising through this system was the best way for the FSMV to reach the students of the university.

4.2.3.2 Deakin University Internships

Professor Margaret Birtley provided information about the museum studies and internship programs available through Deakin University. Professor Birtley provided an overview of the museum studies degree programs, which are all post-graduate, along with a detailed description of their requirements. She explained that there is no required work experience that students must complete; however, some do choose to enrol in an internship course (4 April 2003). This course is short, requiring only ten days of internship work with a museum organisation. Professor Birtley stated that most students look to be placed in an environment where they can work with a museum studies specialist in a larger museum. Occasionally there are students who choose to work in an entirely volunteer-run museum as an opportunity to aid in the creation of new programming. These students are usually more experienced and are rare. The more promising approach to obtain Deakin University students as volunteers would be to advertise the volunteer job positions available through Professor Birtley's email list-serve. This email list-serve includes both current and graduated students. Professor Birtley's contact details may be located in Table 3.

Table 3: Deakin University Contact Information and Summary

<u>Deakin University Internship Contact Summary</u>	
Contact Name:	Professor Margaret Birtley
Position:	Museum Studies Coordinator School of Social and International Studies Faculty of Arts
Contact Information	
Location:	221 Burwood Highway Burwood Victoria 3125
Phone Number:	03 9251 7057
Fax:	03 9244 6755
Email:	mbirtley@deakin.edu.au
Website:	www.deakin.edu.au

Program Description:	The museum internship program at Deakin University is in the form of an elective course coordinated by Professor Birtley. Many students choose not to enrol in it because they already volunteer or intern at a museum and prefer to not pay for the course. This museum course includes a two day course on how to find a job in the museum community followed by a ten-day internship.
Further Resources:	Professor Birtley seems to be a respected individual within the Victorian museum community. Many other contacts that the team talked with referred her. Our meeting proved to be useful for the Fire Services Museum of Victoria as Professor Birtley was able to provide a number of suggestions on dealing with both the volunteerism and the funding aspects of this project.
Volunteerism and Student Involvement:	Professor Birtly offered using an email list-serve of museum studies students and graduates. She maintains this list-serve and utilises it to advertise for specified jobs or volunteer opportunities within the museum community. Any interest generated from this email was directed to the FSMV's email address. Furthermore, she confirmed that advertising for museum specialist interns and volunteers the Australian Museums Forum list-serve was an promising endeavour.
Funding Information:	For advice and guidance on funding for a museum such as the FSMV, Professor Birtley suggested contacting Museums Australia. Although the team already had spoken with representatives at Museums Australia, Professor Birtley was able to identify specific programs within the organisation that might benefit the FSMV. Most promising of these programs was one called Regional Exhibition Touring Initiative (RETI). This program funds projects at smaller museums that allow for mobile exhibitions to be created and displayed. Further information for the RETI program has been researched and included in this report for future use of the Fire Services Museum if they wish to use it.

**Summary of
Contacts:**

The team conducted one interview with Professor Birtley and then remained in touch with her for advice and guidance via email and the phone through the end of the project. Professor Birtley provided a number of her business cards to the team to distribute to members of the Board of Directors at the museum. She encourages them to contact her for any assistance they might need.

4.2.3.3 Monash University Internships

Professor Leigh Astbury counselled the team as to how the museum could become involved with Monash University's cultural internship program (26 March 2003). Professor Leigh teaches a course with Professor Anne Marsh that involves a nine week work experience at a visual-cultural institution that requires at least eighteen full work days. This institution can include film or production companies, theatre, or museums. On average there are about fifteen internship students per year and usually three of those are interested in working for a museum. The course is offered once a year in the second semester which occurs from the end of July until the end of October. The professors keep files on available internship opportunities and allow the students to choose which institutions they wish to apply for. These internships are acquired through the professors' network of contacts in the visual arts field. They are always interested in extending this network and offering new internship opportunities. The students are matched with an internship through a selection process that includes both the university and the institution. Not all institutions are given interns every year; however, they may stay on file as a possible job placement opportunity for as long as they wish. The contact information for the professors at Monash University is listed in Table 4.

Table 4: Monash University Contact Information and Summary

<u>Monash University Internship Contact Summary</u>	
Contact Name:	Dr. Leigh Astbury
Position:	Senior Lecturer Visual Culture Department, Faculty of Arts
Contact Information	

Location: Monash Univeristy, Clayton Campus
Room 710, Building 11S
Phone Number: (03) 9905 4220
Email: Leigh.Astbury@arts.monash.edu.au
Website: www.monash.edu.au
Contact Name: Dr. Anne Marsh
Position: Deputy Head of School
School of Literacy, Visual & Performance Studies

**Contact
Information**

Location: Monash University, Clayton Campus
Room 714, Building 11S

Phone Number: (03) 9905 4224

Email: Anne.Marsh@arts.monash.edu.au

Website: www.monash.edu.au

**Program
Description:** Internships available for students attending Monash University are available to students through a course titled Visual Culture Internship. (The course numbers are VSA 4025 or VAM 4023/5023.) This course provides the opportunity for students to gain work experience in a variety of cultural institutions including such organisations as museums and film companies. The course runs for 13 weeks total including three weeks of preparation studies at Monash, nine weeks of work at the institution, and then one final week at the University.

**Summary of
Contacts:**

All of the initial information about this course and the opportunity for the FSMV to incorporate a Monash University student intern was obtained through a phone interview with Professor Astbury. At this initial contact, Professor Astbury requested information regarding the FSMV in general as well as project outlines that his students could potentially work on. Potential projects were created by the team. These projects were determined on the suggestion of museum volunteers as well as from museum specialist who were interviewed. Information regarding the museum and projects was compiled and emailed to Professor Astbury at Monash. Professor Astbury was impressed with the projects available through the museum and he will maintain a file for the FSMV in his records for the course. Kerr will be contacted should an appropriate student match for the museum be found in Astbury's course.

4.2.3.4 The RMIT Internships

Professor Sally Davis of the Public Relation Department at RMIT was contacted about the internship program that she coordinates. Professor Davis provided the team with literature pertaining to the program (2 April 2003). Although it would be beneficial for the museum to have a public relations student working for it, the team was confronted with a challenge when considering the feasibility of becoming involved with the RMIT program. Students are required to work under the supervision of a public relations specialist during their internship. Professor Davis suggested contacting the MFB's public relations department to inquire if they would be interested in participating in this program as supervision for a student working on public relations for the FSMV. Utilising our previous contact with the MFB's Sue Fitzpatrick, the team was able to connect Professor Davis with Emma Purcell in the MFB's Public Relations Department. Ms. Purcell initially expressed an interest in overseeing an RMIT student intern working for the museum; however she stated that her department did not currently have the time or resources to support an intern (7 April 2003). Professor Davis's details at RMIT are located in Table 5.

Table 5: RMIT Contact Information and Summary

<u>Royal Melbourne Institute of Technology Internship Contact Summary</u>	
Contact Name:	Sally Davis
Position:	Lecturer School of Applied Communications (Public Relations)
Contact Information	
Location:	City Campus Building 6, Level 2, Room 6
Phone Number:	03 9925 3849
Email:	sally.davis@rmit.edu.au
Website:	www.rmit.edu.au

Program Description:	As a requirement to earn a Bachelor of Arts in Public Relations from RMIT, final year students must complete an internship with a company or organisation. The internships occur during the months of June and July. A student must work in their internship position for a minimum of 160 hours. The faculty at RMIT requires that a public relations specialist be appointed as a supervisor for the student for the duration of the internship. The university expects students to participate in all aspects of the company's or organisation's public relations programming including staff and client meetings, presentations, general research, drafting media relations correspondence, and working on special events. RMIT also suggests that the host companies offer a minimum of \$200 per week to internship students, however no payment is required. Companies or organisations interested in obtaining an RMIT intern must complete a survey and submit it to the program coordinator, Professor Sally Davis.
Summary of Contacts:	Professor Sally Davis was initially contact for information about RMIT's internship program. She requested information about the museum and provided details about the RMIT program. Professor Davis suggested contacting the MFB to find someone in the Public Relations Department who could supervise an RMIT intern. Although there was initial interest from the MFB to participate, they do not have the time or resources to support an intern at this point. It would be worth contacting either Sue Fitzpatrick or Emma Purcell of the MFB's Corporate Relations Department again in the future in regards to this program.

4.2.4 Data and Analysis for Museum Specialists and Resources

Museums Australia is a national organisation committed to helping all museums achieve success. It was found that the Victorian branch of this organisation is located near the FSMV in the Melbourne Museum and the staff is available to answer museum-related questions. Information about volunteer recruitment and fund seeking was obtained from contacts with Museums Australia. Museums Australia specialises in supporting smaller, volunteer-run museums with advice and guidance when needed.

The team also utilised the museum personnel email list-serve Australian Museums Forum to contact the museum community. Advertisements for museum experienced personnel to volunteer at the FSVM were sent out over this list-serve. Professor Birtley confirmed that these mailings reach museum specialists in all aspects of the field from including students to the current workforce to retirees (4 April 2003). Similarly, Richard Ferguson of Museums Australia directed the team to these email services as the best way to contact members of the museum community (31 March 2003). Maggi Solly, the Manager of Training and Professional Development, received this initial email and commented that was exciting and appropriately written (17 April 2003). The email sent to this list serve is located in Table 6.

Table 6: The advertisement sent to the Australian Museums Forum.

<p>Participate in an exciting opportunity to help shape the Fire Services Museum Victoria's future growth! Located in the old head office of the Melbourne Fire Brigade, the award winning Fire Services Museum Victoria (FSMV) was opened in 1979 to provide a home and focus for the history of fire fighting services in Victoria. The Museum is now interested in acquiring additional volunteers specifically with museum management, museum studies, or public relations backgrounds to aid in its basic operations as well as its future developments. With the largest collection of fire memorabilia in the Southern Hemisphere, this Museum has incredible potential to grow. This is an opportunity to utilise your knowledge of museum operations in a challenging yet extremely friendly and fun environment. The Museum is looking for enthusiastic, knowledgeable individuals that are interested in donating some of their time. Tasks include most aspects of museum management especially including volunteer recruitment, fundraising, public relations, and exhibition maintenance. Volunteer hours are flexible and can be completed at the volunteer's convenience. The Museum is located on the corner of Victoria Parade and Gisborne St. and is easily accessible by means of public transportation. If are interested in volunteering or would like more information, please contact the museum by calling (03) 9662 2907 or by emailing fsmvic@alphalink.com.au.</p>
--

The FSMV received a number of responses to this email sent to the Australian Museums Forum. The responses came from individuals who are enlisted in museum studies programs, are experienced museum volunteers and museum enthusiasts.

Furthermore, Professor Birtley provided information about museum specialist resources throughout the Melbourne area. She included herself in this

resource list and encouraged the museum volunteers and Board of Directors to contact her at any time if they needed advice. Professor Birtley directed the team to the Museums Australia office at the Melbourne Museum. She suggested creating a folder of information about the FSMV to be used by the Museums Australia office as a reference to help guide volunteers to it (4 April 2003).

4.3 *Internet Training*

The Internet has become an essential tool in the lives of many professionals. In order for the FSMV to become a professional organisation it is essential for its staff to become acquainted with and utilise the museum related resources that the Internet has to offer.

4.3.1 Internet Training

The team devised an Internet resource training curriculum to inform the museum staff of the resources the team utilised to establish a network within the museum community.

4.3.2 Research and Curriculum Development

The team determined that in order for the museum to continue with the work that has already been done, its members must be familiar with the Internet resources that need to be utilised. The team researched and analysed the current Internet skill levels of the museum staff. From those analyses, learning objectives were established that indicated exactly what knowledge was needed for the museum staff to utilise the Internet. The team's works cited was analysed and all of the Internet sites were gathered to determine each one's accessibility, manoeuvrability and relevance. Those sites that were found to be essential in a museum environment were indexed for use in the Internet resource training curriculum.

4.3.3 Internet Training Test Run

Three test runs of the Internet resource training were completed in order to ensure that the curriculum met the learning objectives. During the first test run, flaws in the training curriculum were realized when the participant was unable to advance through the curriculum due to inexperience in the use of a computer. Difficulties with computer operations and terminology were observed and documented such that changes could be made in the curriculum. The second test run utilised the same curriculum as the initial test run. It was completed with a different participant whose level of Internet skills was an average representation of the skills possessed by the group to be trained. While assessing whether or not the training objectives had been met it was evident that the curriculum needed to be adjusted. Observations of the participant revealed that difficulties were encountered while attempting to follow the instructions outlined in the curriculum. Analysis into the content of the Internet resource training revealed that both specific and broad techniques for training had been incorporated into the curriculum. The broader techniques were organised into a resource guide and placed in Appendix A of this report. The team conducted a third test run once the Internet curriculum had been redesigned to separate the step-by-step instructions from the resource descriptions. The test run was a success and the participant was able to complete the step-by-step curriculum outline.

4.3.4 Training Assessment

The team conducted the Internet resource training with six members of the FSMV's Board of Directors. The participants followed the instruction manual without difficulty while the team discussed the importance of each resource and how they might be utilised in the future. While the participants accessed each resource, the team targeted its discussion to specific interests of the participant and emphasised how that resource could be advantageous to both the individual and the museum. The team believes that the participants gained an understanding of what the Internet has to offer for people within a museum environment. Based on preliminary research and observations

during the training it was apparent to the team that the degree of Internet knowledge varied among each participant. The Internet resource training was effective in educating the team's training participants, regardless of their previous level of internet knowledge.

4.3.5 Internet Resource Utilisation

The team identified a need for the FSMV to utilise the Internet to enhance the image of the museum. Work done by the team laid the foundation for future developments of the FSMV website. The team consulted Debra Zammit, the designer and creator of the FSMV website, on the feasibility of modifying and maintaining the FSMV website. Zammit relayed that minimal substance was supplied for the initial development of the FSMV website (24 April 2003). She felt, and the team agreed, that the FSMV needed to pursue future development of its website in order to reach greater audiences by making the website more informative and dynamic. The team met with Zammit on a second occasion at which point she agreed to assist the FSMV with developments to its website (27 April 2003).

4.4 *The Fox Classic Car Museum Partnership*

The Fox Car Museum is home to the Fox Classic Car Collection. This collection consists of approximately 135 cars of which, roughly 100 are on display at any given time. The museum is located in the historic Queen's Warehouse building, which was originally built in the 1890's as a Customs House. This museum possesses similarities with the Fire Services Museum of Victoria in the sense that they are both located in a historic building and they both are single theme museums. These similarities along with a recommendation by Dave Nicholson of the MFB, lead to a meeting with Brian Tanti, Director of the Fox Classic Car Museum.

The initial meeting that the team conducted with Brian Tanti indicated specific objectives of the Fox Classic Car Museum (1 April 2003). Those objectives were to attract a broader demographic of visitors, educate automotive

apprentices, educate students, preserve automotive history and broaden current exhibits. These objectives were analysed and compared with the objectives of the Fire Services Museum of Victoria. It was observed that the objectives of each organisation complimented each other and the design of a mutually beneficial partnership was considered. The team perceived that in order to broaden visitor demographics and exhibitions the FSMV could lend a piece of its classic and veteran vintage fire service vehicle collection to the Fox Classic Car Museum for the purpose of a new exhibition. Furthermore, a Technical and Further Education (TAFE) apprenticeship program is in the process of being established at the site of and in affiliation with the Fox Classic Car Museum. The team determined that it would be beneficial to both organisations for the FSMV to provide classic, veteran vintage and rare fire service vehicles to the TAFE apprenticeship program. As a result of the team's investigation into the association with the TAFE apprenticeship program it was determined that benefits arising from that association would include free restoration of fire service vehicles, the opportunity for an apprentice to undertake innovative tactics in the restoration as well as provide apprentices with the opportunity to educate themselves by broadening the mechanical field in which they work. A memorandum of understanding that details this partnership is located in Figure 1.

Figure 1: FSMV and Fox Classic Car Museum Memorandum of Understanding

Memorandum of Understanding	
This memorandum documents the agreement between The Fox Classic Car Museum and The Fire Services Museum Victoria regarding the sharing of services. This partnership is entered into for the mutual benefit of both parties.	
This agreement currently includes three components and may be added upon for future endeavours.	
<ul style="list-style-type: none"> • Both organisations will work together to promote each other's facilities via exhibition programs. • Efforts will be made to incorporate each other's organisation into programs peripheral to each organisation. • Hyperlinks will be established to each other's Internet sites 	
The specific details of this agreement will be established and documented in a revised memorandum of understanding after both parties have agreed upon the elements of the appropriate planning.	
The signatures below, by the authorized representatives of the Fire Services Museum Victoria and the Fox Car Museum, indicate acceptance of all terms of this agreement.	
<hr style="width: 100%;"/> Fred Kerr 8 April 2003 Fire Services Museum of Victoria	<hr style="width: 100%;"/> Brian Tanti 8 April 2003 Fox Classic Car Museum

5 Conclusions

From the information gathered over the fourteen week project, the team was able to formulate a number of conclusions. These conclusions highlight the outcomes of this project and are described below.

5.1 Funding Conclusions

Funding is a crucial component for the future of the FSMV. Funding organisations throughout Australia have been researched and their information obtained. This information was entered into an electronic database called The FSMV Electronic Funding Guide. When the database is accessed an index is displayed, outlining the contents of the funding guide. Included in this index are links to funding resource Internet sites, fund seeking hints, advice for writing an initial contact letter and the culmination of information pertaining to potential funding organisations. The database displays suggestions of different types of future projects for the museum. Each project may be clicked within the program to display a listing of possible funding opportunities specific to it. Next to the name of the funding organisation, the program provides hyperlinks to its latest application form and funding guidelines as well as an information sheet. This information sheet contains the purpose and priority interests of the funding organisation, contact details, and information that was researched or obtained from contacts about that organisation which may be helpful in the application process.

The FSMV Electronic Funding Book database is basically an organised program containing all of the information needed by the FSMV to apply for extra funding. It will save time for the person doing the work of obtaining funding for the museum. However, it is very important to recognise that for the database to be helpful, the FSMV must show initiative and commit the time to apply for funding. Members of the museum were taught how to use the guide. It is expected that in the future these members will pass their knowledge of the guide on to any persons that are interested in obtaining funding for the museum; perhaps a paid museum specialist or an intern.

Furthermore, a sponsorship solicitation program has been designed by the team in order to guide the FSMV in its attempts to secure sponsorship. That program outlines methods and actions that need to be taken while pursuing potential sponsorship. It was designed to enable the FSMV to effectively utilise its current resources. A copy of the FSMV Sponsor Solicitation Program is available in Appendix B of this report. In addition, the team created a table of organisations that award sponsorship to museums within the state of Victoria. This information can be found in Table 7.

Table 7: Examples of Sponsorship Awards

Organisation	Special Exhibition Sponsors	Museum Sponsors
<p>Museum Victoria consisting of Melbourne Museum, Scienceworks Museum & Immigration Museum</p>	<p>The Age Bristol-Myers Squibb Catholic Education Office Cody John Danks Trust GlaxoSmithKline</p>	<p>774 ABC Amsterdam Biosciences The Jack Brockhoff Foundation Cadbury Schweppes Commonwealth Bank The Grollo Family Melbourne Water The Menzies Foundation The Myer Foundation Network Ten Pacific Dunlop Peter Rowland Catering Seven Melbourne The Sidney Myer Fund Sofitel Melbourne Tooheys New</p>
<p>Jewish Museum of Victoria</p>	<p>ANZ Bachrach Coles Supermarkets Epsom Eye Clinic ING Carpets Incorp Consolidation JB Were Menora Foods On the Seventh Day Raline Homes Salt and Honey Telstra</p>	<p>Bardos Foundation Chanwil Securities Celluloid Soup City Wide Auto Wholesalers Corp Reach Fouress Fondhaven Investments The Gandel Group Horwath Administration The Hirsch and Hirsh Charitable Trust Kurtana Investments Omnicon Constructions Pty Ltd The Pratt Foundation</p>

<p>National Museum of Australia</p>	<p>Cadbury Yowie Department of Defence Sun Microsystems Ball Solutions Group Fujitsu Singapore Airlines Bureau of Meteorology Geoscience Australia Novotel Ansett Australia Win Television BHP Billiton Accor</p>	<p>Doma Hotels Canberra Harris Coffee KPMG Myer Foundation Qantas Airways Rosemount Estate Wines Rydges Hotels SAS Westpac Institutional Bank ACT Rugby Union Limited Stock Jeans Ten Capital Avant Card Australian National University Aboriginal and Torres Strait Islander Commission</p>
--	---	--

The team expects the FSMV to utilise that table to identify potential sponsors. Furthermore, based on the results of the sponsorship recognition analysis, images of sponsor recognition boards have been included in this report. Pictures of Healesville Sanctuary’s sponsorship board are located in Figure 2 and Figure 3. An image of the sponsorship board at ScienceWorks can be found in Figure 4. Those images are to be utilised as an example for the FSMV when it pursues the establishment of a sponsor recognition board within the museum.

Figure 2: Healesville Sanctuary’s Sponsorship Board



Figure 3: Healesville Sanctuary Sponsorship Board Detail

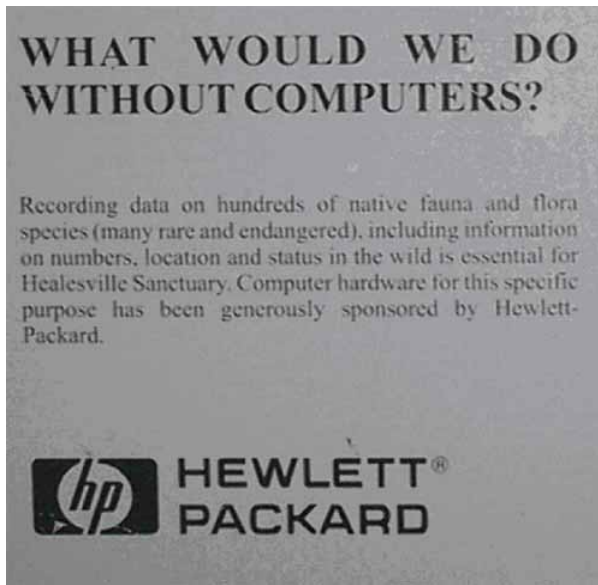
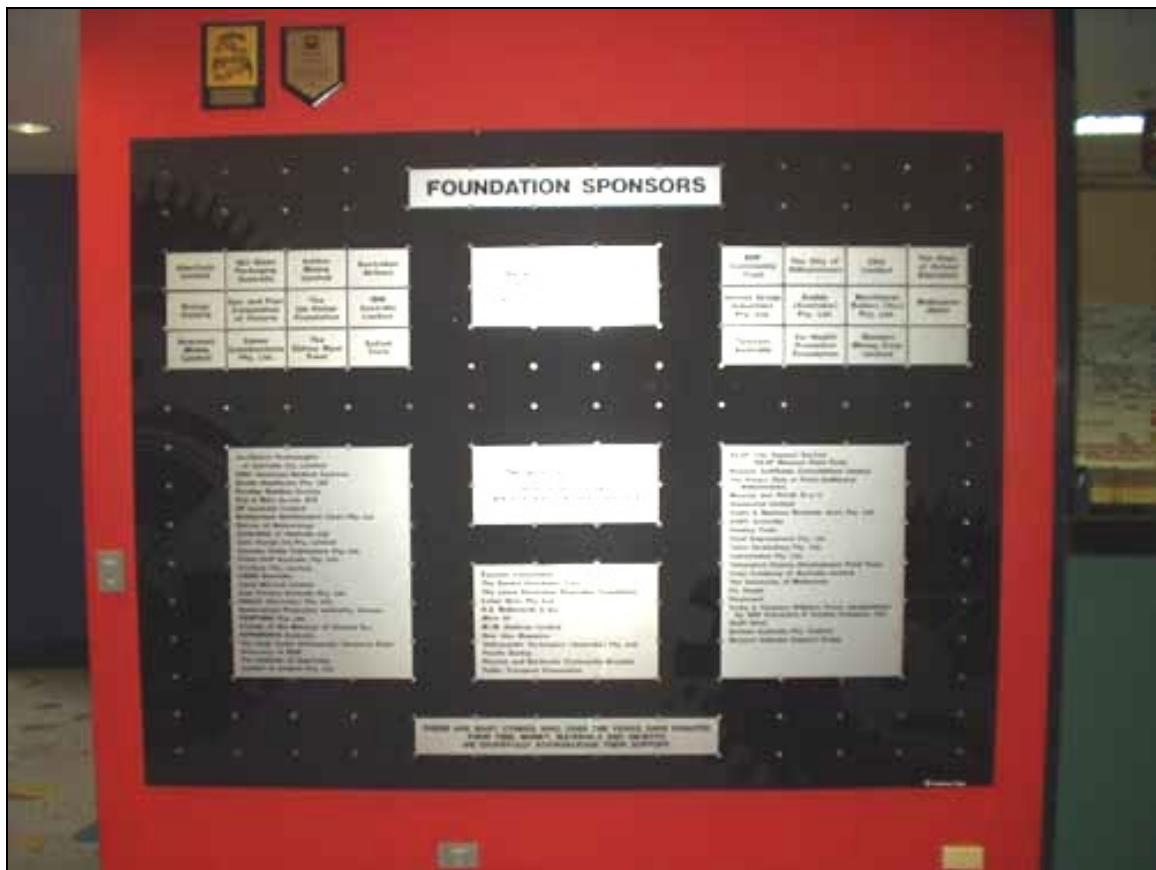


Figure 4: ScienceWorks Sponsorship Board



5.2 Staffing Conclusions

One of the major goals of this project from the beginning has been to identify sources of additional staffing for the FSMV. This project developed new connections that would aid the FSMV in recruiting more staff members. These contacts included Go Volunteer, a volunteer search engine on the Internet, names of personnel at each of the three Victorian fire service organisations, faculty and staff members at local universities who offer internship opportunities and museum specialists through Museums Australia and Museum Victoria. This contact information has been organised within the Data and Analysis Chapter of this report (0). This information will only produce more staff members if the contacts are maintained. Specific conclusions for each aspect of staffing research are highlighted in this section.

5.2.1 Active Fire Fighter Volunteer Recruitment

In order to recruit active fire fighters from all three fire service organisations it will be important to maintain the contacts that have been established at the MFB, the CFA, and the DSE. Contacts for support in implementing programs with each of the fire service organisations were identified. At the MFB the museum can utilise both Dave Nicholson and members of the Corporate Relations Department, including Sue Fitzpatrick and Emma Purcell. These contacts may be used to help implement programming for members of the FSMV and the MFB. Proposals for these program ideas; a BBQ and an active fire fighter display at the FSMV; are located in Table 8 and Table 9 respectively.

Table 8: Outline of Proposed Networking Event with MFB

BBQ Events Proposed Purpose and Outline	
What:	A BBQ lunch held with the different Metropolitan Fire Brigades (MFB) to create a relationship between the active fire fighters and the retired gentlemen who are affiliated with the Fire Services Museum of Victoria (FSMV). This event would be an opportunity for the members of the FSMV to encourage active fire fighters to participate in the museum.

Who:	For an event such as this, the members, volunteers and Board of Directors of the FSMV would be responsible for inviting active members of the MFB. Ideally, the FSMV representatives could contact particular Brigades and arrange to bring the BBQ event to their station. Retired fire fighters might be responsible for setting up the event at their old station. It will be important to contact the Brigade at least three weeks in advance and expect an RSVP from Brigade members a week prior to the event.
When:	The museum staff members should set a goal for when to hold networking events with the active fire fighters. This goal may set events on a biweekly or monthly basis as the museum sees fit.
How:	Since these events will be hosted by the FSMV members, the food and facilities must be provided by the museum. Once an RSVP has finalized, a member of the museum can be responsible for buying the necessary food and arranging for a BBQ to be available. The museum staff members could use this event as a networking opportunity and would want to be ready with specific projects or ideas that active fire fighters could become involved in.

Table 9: Outline for Proposed Active Fire Fighter Display

Active Fire Fighter Display for the Museum	
What:	An active fire fighter display at the Fire Services Museum of Victoria (FSMV) would be an opportunity for the museum to highlight the newest advances in fire fighting technology as well as pay tribute to the gentlemen fighting the most recent Victorian fires. This would be a chance to involve active fire fighters in the museum and to allow the retirees and actives to share stories about their careers.
Who:	Creating such a display would require both planning and implementation. A member of the Board at the FSMV would need to take a leadership role in this project. A committee could be formed that includes volunteers from both the museum and each of the Victorian Fire Services organisations. This committee could meet on a regular basis for planning purposes and then recruit additional personnel to help with creating and building the display.
When:	A committee to work on this project could be formed at any time once volunteers are found to serve on it. A timeline of goals can be created in order to move the project along in an organised fashion. Furthermore, this display could be designed in a way to allow for easy updates when new fires or technologies emerge.

How: In order for this project to be a success it must be a cooperative effort from both the museum and the volunteers from the Fire Services organisations. For assistance or advice on creating the display contacts with Museums Australia may prove to be useful. Maggi Solly, the Manager of Training and Professional Development at the Victorian branch of Museums Australia, is available to the FSMV for guidance in such a project.

At the CFA, Renee Athorn is a resource within the Member Services Department who can aid in creating advertisements for the CFA fire fighters. Also, through the CFA, the museum can contact Gordon or Allen King at The Fireman magazine for free volunteer advertisements. This advertisement created interest in the museum within the first week of the magazine's circulation. Lyndel Hunter, the CFA's manager of Marketing and Research Public Affairs, is also a valuable contact. She is interested in a continued relationship between the CFA and the FSMV to help promote both organisations. To maintain contact with the DSE, members of the museum will have to update Kathy Overton with volunteer advertisements and announcements. The initial advertisement placed on the DSE's FireWeb produced an initial interest in helping the museum; however, subsequent advertisements will be needed to maintain that interest. Through continued correspondence with each of these contacts within the active fire service community the FSMV stands to create relationships with each that will produce more volunteers and support for the museum. Contact information for each of these individuals is located in Table 10.

Table 10: Contacts within the Victorian Fire Service Organisations.

<u>Victorian Fire Service Organisation Contacts</u>	
Metropolitan Fire Brigade (MFB)	
David Nicholson Director of Community Safety (03) 9665 4241 dnicholson@mfb.vic.gov.au	Sue Fitzpatrick Corporate Relations (03) 9665 4365 sfitzpatrick@mfb.vic.gov.au
Country Fire Authority (CFA)	
Renee Athorn Programs Assistant Member Services (03) 9262 8522 r.athorn@cfa.vic.gov.au	Lyndel Hunter Manager of Marketing and Research Public Affairs (03) 9262 8375 l.hunter@cfa.voc.gov.au

**Department of Sustainability and Environment
(DSE)**

Kathy Overton

Public Education Officer and Marketing

(03) 9412 4011

kathy.overton@nre.vic.gov.au

5.2.2 General Volunteer Recruitment Conclusions

The success of the general volunteer recruitment initiative through Volunteering Victoria and Go Volunteer is reliant on the museum's interest in maintaining its accounts. Once an Incorporated Association Number is acquired for the museum, Go Volunteer must be contacted to activate the museum's accounts. The museum should then stay in contact with both organisations in order to update the volunteer jobs descriptions it has available. Depending on the individuals interested in volunteering and the jobs available, the museum may have a very large or very small response to its advertisements. It would be beneficial for a member of the museum to accept the responsibility of contacting these volunteer organisations and updating them with the museum's needs. Also, this individual can be accountable for matching prospective volunteers with appropriate responsibilities upon their acceptance to the museum staff. Lastly, if the response of interested volunteers becomes overwhelming, this individual will be required to devise a selection process for choosing the most effective volunteers.

5.2.3 Museum Studies Interns Conclusions

Initial contacts with university personnel concerning student interns for the FSMV can prove to be very beneficial for the museum. Involving the FSMV with an internship program would be a positive experience for both the museum and the student. The museum proves to gain the skills and knowledge of the students who are studying museum studies or public relations.

The University of Melbourne program may attract students from a variety of different programs because all internships are advertised through one search program within its career development department. With the university's support, this program may offer the museum with a diverse base of student volunteers. An individual within the museum will have to maintain contact with Emma O'Connell of the Career and Employment Department in order to maintain a relationship between the University of Melbourne and the FSMV.

Deakin University offers a graduate degree program in museum and cultural studies. Margaret Birtley, the program coordinator for museum studies at the university, expressed her interest in helping the museum in its growth and expansion. Professor Birtley is a much regarded individual within the Australian museum community and could prove to be an invaluable resource for the FSMV. Professor Birtley can be utilised for advice and suggestions in all areas of museum management and operations including volunteerism, funding, and marketing. It will be important for the FSMV to contact her in the future.

Professor Leigh Astbury of Monash University was contacted to discuss incorporating the FSMV into his internship course. All of the appropriate information about the museum and its opportunities for an intern was sent to Professor Astbury so that the museum may become part of his records. He will contact the museum when an appropriate student for the internship placement is found. Since a match of this student with the FSMV may not occur for a year or more, it would be beneficial for the museum to speak with Professor Astbury each autumn to solidify the FSMV's interest in obtaining an intern for the winter semester.

Sue Fitzpatrick suggested the Royal Melbourne Institute of Technology (RMIT) as a potential source of interns for the museum. She discussed RMIT's public relations department with the team and was able to provide a contact at the university. Professor Sally Davis of RMIT's Public Relations Department was contacted. She expressed interest in incorporating the FSMV into her internship program but was concerned about the need to have

her students work with a public relations specialist. The team contacted the MFB's public relations department and was able to connect Professor Davis with Emma Purcell of the MFB. Purcell expressed interest in participating in this program but indicated that the MFB's Corporate Relations Department does not currently have the time or resources to support an intern. The FSMV needs to contact Professor Davis and the MFB's Corporate Relations Department in the future to re-evaluate the feasibility of this program.

5.2.4 Museum Specialists Conclusions

Through the list-serve The Australian Museums Forum and through the organisation Museums Australia, the team was able to contact members of the Victorian museum community. It will be important for the FSMV to maintain contact with those individuals who respond to the advertisement for volunteers through the Australian Museums Forum. These individuals have specific skills in museum operations and could prove to be beneficial additions to the FSMV's current staff. People who respond to the volunteer advertisements will need to be contacted and training at the FSMV will need to be arranged for them. It would be advantageous for the FSMV to assign the responsibility of volunteer training and management to one Board or staff member.

Museums Australia is an organisation that provides a number of valuable resources for museums throughout the country. This organisation specialises in aiding smaller museums, most of which are volunteer-run and not government funded. The Museums Australia office is located within the Melbourne Museum in Carlton Gardens. The contact information for this office is provided in Table 11. The FSMV is a member of Museums Australia and may obtain advice and suggestions from this organisation free of charge. It would be beneficial to set up regular meetings with consultants from Museums Australia to help the FSMV determine its goals and resources as an institution. Museums Australia, if utilised, can be a key supporter for the success and growth of the FSMV.

Table 11: Museums Australia Contact Information

Quick Reference Guide for Museums Australia

Museums Australia is a national organisation with subsequent state offices. The information for the Victorian branch is below.

Contact Name: Maggi Solly
Position: Manager of Training and Professional Development

Location: Melbourne Museum Ground Floor
Carlton Gardens
PO Box 385, Carlton South
VIC 3053

Phone Number: (03) 8341 7339

Fax Number: (03) 8341 7333

Email: tdp@mavic.asn.au

Website: www.vicnet.net.au/~museaust

Museums Australia Services

The Fire Services Museum of Victoria is a member of Museums Australia and therefore has access to their resources and services.

Resource

Library: Located in the Museum's Australia office is a library of museum resources available to members. These resources include a variety of publications including journals and guidance books for all aspects of museum operations. These resources are available upon appointment and cannot be taken out of the Museums Australia office. Probably the most useful resource for a smaller museum such as the FSMV would be the Museum Methods: A Practical Manual for Managing Small Museums and Galleries. Maggi Solly suggested the FSMV might want to buy their own copy.

Advice: The staff at Museums Australia is available for advice and guidance for all aspects of museum management and operations. Advice over the telephone is usually free as long as the museum does not require extensive assistance on a frequent basis. Also, museum staff members may book an appointment with a member of the Museums Australia staff to hold a meeting to discuss either specific or general advice.

Training:	Museums Australia offers training opportunities throughout the year. These training sessions come in the form of workshops and forums. Most sessions come with a small fee. These training opportunities are designed and run by the staff at Museums Australia and are tailored to the needs of smaller museums. Announcements about training sessions can be found in Museums Australia's bimonthly magazine, <u>inSite</u> . As a member of Museums Australia, the FSMV receives a copy of this magazine every other month. Also, if the FSMV feels as though there is a specific topic of museum management it would like training in, it may request a specific training session from Museums Australia.
Networking:	Maggi Solly stressed that one of the keys to the success of a smaller museum was to create networking ties throughout the museum community. Museums Australia provides opportunities to meet other museum personnel through a series of networking events for members. These events are advertised within the <u>inSite</u> magazine.

5.3 Internet Training Conclusions

Work done by the team over the span of the project emphasised the necessity of Internet utilisation. The team developed specific programs involving volunteer recruitment, fund seeking and museum contact networks through the Internet. In order for the museum staff to utilise and maintain those specific programs, the team created an Internet resource training curriculum. The Internet resource training consisted of three elements; a step-by-step instruction manual, one-on-one assistance with an experienced Internet user and a training assessment designed to determine if the learning and overall objectives had been met. Six FSMV staff members participated in the training. In addition, an Internet resource guide was compiled with an index of Internet sites that pertain to museum related issues and explanations of the information those Internet sites offer. The Internet resource guide also details helpful hints and keywords that can be utilised when conducting a search on the Internet that pertains to museum related issues. Locations of Internet help were also listed within the Internet resource guide.

Peter Driscoll, the Secretary of the FSMV and one of the Internet resource training participants took on the responsibility of reinforcing and continuing the knowledge that the participants gained from the training. He stated that he would assist the volunteers of the FSMV in their pursuit to educate themselves beyond the initial training conducted by the team (27 April 2003). The Internet resource training curriculum created by the team will be used by Driscoll to take on that task.

5.4 Internet Utilisation Conclusions

Debra Zammit, the designer and creator of the FSMV website, agreed to assist the FSMV with developments to its website. The team supplied Zammit with the case statement that for the FSMV as well as images of fire service vehicles to be added to the FSMV website. The case statement describes the FSMV, its mission, collection, volunteers, and need for financial support. The case statement is located in Figure 5.

Figure 5: The FSMV Case Statement

The Fire Services Museum of Victoria Case Statement

Located in the original 1893 headquarters of the Metropolitan Fire Brigade, the award winning Fire Services Museum of Victoria was opened in 1979 to provide a home and focus for the history of fire fighting services in Victoria. Most of the current museum volunteer personnel are retired fire fighters and can offer a lively story or two about their craft and its history. The current personnel place a strong emphasis on creating a fabulous experience for their visitors. The Fire Services Museum of Victoria offers the Southern Hemisphere's largest and most valuable collection of fire brigade memorabilia. Exhibits are open year round and display fire related items that are a hallmark of Victoria's fire fighting history.

The Fire Services Museum of Victoria allows the public to learn about heritage, fire, machinery and technology. Its building is a Melbourne landmark. Its focus of fire is of universal topic interest. It is classified by Heritage Victoria, the National Trust of Victoria and is on the Federal register of historic places. The look out tower is still a feature of Melbourne's skyline even after 110 years of development. Its location in the Historic Eastern Hill precinct, close proximity to transport and co-location with a Metropolitan Fire Brigade operational unit makes it an ideal opportunity to promote tourism within the State of Victoria.

The mission of the Fire Services Museum Victoria is to educate the public and to preserve the history of fire services. This

mission is practiced by the museum's current volunteers through their passion for the history of the Victorian fire services. The Fire Services Museum Victoria is currently in a position to shape the future growth of the organisation. As a not for profit organisation operating solely on volunteer contributions the FSMV is constantly seeking opportunities to gain additional support. Additional funding and staffing are both necessary in order for the museum to fulfil its potential. These needs are intricately intertwined. Donations from conscientious organisations and individuals will provide the museum with the adequate means for development, both internally and within the community.

The Fire Services Museum Victoria strives to secure Victoria's heritage. The State of Victoria's fire history represents the commitment that is made by fire service organisations to educate the community about the risk of fire and to protect against the loss of life, property and change in environment. It is important to be aware of this history and to recognize the contributions that are made to ensure the safety of Victorians. The Fire Services Museum Victoria takes pride in preserving this history.

Gifts given to the Fire Service Museum Victoria are critically important to both the organisation and ultimately the community. How well the Fire Services Museum Victoria fulfils its mission depends to a large extent on the support that is given for planned forthcoming enhancements. Donors may assist the Fire Services Museum Victoria through their annual continuing support, and by making investments to seed new programs or to meet specific short-term objectives related to the organisation's future goals. No person directly or indirectly associated with the Fire services Museum Victoria will stand to gain financially. The benefits of the gifts go directly to the community through the education of the history of fire, its prevention, suppression and potential devastation.

New Program Funding Opportunities
Broadening Community Awareness Fund

The creation of a mobile exhibit is being planned. This exhibit will help the museum achieve its goal of building community involvement whilst enhancing quality. The Fire Services Museum Victoria owns the largest collection of fire services memorabilia in the Southern Hemisphere. This collection spans all aspects of the fire services including appliances and other vehicles, a variety of helmets, uniforms, and fire fighting technologies from the beginning of state regulated fire services to the present day. Besides the main campus of the museum located in the central city within the Historic Eastern Hill precinct, the museum owns garages in Newport that house a variety of fire related artefacts. With over eighty fire vehicles and appliances, the Fire Services Museum Victoria has the potential to be a very mobile organisation. The creation of a mobile exhibit will enable the Fire Services Museum Victoria's volunteers to expand their knowledge and passion of Victoria's fire history. This mobile exhibit will directly support and advance the initiative to bring the heritage of the fire services to the entire Victorian community. The

implementation of this mobile exhibit will emphasise welcoming country Victorians to the city. This massive collection of fire vehicles demands substantial funds and the constant care of dedicated volunteers. However, due to a lack of both money and volunteers, many of the memorabilia pieces are left in storage. Fiscal gifts are needed to restore the magnificent collection of vehicles before the developmental stages of the mobile exhibit can begin.

Internal Restoration Fund

To expand the exhibit space in the Fire Services Museum Victoria, money is needed to reopen and restore the second floor and basement of its building which are currently inaccessible to the public. The building is an asset to the museum and the city of Melbourne. The second floor houses the communication centre for the facility when it was still commissioned as the headquarters for the Metropolitan Fire Brigade (MFB). Original carvings created by the famous artist, Robert Prenzel, decorate the wooden cases of the communication system. Conservancy of this archival monument both benefits and promotes the artistic venture of Victoria. Plans of restoration for this communication centre are underway. The MFB and the community would like to see this area restored to its original glory. The first step is to reopen the second floor for exhibition. Regulations to make the exhibit handicap accessible must be complied to; the installation of an elevator is required. Extensive funds are needed for the development of this future exhibit that will simultaneously feature fire services and art history. Gifts contributed to this cause will enable the community as well as art historians' access to a piece of glorious history that has been a hidden treasure bound by inaccessibility.

Image Building Campaign

The Fire Services Museum Victoria has spent much time and effort building its collection. It is prepared to show the community the history of the fire services of Victoria. Through a planned infusion of funds the Fire Services Museum Victoria will invest in a carefully planned innovative image building marketing program. The benefits of this program are shared between the community and the museum. A proper marketing plan will enable the museum to direct its resources to support and advance the Victorian community through the shared knowledge of fire services.

Zammit has agreed to create a new division of the FSMV website that describes the current and future developments of the museum. Zammit decided to include the case statement in that section in order to target individuals that are potentially interested in giving fiscal support for developments of the FSMV. The team supplied Zammit with images of antique fire service vehicles such that a link can be created between the websites of the Fox Classic Car Museum and the FSMV. Zammit has taken

on the responsibility of making changes to the FSMV's website, although, it is the responsibility of the FSMV to supply her with the information to make those changes.

5.5 FSMV Museum Partnership

The foundation has been created for the partnership between the Fox Classic Car Museum and the FSMV. The responsibility of maintaining this partnership has been delegated to the FSMV's Board of Directors. Refer to Chapter four of this document for details of the current partnership agreement. Future developments of this partnership are expected. In addition, links have been created that connect the Websites of the FSMV and the Fox Classic Car Museum.

6 Recommendations

After spending the first three weeks at the museum conducting research, the team began to evaluate ideas for future projects for the FSMV to pursue. One of these project ideas was developed fully into an IQP project statement for use in the future. The other recommendations organised in this section are for the use of the FSMV. Volunteer members of the museum may choose to work on one of these projects or they may be used as programming for museum studies interns.

6.1 General Recommendations

This report is a compilation of fourteen weeks of research and data analysis completed by a team of three WPI students on behalf of the FSMV. Many options to aid in the issues of funding and staffing were investigated by the team and reported on in this document. The challenge of implementing these program ideas and of maintaining the contacts that have been established now lies with the museum itself. It is the responsibility of the Board of Directors and the museum volunteers to determine which programs are most interesting and important to the development of the museum. The team recommends appointing one Board member to lead each project that the museum wishes to undertake. This Board member might create a committee to help in the planning and implementation of the project.

6.2 Hiring a Museum Specialist

The research that the team conducted within the museum community directly indicated that a museum specialist is essential for the development of modern museums. During the research conducted in the United States, the team contacted two fire museum directors. They supported hiring a museum specialist. David Lewis, the director at the Aurora Regional Fire Museum in Illinois, US, stated that a successful museum must operate like a business (8 Feb 2003). Jim Hamilton, the President of the Memphis Fire Museum in

Tennessee, US, agreed with Lewis and emphasized that a museum must manage itself like a for-profit business (4 Feb 2003). Interviews with individuals within the Victorian museum community reinforced the views of Lewis and Hamilton. Maggi Solly, the Manager of Training and Professional Development at Museums Australia, felt that a museum specialist would benefit the FSMV by creating clear objectives and a management structure. She stressed that it would be important to have an individual with experience in museum studies to provide the FSMV with the methods and resources for future development (17 April 2003). Professor Margaret Birtley of Deakin University's Museum Studies Program explained the advantages of incorporating a museum specialist into the FSMV's staff. A museum specialist has been educated in the specifics of museum management and, therefore, can be responsible for the development of the museum's current operations (4 April 2003). The major obstacle for the FSMV to hire a museum specialist is the funding. If the money does become available, it is the recommendation of the WPI team that the museum's Board of Directors commence the process to hire a museum specialist.

The team interviewed Solly for information on how to hire a museum specialist. Solly suggested hiring a series of short-term museum consultants. The FSMV could identify the projects that it feels are most important to address and then hire a consultant who is an expert in dealing with the identified project. The consultant would be under contract for a specified amount of time to finish the project. For this type of arrangement, the FSMV's Board of Directors and staff members would be responsible for first identifying the projects for a consultant, then hiring an individual, and finally supervising the work done while at the museum. Solly offered resources, including the publication Museum Methods: A Practical Manual for Managing Small Museums and Galleries. This publication provides information and procedures for hiring museum consultants. Also, the staff at Museums Australia can provide guidance and referrals for museums who wish to hire a consultant (17 April 2003). The disadvantage of hiring a museum consultant is the quick turnover rate. Once the consultant has left the museum, it will be the task of the museum members to continue the project's maintenance.

The team consulted Professor Birtley through a phone interview requesting her suggestions for hiring a museum specialist. Professor Birtley suggested hiring an individual with experience in all aspects of museum management with a possible expertise in one area. She stated that the title “manager” would best suit this position. An appropriate arrangement for employment would be an annual contract renewable on the accounts of funding and job performance satisfaction. Under this type of contract, the museum specialist would have the opportunity to look ahead with the minimum commitment of one year. Also, the FSMV’s Board of Directors has the right to review the contract on a yearly basis to ensure the funds are available for its continuation. To begin this arrangement, Professor Birtley suggested a three-month probation period for the museum to test the performance of the museum specialist before committing to a year long arrangement. She stated that this type of employment arrangement was common in the arts community of Australia (24 April 2003).

Considering the information provided by both Solly and Professor Birtley, the team feels that Professor Birtley’s suggestion of the long-term employment of a museum specialist would produce the best results for the FSMV. Although a series of museum consultants would possibly cost less for the museum, the benefits of a long-term museum specialist are far greater than a number of short term employees. A long-term employee would be more interested in the future of the FSMV and ensuring that any new programming is not only planned, but implemented as well. By hiring an individual for a longer term contract the Board of Directors will have the opportunity to form a relationship with that individual. This relationship will allow for the members of the museum to teach the museum specialist about the FSMV and to educate the specialist about the fire service and its heritage. A long-term commitment on behalf of the museum specialist will benefit the FSMV in ensuring consistency in programming and museum management (Birtley 24 April 2003). The team feels that a museum specialist with a full range of skills in museum management will assist in many aspects of the FSMV’s operations. A museum specialist’s first task would be to meet with the Board of Directors to

create a list of projects for the museum. That museum specialist could then use his or her knowledge of grant seeking and museum networking to find the funds and connections to bring other individuals with museum studies backgrounds into the museum.

When the time is appropriate to hire a museum specialist for the FSMV, the Board of Directors can use the information collected by the WPI team to aid in the process. Solly offered the advice of the staff members at Museums Australia. The organisation may be contacted through either a phone interview or a meeting with members of the museum. Also, she mentioned the use of the Australian Museums Forum, the email-list serve already utilised by the team for volunteer solicitation, to advertise for the position (17 April 2003). Professor Birtley provided a number of suggestions regarding advertising for a museum specialist job opening. She agreed with Solly that the Australian Museums Forum is an appropriate tool to use and also indicated that Museums Australia operates a similar email advertising list. Professor Birtley also offered the use of her personal email list-serve that reaches museum studies students and graduates (“Advertising to the Museum Sector”). The team recommends that the Board of Directors contact both Museums Australia and Professor Birtley for advice and guidance when beginning the search to hire a museum specialist.

6.3 *Future IQP Proposal*

One of the aims of the FSMV is to preserve Victoria’s fire services heritage. In order to continue this objective, it was suggested by Professor Laura Menides, one of the project site advisors, to research the possibility of recording the retired fire fighters’ stories and knowledge. These recordings would then be used to supplement tours around the museum. Preliminary investigation was completed by the team on this idea. Using two IQP project statements as a guideline, the team developed an IQP outline for this idea to be develop into a project. WPI and the FSMV may choose to modify this recommendation as they see fit and utilise it in the future. The IQP project statement created for this idea can be found in Figure 6.

Figure 6: Proposed IQP Project Statement

Developing an Audio System for the Fire Services Museum of Victoria

Located in the original office of the Melbourne Fire Brigade, the award winning Fire Services Museum of Victoria was opened in 1979 to provide a home and focus for the history of fire fighting services in Victoria. Most of the current museum personnel are retired fire fighters and can offer a lively story or two about their craft and its history. The award winning museum offers Australia's largest collection of fire brigade memorabilia.



Contact Information

Name	Fred Kerr President of the Fire Services Museum of Victoria		
Email	fsmvic@alphalink.com.au	Fax	+61 (03) 9662 2907
Phone	+61 (03) 9662 2907	Mobile	+61 (04) 1812 9252
Address	39 Gisborne St. East Melbourne, VIC, 3002 Australia		

Students

Student #1	email1@wpi.edu
Student #2	email2@wpi.edu
Student #3	email3@wpi.edu

Museum Background

The Fire Services Museum of Victoria is a non-profit organisation dedicated to the preservation of Victoria's fire service heritage and the education of the public about the history of fire fighting within the State. The museum strives to represent the three fire service organisations of Victoria; the Metropolitan Fire Brigade (MFB), the Country Fire Authority (CFA), and the Department of Sustainability and Environment (DSE). The museum owns two campuses, one just outside of the Central Business District in Melbourne and one a train ride away in Newport. The city site is home to the museum itself while the Newport location is a storage and restoration compound for fire appliances and other vehicles. Overall, the museum's collection includes a year round display of fire vehicles, helmets, 18th century uniforms, badges, and models for a total of over 4,000 fire related items collected from around the world. Many dedicated volunteers contribute their time and talents to the museum. The location and assets of the museum create a tremendous opportunity for growth. This project is designed to be a part of efforts to develop and improve the museum.

Project Objectives

The objective of this project is to develop a system of audio recordings for the Fire Services Museum of Victoria. This system may include portable earphones for patrons or stationary informational units throughout the museum's exhibits. These recordings may also be used on the museum's website to provide a virtual tour experience. Research must be conducted into the cost and benefits of such a system. It will be beneficial to examine other museums and how they utilise audio recordings to enhance their museums. Furthermore, it will be important to establish a method for creating these recordings that includes the input of the current museum Board of Directors and volunteers. Lastly, the project will have to analyse the different options for audio recording deliverables. An investigation into the types of mobile or stationary units available for museum use will be required.

Issues and Benefits

The Fire Services Museum of Victoria is an entirely volunteer run museum located just outside of the Central Business District of Melbourne. The museum is understaffed. Due to a lack of volunteers, the museum is only able to be open two days a week, Fridays and Sundays. Throughout the rest of the week visitors stop by the museum looking for a visit or a tour only to be disappointed that it is closed. Developing a system of pre-recorded informational tapes could allow for the museum to open for more hours a week. With the aid of tapes, it would take fewer volunteers to operate the museum on any given day. Volunteers would not have to give individualized tours, but rather they could be available to answer questions as patrons guide themselves around the museum.

Project Outcomes

An ideal outcome would be the complete proposal to implement audio recordings into the FSMV experience including funding opportunities to pay for the program. This proposal would outline the means of creating, implementing and installing an audio tour system for the FSMV. Contacts will have to be formed with companies specializing in audio technology. Also, it would be important to include a timeline of progress on the completion of this project.

Ideal Resources

In order to make this project a success it will be essential to utilize a wide range of resources. Communication within the museum will be important to establish common goals and methods for the development of the audio system. Furthermore, Melbourne offers a number of valuable museum resources within its community. Interviews with museum specialists will be able to establish guidelines and suggestions for the most effective way to incorporate a new audio system into the museum. Contact with audio system manufacturers and installation experts will also be required.

6.4 Project Ideas for Future Interns or Museum Specialists

Throughout the duration of this project in Melbourne the team was exposed to a number of ideas for future projects for the FSMV. These project ideas have been compiled and organised for the future use of the museum. It is recommended that these projects be considered for both funding requests and also for program ideas for potential interns or museum specialists. Furthermore, the current volunteer members of the museum as well as the members of the Board of Directors members are also encouraged to adopt these project proposals to work on. The future project suggestions are listed here in bulleted form:

- Similar to most non-profit organizations, the FSMV always needs additional funding. There are many resources in the Victorian area that offer funding to museums; however, these opportunities require applications that call for a precise and creative mind. An application from the Fire Services Museum of Victoria needs to stand out from the others and therefore must be written with intelligence and creativity. One example of a funding opportunity that an intern or museum specialist could address is a program run by Museums Australia called Regional Exhibition Touring Initiative (RETI). This program is designed to monetarily assist museums in creating mobile exhibits that they can tour throughout a greater audience. With its collection of fire appliances and other vehicles, the FSMV would be ideal for such a program. The museum could visit rural and town fire brigades throughout Victoria. An intern or museum specialist could come into the museum and plan out the exhibit as well as write the application for the grant.

- The museum is situated in the original headquarters of the Melbourne Fire Brigade. Currently, only the ground floor is utilised for display. Both the basement and the first floor, however, have the potential to be an asset for the museum. An intern or museum specialist could

undertake the project of designing new display areas within these areas. A window decorator from Myers currently works with the museum intermittently to help design exhibits and an intern or museum specialist could assist. A few of the museums current volunteers focus completely on the building of new displays and an intern could fit into this group. There is the potential for a display highlighting the original watch room of the MFB on the first floor and further exhibits in the basement. Both of these areas could bring more public interest to the museum. The watch room features the carvings of Robert Prenzel, a famous Australian wood artist, in the cases and the basement houses a vintage printing press.

- The museum is interested in conducting public relations with both the general public and personnel in specific fields. In order for the museum to be successful it requires the dedication of number of people. The museum should maintain alliances with all three of the fire service organisations in Victoria (the Metropolitan Fire Brigade, the Country Fire Authority, and the Department of Sustainability and Environment) as well as with other museums and museum organisations. An intern or museum specialist could work with the museum to continue the initial contacts with each of these organisations established by the WPI team.

- The museum has an extensive collection of fire services memorabilia including appliances, helmets, uniforms, and equipment. The museum now faces the challenge of organising this collection and cataloguing it into an electronic database. Both knowledge of collection management and basic information technology would be very beneficial to the FSMV. An intern or a museum specialist could undertake the task of compiling all of the collection and historical data into useful formats through various computer programs. This project could include cataloguing the personal information about past fire fighters that the museum now owns in the original hand written form

6.5 Recommendation Conclusion

These recommendations have been created by the team based on the information collected during this project. With the leadership and accountability of the Board of Directors and the museum volunteers, the Fire Services Museum of Victoria can develop and fulfil its potential.

Appendix A:

Internet Resources

Internet Training for the Museum Professional

A Training Curriculum Designed by Kristin Lyn Taylor Jamison
19th April 2003

What is the Internet?

The Internet is a *computer network* that enables you to share *information* around the globe. That information can be in the form of letters (i.e. *e-mail*), magazine articles, books, your voice, pictures, formal documents (e.g. *funding applications, volunteer recruitment forms, advertisements, etc.*) Access *library* and *museum catalogues* all around the world. You can also grab computer files such as programs, word processing files, sounds and so many more. Basically anything that can be put into an electronic form can be found on the Internet!!!!

Benefits the Internet Offers to the Museum Professional:

You can use the Internet to obtain information and for research and you can also contribute to the information available on the Internet.

With the Internet you can:

- ▶ Communicate with museums throughout Australia and the world
- ▶ Find Funding resources
- ▶ Advertise your museum
- ▶ Recruit additional volunteers
- ▶ Offer membership of your organisation
- ▶ Provide a catalogue and order form from your gift shop
- ▶ Display stored memorabilia worldwide

Why YOU Need the Internet as a Museum Professional:

By using the Internet you can reach national and international audiences!

- ▶ *Your TIME is very valuable.*
 - Connect with people and grab information in a matter of seconds!!
 - Information is *at your fingertips* – you don't have to leave home to get what you are looking for!!
- ▶ *You can expand the public image of your museum.*
 - An advertisement on the Internet has the potential to be seen by over a quarter of a billion people!!
 - Discussion lists on the Internet let you work directly with other professionals even if they are on the other side of the world!!!
- ▶ *Save money for your organisation.*
 - Send electronic mail for FREE!!
 - View or get publications for FREE!!
 - Advertise for FREE!!
 - Museum related consultations for FREE!!

Instruction Manual for the Utilisation of Internet Resources

1	GETTING ONTO THE INTERNET.....	90
2	GOING PLACES: GETTING DIRECTLY TO YOUR DESIRED DESTINATION.....	91
3	UTILISING MUSEUMS AUSTRALIA’S INTERNET SITE – AFTER ALL, THE FSMV IS A MEMBER!	92
3.1	PROFESSIONAL OPPORTUNITIES OFFERED BY MUSEUMS AUSTRALIA.....	93
4	UTILISING AUSTRALIAN MUSEUMS ON LINE (AMOL): THE BEST INTERNET SITE FOR ALL TYPES OF MUSEUMS ASSOCIATES	94
4.3	PROFESSIONAL NETWORKS AND RESOURCES	95
	<i>Australian Museums Forum.....</i>	<i>95</i>
	<i>Publications</i>	<i>96</i>
4.4	MUSEUM MANAGEMENT.....	98
5	MANAGING ONLINE ACCOUNTS @ GO VOLUNTEER.....	99
6	CONCLUSION: THE INTERNET, A TANGLED WEB OR A MASTERPIECE?	101

Getting onto the Internet

► **Note:** Definitions for all terms written in bold can be found in the glossary. Words written in italics denote a command that needs to be used.

Step 1) Use your mouse to double click on the *Internet Explorer* icon on your **desktop**.

Display: After completing step 1 the Internet connection **window** (see figure 1) should be displayed. If this window is not displayed then the computer is most likely already connected to the Internet; proceed to step 1.4.



Step 2) Enter the specific password for the Internet connection into the Internet connection window.

Step 3) Click on **connect**. This will connect the computer to the Internet.

Display: After completing step 3, a window will be displayed that is similar to figure 2.



Figure 2 – Homepage of the Fire Services Museum Victoria

Going Places: Getting Directly to Your Desired Destination

Step 1) Click once on the *Internet site address* to highlight the Internet site address.

Display: See Figure 3 for an example of a highlighted Internet site address.

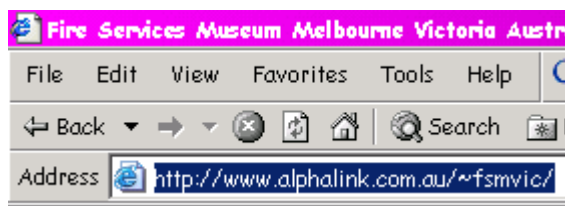


Figure 3 – Highlighted Internet site address

Step 2) Hit the *delete* key on the keyboard to clear the current Internet site address. Now that the Internet site address is clear you are able to type in a new one for any necessary destination.

Utilising Museums Australia's Internet Site – After All, The FSMV is a Member!

Step 1) Type the following into the space for the Internet site address: <http://www.museumsaustralia.org.au/> (You must type the Internet site address exactly as it is shown above or you will not be able to access the Internet site)

Step 2) Hit the *enter* key on the keyboard to go to the Internet site of Museums Australia

Display: See Figure 4 for an image of Museums Australia's homepage



Figure 4 – Homepage of Museums Australia

Professional Opportunities Offered by Museums Australia

Step 1) From the homepage of Museums Australia place your **cursor** on *Professional Opportunities*. Notice that a brief index is displayed, which shows what is available in Professional Development. See Figure 5.



Figure 5 – Brief index of Museums Australia’s Professional Opportunities

Step 2) Click once on *Professional Opportunities*

Step 3) Click on *Events* (in the middle of the page). Listed under Events are descriptions of upcoming events that revolve around Professional Development, Conferences and Seminars. Members of Museums Australia are able to participate in all of these events at a discounted rate. These events are an amazing opportunity to broaden ones museum network and enhance ones professional skills. This Internet site will be useful in the future when you are ready to develop your museum skills and networking.

- You can click on any one of the links on the screen to get more information. If you want to return to the Events page just click the *back* button, which is located at the top left side of the screen.

Utilising Australian Museums On Line (AMOL): The Best Internet Site for all Types of Museums Associates

Step 1) Type the following Internet site address: <http://www.amol.org.au/>

Step 2) Hit the *enter* key on the keyboard to go to the Internet site of Australian Museums On Line.

Display: See Figure 6 for an image of the **homepage** of Australian Museums On Line.

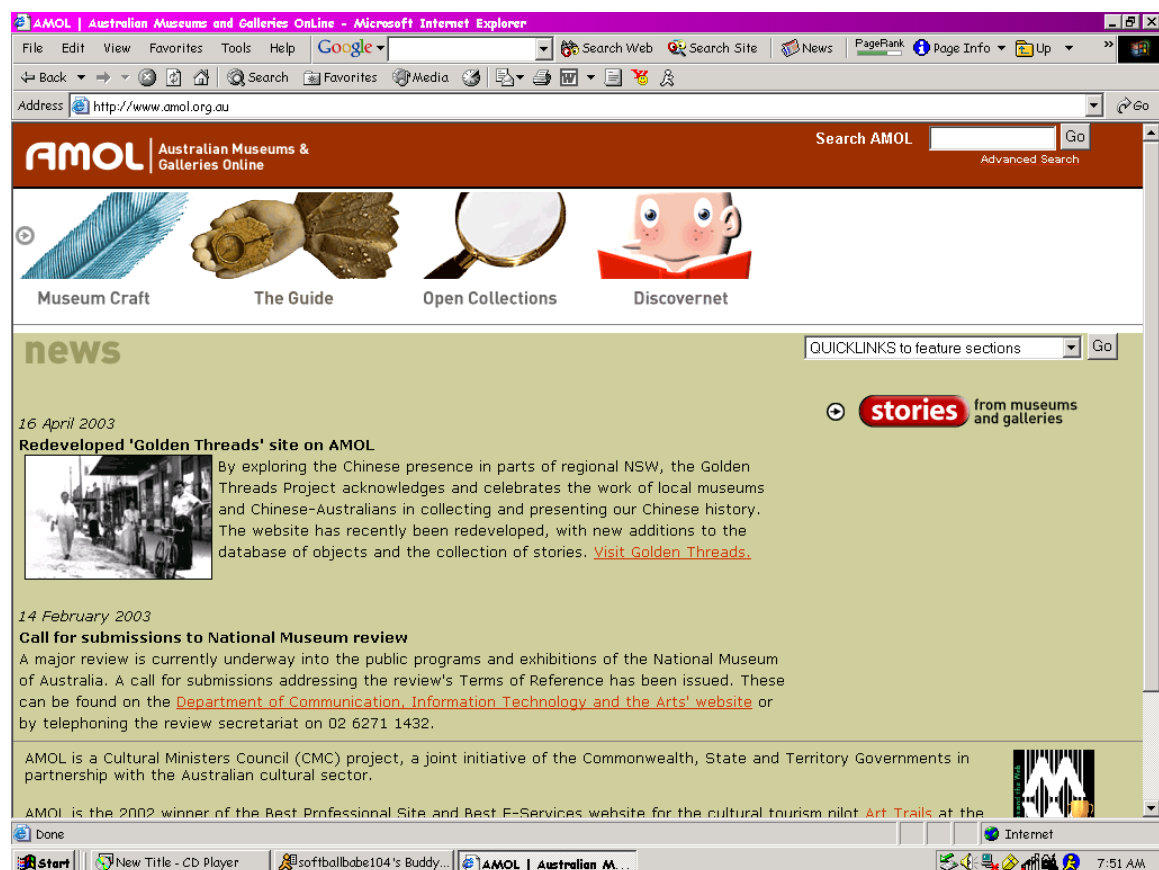


Figure 6 – Homepage of Australian Museums On Line

The Internet resource training focused on AMOL will guide you to a multitude of important resources. A focus is placed on the fields of Professional Networks and Resources as well as Museum Management. Instructions as to how to access those resources on AMOL are detailed in the following sections.

Step 3) From the AMOL homepage (<http://www.amol.org.au>), click on *Museum Craft*, which is located at the upper left of the window.

Step 4) Locate *Professional Networks and Resources*

4.3 Professional Networks and Resources

AMOL offers various opportunities for museum associates to establish networks and access museum resources. These opportunities range from online discussion groups to publications. The following sections detail the steps that need to be taken in order to access these resources.

Step 5) Click on the link that says *Australian Museum Forum*, which is located at the top of the window under the heading *Professional Networks and Resources*. Once you have completed this step you should see a subscription page as in Figure 7.

Australian Museums Forum

The Australian Museums Forum (AMF) is an electronic news and discussion group focusing on Australian museum issues, practice and theory. All museum workers are welcome to exchange ideas and information.

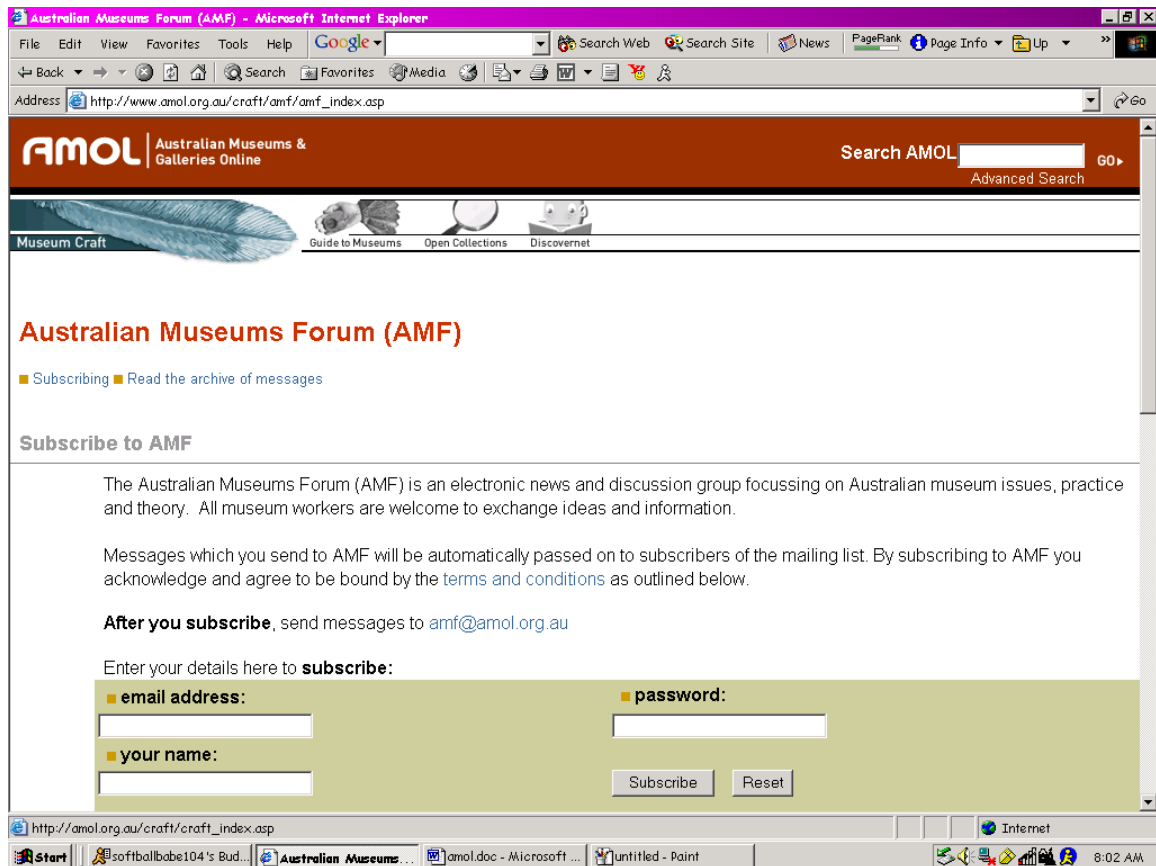


Figure 7 – Subscription Page for AMF

Subscribe to AMF? There are endless benefits associated with using AMF. Subscribing to AMF will enable you to communicate with museum associates throughout the nation as well as stay informed of current and future museum developments and issues.

Step 6) Subscribe to AMF! Click on the *back* button and complete the information requested on the subscription form.

In the future: If you wish to send a message to the museum community by using AMF, you just need to send email to amf@amol.org.au.

Publications

AMOL, in cooperation with Museums Australia and other museum related organisations have made available publications that are nearly essential in the everyday life of a museum associate. It is important to utilise your access to these publications. They address museum issues across the spectrum.

Step 7) Return to the AMOL homepage by first deleting the current Internet site address, and then typing the following Internet site address:
<http://www.amol.org.au>.

Step 8) Click on *Museum Craft* (just as you did in step 3)

Step 9) Click on *Publications* (located under *Professional Networks and Resources*). After completing this step you will see a window as that in Figure 8. There is no need to download Acrobat Reader; the FSMV already has it on its computer.

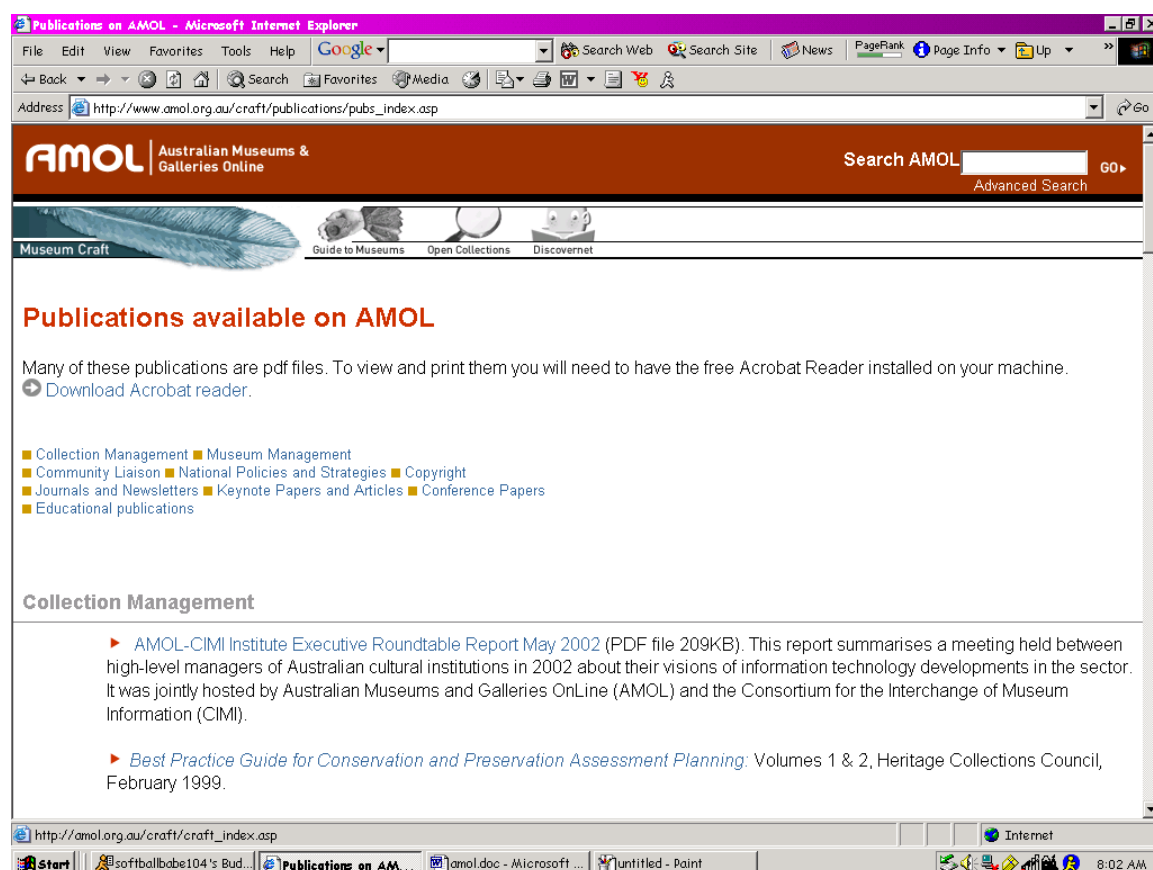


Figure 8 – Publications Available on AMOL

Step 10) Click on *Museum Management*

Step 11) Click on *Museum Methods*, which is located at the top of the list. This book is an essential item in every museum's collection of publications. It covers all aspects of museum management. Excerpts from this manual are available for free where it says *Available Online* (click on link that says *Available Online* to get the excerpt). A complete hard copy of this valuable manual may be purchased by members of Museums Australia (that means you!) at a low cost.

Step 12) Click on the *back* button

Step 13) Chose from any of the fields listed at the top of the page by clicking on the specific link. Many of these publications are available for download. As the AMOL has stated on this page, you will need to have Acrobat Reader to view any of the publications; the FSMV already has Acrobat Reader so you don't need to worry about it. If you are working on a computer that does not have Acrobat Reader then you may get it by clicking on the link specified on the publications Internet page featured in Figure 8.

4.4 Museum Management

It is essential for all museums to have strong networks and reliable resources. For that reason, you will now be introduced to resources for regional and small museums. Once you have accessed the following Internet site you will be able to find resources concerning most aspects of museum related issues.

Step 14) Return to the AMOL homepage by typing the following into the Internet site address space: <http://www.amol.org.au>.

Step 15) Click on *Museum Craft*

Step 16) Locate *Museum Management* and click on *Regional Museum and gallery Resources*. After completing this step you will see a window as that in Figure 9. Notice that below the page title *Regional and Small Museum Resources*, the contents of the museum resources are listed.

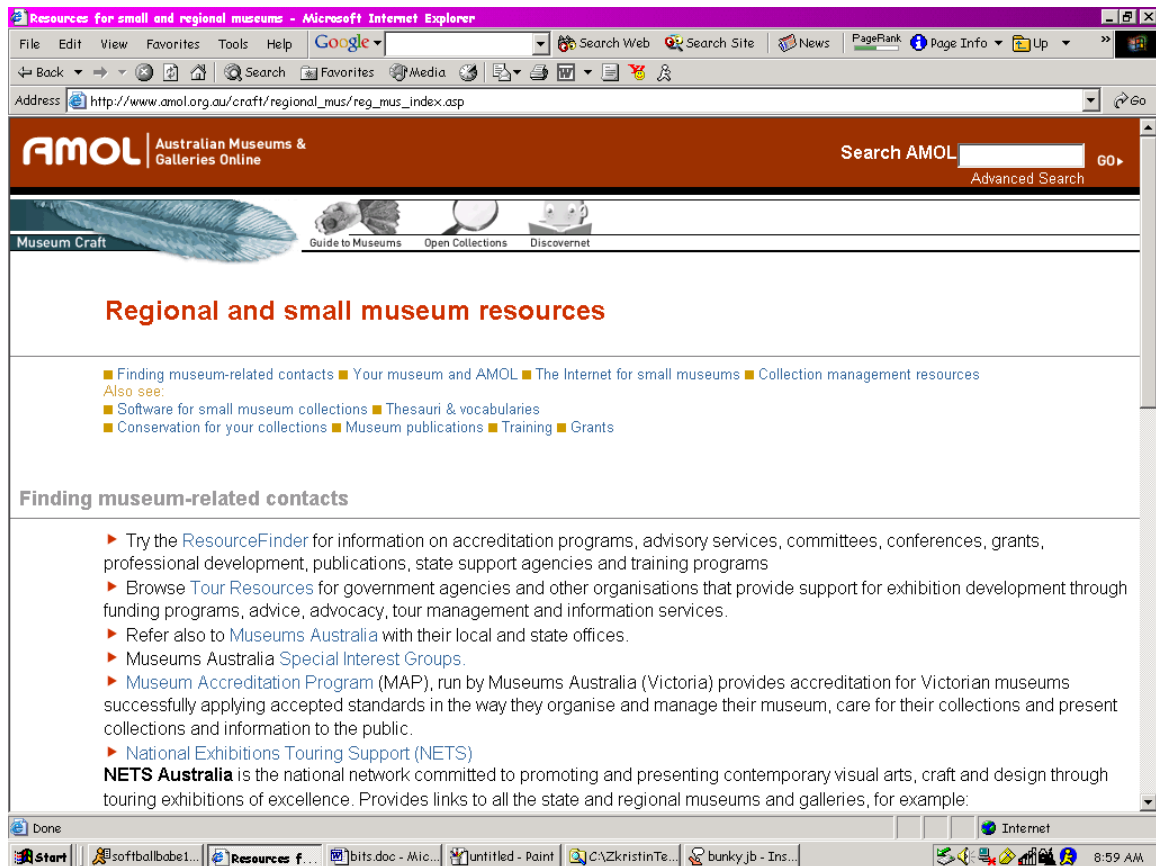


Figure 9 – Museum Resources Offered Through AMOL

Step 17) Click on *Tour Resources*

Step 18) Scroll down the page (just below *Victoria*) until you locate *Regional Exhibition Touring Initiative (RETI)*. Click on the link to enter the RETI site.

Step 19) Click on *Grants* (located on the left). Read about all the granting opportunities offered by RETI. The RETI grants would be an ideal award for the FSMV! If you want to get a copy of a grant application form, look for a link called *download* following the specific section.

Managing Online Accounts @ Go Volunteer

In an attempt to attract more volunteers to the FSMV, a registered account has been established with GO Volunteer, a volunteer recruitment organisation. The maintenance of this account is essential. Volunteer recruitment ads need to be updated and new ones need to be created if the

FSMV wishes to increase its volunteer base. In order to maintain the registered account, complete the following steps.

Step 1) Delete the current Internet site address and type the following Internet site address: <http://www.govolunteer.com.au>

Step 2) Hit the *enter* key on the keyboard to go to the Internet site of Go Volunteer.

Display: See Figure 11 for an image of Go Volunteer's **homepage**

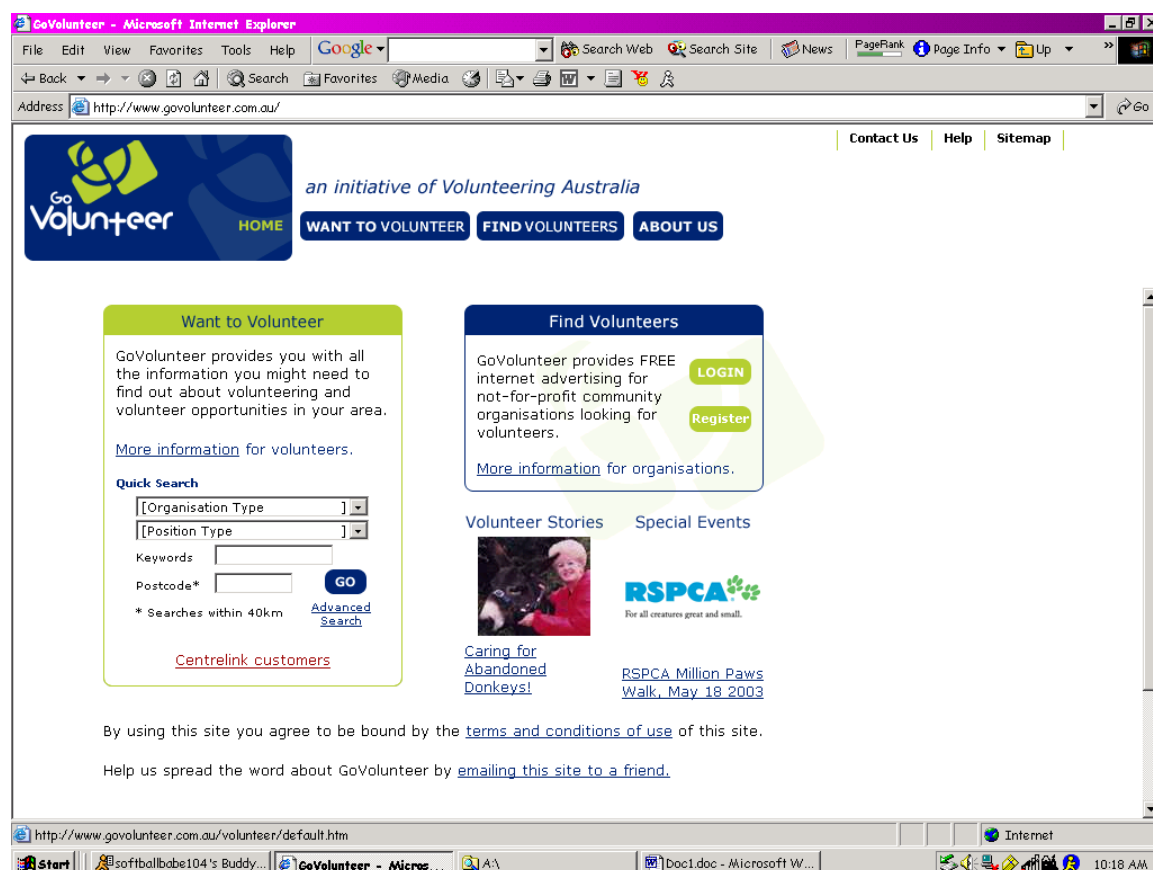


Figure 11 – Go Volunteer's Homepage

Step 3) Within the box that says *Find Volunteers* Click on the button that says *login in*.

Step 4) On the left side of the screen there are two boxes: One asks for *Username* and the other asks for the *password*. Type in the information for *username* and *password*, each are listed below. When you type in the username, do not worry if the beginning of the username disappears. The password always appears as asterisks to prevent its theft.

Step 5) Click on *Go*

Step 6) Once you have signed on you will be in Go Volunteer's *Organisation Centre*. You will need to identify which of the following tasks you want to do:

- *Create a New Ad*
- *View Current Ads*
- *View Archived Ads*
- *Edit Contact Details*
- *Read the Terms and Conditions*

Step 7) Click on the *circle button* on the right of the task that you wish to do. Once you have clicked on the appropriate link, each Internet site will have detailed instructions on how to complete the desired task. When you are done with this Internet site, click on the *sign out* button.

Conclusion: The Internet, A Tangled Web or a Masterpiece?

The Internet training that you have just completed offers you the instructions needed to access some of the most useful resources available to a museum associate. You may also utilise this instruction manual in the future to directly guide you to these resources. Based on your training and the ability to use this instruction manual, you should have a working knowledge of the internet and the resources that are available. You are expected to know how to complete the following Internet tasks.

Self Assessment: Can you do the following? (Circle Yes or No)

- Connect to the Internet? Yes No
- Locate an Internet site by typing in the Internet site address? Yes No
- Access the Internet site of Museums Australia? Yes No
- Recognise the significance of utilising this Internet site? Yes No

◦ Locate and take advantage of the listing of professional opportunities offered by Museums Australia? Yes No

- Access the Internet site of Australian Museums On Line (AMOL)? Yes No
 - Display an understanding of the many resources that are available through AMOL? Yes No
 - Locate and take advantage of the Professional Networking and Resources that are offered by AMOL? Yes No
 - Subscribe and utilise Australian Museums Forum (AMF)? Yes No
 - Access publications that focus on all types of museum related issues, but more specifically, publications on museum management? Yes No
 - Access the Regional Exhibition Touring Initiative (RETI) Internet site, specifically the Grants section of the site? Yes No
- Access the Internet site of Go Volunteer? Yes No
 - Sign into the FSMV account? Yes No
 - Update the volunteer job opportunities? Yes No

Index of Internet

Resource Site Addresses

Museum Internet sites

[Australian Museums On Line \(AMOL\).....](#)

<http://amol.org.au>

[AMOL sitemap – index of entire Internet site...](#)

[...http://amol.org.au/navbar/index.html](http://amol.org.au/navbar/index.html)

[AMOL - Regional and small museum resources:](#)

http://amol.org.au/craft/regional_mus/reg_mus_index.asp

AMOL - Museum related contacts:

http://amol.org.au/craft/regional_mus/reg_mus_index.asp

AMOL – Museum research:

<http://amol.org.au/resourcefinder/>

[Museums Victoria.....](#)

<http://www.museum.vic.gov.au>

What is Museum Victoria?

Museum Victoria, Australia's largest public museums organisation, is the State Museum for Victoria (Australia), responsible for the care of the state's collections, conducting research, and providing public access.

About

- ▶ Corporate Information
- ▶ Publications
- ▶ Museum Members
- ▶ Sponsorship & Philanthropy
- ▶ Work Opportunities
- ▶ Tenders

Museum Victoria has a proud history of scientific and cultural research and collection development. The organisation operates three public campuses and one of Australia's major education and research-based web sites, and is custodian of the State's immense museum collection.

Item 1 (<http://www.museum.vic.gov.au> 7 April 2003)

[Museums Australia](#)

<http://www.museumsaustralia.org.au/>

Museums Australia is the national association for all those who work in, and contribute to, Australia's museums and public galleries.

Museums Australia supports the museums industry of Australia by providing information on events and professional development.

[International Counsel of Museums](#)

<http://icom.museum/>

Newsgroups and Discussion Groups

Australian Museums Forum http://amol.org.au/craft/amf/amf_index.asp

The Australian Museums Forum (AMF) is an electronic news and discussion group focusing on Australian museum issues, practice and theory. All museum workers are welcome to exchange ideas and information.

Messages, which you send to AMF, will be automatically passed on to subscribers of the mailing list. By subscribing to AMF you acknowledge and agree to be bound by the [terms and conditions](#) as outlined below.

After you subscribe, send messages to amf@amol.org.au

Links to Discussion Lists.....http://amol.org.au/craft/amf/other_lists.asp

I suggest subscribing to *Electricmuse*. It is intended for all those interested in web development issues for cultural organisations in Australia. No technical knowledge is necessary.

Online Museum Journal (OMJ)...

http://amol.org.au/craft/omjournal/journal_index.asp

Read about the journal at "[about the omj](#)"

<http://amol.org.au/craft/omjournal/about.asp>

If you want to subscribe to OMJ go to

<http://amol.org.au/craft/omjournal/subscription.asp>

Publications

AMOL Index of Publications

http://amol.org.au/craft/publications/pubs_index.asp

Visit this division of AMOL for publications on:

- Collection Management
- Museum Management
- Community Liaison
- National Policies and Strategies

Volunteering Internet sites

Go Volunteer www.govolunteer.com.au

Go Volunteer provides FREE internet advertising for not-for-profit community organisations looking for volunteers.

Volunteering Victoria www.volunteeringvictoria.com.au

Volunteering Australia www.volunteeringaustralia.com.au

Funding Resource Internet sites

AMOL – Grants http://amol.org.au/craft/grants/grant_index.asp

AMOL – Support Agencies <http://amol.org.au/tour/resources.asp>

This Internet site is an incredible resource. Find links to over 15 highly recognised organisations that provide support. This URL will not only offer you funding support, but it will guide you to support through tour management, professional development, advice, mailing and discussion lists.

**Australia
Foundation** <http://www.statetrustees.com.au/>

Ian Potter <http://www.ianpotter.org.au>

Myer Foundation <http://www.myerfoundation.org.au>

University Internet sites

University of Melbourne <http://www.unimelb.edu.au/careers>

Deakin University <http://www.deakin.edu.au>

Monash University <http://www.monash.edu.au>

Royal Melbourne Institute of Technology <http://www.rmit.edu.au>

Lists of Fire Museums World Wide

Museums in the Visiting Fireman <http://my.execpc.com/~vf/vfmuseum.htm>

[Fire Museum Network](http://www.firemuseumnetwork.org/) <http://www.firemuseumnetwork.org/>

Internet Help Resource Internet sites

[AMOL – Internet Terms](http://www.amol.org.au/craft/virtual_curator/training/computer_terms.asp)

http://www.amol.org.au/craft/virtual_curator/training/computer_terms.asp

Common Internet terms that are good to know.

A beginners guide to the Internet... <http://www.usyd.edu.au/su/allenunwin/index.htm>

Internet Resource Guide

1	INTERNET MANOEUVRING	107
1.1	APPROACHES TO MOVING ON TO OTHER WEBSITES.....	107
1.1.1	<i>Jump directly to a page if you know the URL:.....</i>	<i>107</i>
1.1.2	<i>Page – to – Page:.....</i>	<i>108</i>
1.1.3	<i>Going Back:.....</i>	<i>108</i>
1.2	WHY DO I NEED AUSTRALIAN MUSEUMS & GALLERIES ON LINE (AMOL)?.....	108
2	FUNDING INFORMATION, CONTACTS & APPLICATIONS	111
2.1	WHY USE THE INTERNET TO AID WITH FUNDING RESEARCH?	111
2.2	SEARCHING FOR NEW SOURCES OF FUNDING	112
2.3	WALK THROUGH OF FUNDING SEARCH.....	112

Things to Notice Once you are connected to the Internet

- If you want to **identify any of the objects** that are displayed on the screen simply place your cursor on the object and in most cases a description will appear. Also notice, when you place your cursor on a *link*, the Internet site address for that link appears at the bottom left corner of the screen.

- **Address** – located at the top right of the screen - this is where the address of the website is displayed, this “address” is called a *URL* (Uniform Resource Locator), it is what tells your computer where to find the information you want. This URL displayed above indicates that the current web address is <http://www.alphalink.com.au/~fsmvic/>
 - This URL looks a bit confusing, but each part of it represents a different command for the computer.
 - “**http**” stands for HyperText Transport Protocol – this command describes the way a *browser* will get to a source of information
 - “**www.alphalink.com.au**” represents the host computer on which the resource lives. Alphalink is the company with the host computer that houses the FSMV’s website!
 - “**~fsmvic**” is the file name of the information that is housed on the host computer.
 - **IMPORTANT:** *Most URL’s that you will be dealing with have the same general format at the example above.*

- Standard **toolbar** along the top of the *Internet Explorer window* – this toolbar enables you to do many commands just by clicking on a specific *icon*.
 - Try placing your cursor on an object on the standard toolbar and notice the reaction.

- ▶ **Note:** The Homepage of most websites will offer a listing of the general contents of the website. You will experience this first hand a bit later in this training.

Internet Manoeuvring

Approaches to Moving on to Other Websites

There are many different ways to move from one Internet site to another. Below are a few of the tactics most frequently used.

Jump directly to a page if you know the URL:

To do this form of web manoeuvring, delete the URL that is currently displayed in the address box and simply type in the URL of the website that you want to visit.

Page – to – Page:

This approach is as easy as clicking on the icon that will lead you to your next location. For example, suppose you are visiting the homepage of the FSMV and want to find information on the opening hours. First locate the link that says “opening hours” on the FSMV homepage. All you need to do now is click on that link and you will be brought to the information you requested. If you have followed a number of links and wish to return to a Internet site you have previously visited simply click on the “back” icon, located at the upper left of the screen.

Going Back:

The back button prompts your browser to return the previous Internet site. You may use the back button multiple times in order to reach the page you desire.

Why Do I Need Australian Museums & Galleries On line (AMOL)?

- **Find museum related contacts** – build the awareness and support for your museum within the community and around the world! Visit the following URL for more information: http://amol.org.au/craft/regional_mus/reg_mus_index.asp
- **Research** - find information on accreditation programs, advisory services, committees, conferences, grants, professional development, publications, state support agencies and training programs. Visit the following URL for more information: <http://amol.org.au/resourcefinder/>
- **Browse Outstanding Resources** - Identify government agencies and other organisations that provide support for exhibition development through funding programs, advice, advocacy, tour management and information services. Visit the following URL for more information: <http://amol.org.au/tour/resources.asp>
- **Partake in Newsgroups and Discussion lists** – Communicate with other museum workers; exchange ideas and gain insights. Be informed of upcoming events such as conferences, funding opportunities, workshops and discuss web development techniques. Visit the following URL's for more information: http://amol.org.au/craft/amf/amf_index.asp & http://amol.org.au/craft/amf/other_lists.asp
- **Access to Renowned Museum Related Publications** – Reinforce your current knowledge of museums. AMOL publications offer you information and advice on hundreds of museum related issues such as collections management, museum management, national policies and strategies, museum marketing, etc. Visit the following URL's for more information: http://amol.org.au/craft/publications/pubs_index.asp

▪ **Guidance with the Internet** - have access to consistent internet assistance, obtain lists of common Internet terms that you will encounter and need to know. Visit the following URL's for more information:

http://amol.org.au/craft/virtual_curator/training/computer_terms.asp

► **Note:** An easy way to find information pertaining to museum related issues is to conduct a search within the AMOL website. You can find the search box in the upper right corner of any section of the AMOL website.

► **Note:** AMOL is an incredible resource for everything!!! That being said, it is also a very large website with over a hundred pages of resources. It is possible to get lost in the mounds of information and resources that can be obtained through the site. SO, I have created a simplified index of important divisions within the massive website of AMOL. You can find that index on page 16. IF HOWEVER, you are adventurous and wish to catch a glimpse of what this amazing website can offer, I encourage you to visit the AMOL sitemap located at <http://amol.org.au/navbar/index.html>. Figure 6 below displays the top of the AMOL sitemap.

This is the image you will see when you visit the sitemap of AMOL

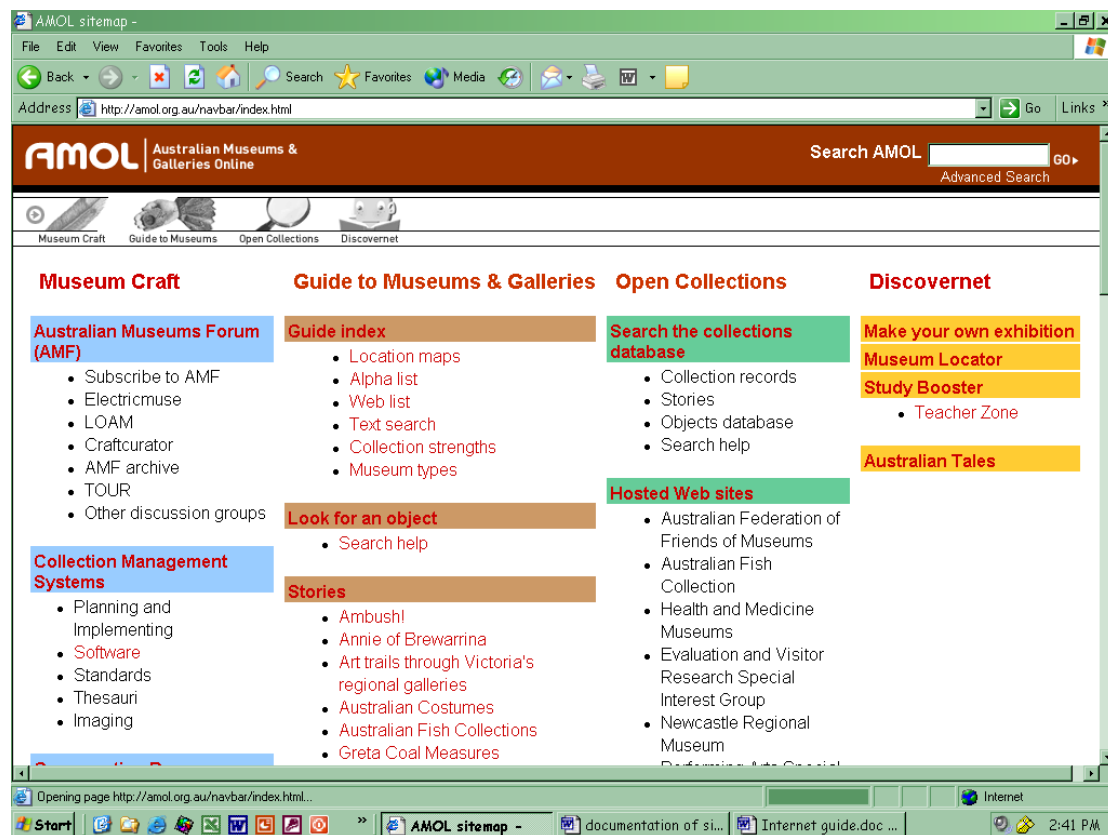


Figure 6

AMOL Resource Finder

The Resources Finder is an excellent resource in itself. It gives you access to ALL of the resources that are offered by AMOL. All you have to do is identify what topic of information you want resources on and then AMOL's resource

Finder does the rest for you. Use the following steps to access and use the Resource Finder.

Step 1) Return to the AMOL homepage (<http://www.amol.org.au>)

Step 2) Click on *Crafts*

Step 3) Click on the *Resource Finder* link, located under *Museum Management*. The Resource Finder is a tool that searches through all the information on the AMOL Internet site in order to find exactly what you are looking for. It is an ultimate resource in itself!

Step 4) Click on the arrow to the right of the *Search by Category* box. This will display the list of categories that the Resource Finder will search for within the AMOL Internet site. You should see an image similar to that shown in Figure 10. This tool should enable you to find resources spanning a broad range museum related issues.

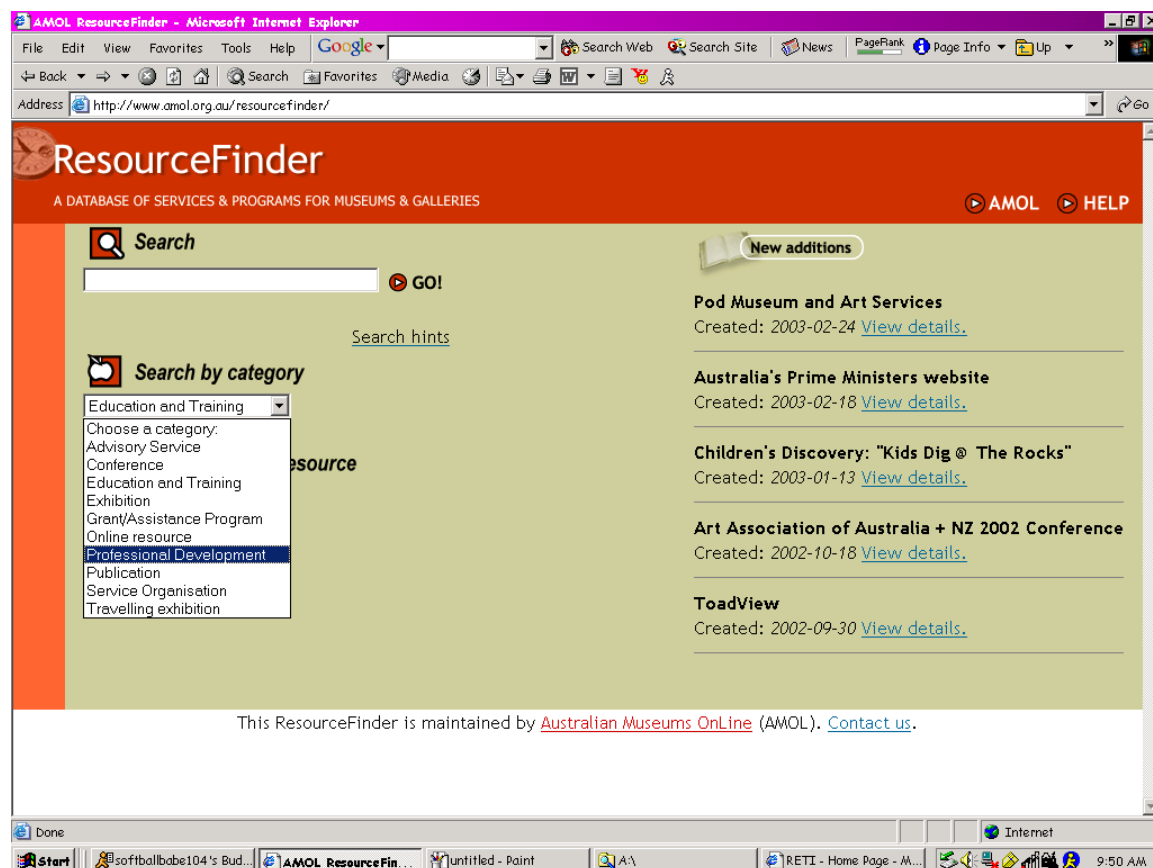


Figure 10 – AMOL Resource Finder with Category Highlighted

► **Important:** Please remember how essential this website is for every museum professional. It enables access to the most advanced and renowned resources and technologies. This website will aid you in your pursuit to

enhance the FSMV. You will be able to apply for funding, consult other museum professionals, find facts on marketing research, access the annual reports of competitor museums, advertise, etc. Two glorified elements of this website are that it is completely FREE and you never have to leave home to utilise any of the amazing resources it has to offer!!!

Funding Information, Contacts & Applications

The significance of having proper fiscal backing for a not-for-profit organisation cannot possibly be minimized. It is absolutely essential for the growth of the FSMV to obtain funding to aid in the development of current and future endeavours. The internet provides an abundance of information regarding financial gifts.

Why Use the Internet to Aid with Funding Research?

- **Identify Funding Opportunities World Wide** – A simple search on the internet can lead to mounds of information for all of the World

 - **Fast, Easy and Free** – How can it be explained any better!! The Internet is a great convenience. You can utilise almost any electronic or digital entity in the world, directly from your own home.

 - **Contact people and/or organisations** – Contact with a funder prior to or during an application process will increase the probability of being awarded that funding. The internet enables you to find contact information in many forms; post addresses, phone and fax numbers, Internet sites and e-mails.

 - **Convenience of Applications at Your Fingertips** – Save yourself the time of waiting for an application to be sent to you, and the trouble of trying to find a current application. Applications on the Internet are easy to access and they are most likely the current version. The funding applications that you will find on the internet can be printed so that you have a hard copy to work with.
- **Note:** Whether you are using the Internet or not, many hours can be spent searching for specific information on funding. An hour long Internet funding search could result in masses of information that is not specific to the FSMV's funding need. can turn up no appropriate results. For that reason the WPI

team has compiled a complete list of funding organisations that have the potential to award funds to the FSMV. The easy to use, [FSMV Funding Book](#) consists of funding information about Australian philanthropists, sponsors and granting agencies. This book is appropriate to use for any fund seeking endeavour.

Searching for New Sources of Funding

You can find funding resources specific to museums and not-for-profit organisations at the URL's listed under *Funding Resource Internet Sites* and *Museum Internet Sites* on pages 16 - 19.

If you are using an Internet site that is museum focused you can use the internal search engine with keywords such as:

- ***Philanthropy***
- ***Sponsorship***
- ***Grants***
- ***Support Agencies***
- ***Submissions***

By using these search criteria you should be able to uncover information pertaining to specific funding organisations.

Walk Through of Funding Search

You will now go through the search procedure mentioned above to ensure your understanding.

Step 3.1) Go to AMOL homepage. You will get the most efficient results to your funding research if you search from an Internet site that is focused on museums and/or galleries. The people who have designed those Internet sites have already taken the time to create links to funding resources!

Step 3.2) Use the AMOL search. Start with the general field of "funding".

Notice the number of results that you received with a general keyword.

Do you think you would have a larger or smaller number of results if you used the keyword "grants"?

Do not be fooled by this question. You may very well find more resources from a specific keyword.

Step 3.3) Scroll through the results of the search. Choose a link that best fits your search criteria. Remember, you are lucky if you find what you are looking on the first try! You will often have to look through more than one search result until you find one that reaches your expectations.

Step 3.4) Identify a funding organisation and locate the information that indicates how to apply for a funding.

If you have been able to do the above four steps then you will be able to search any Internet site and get results!!!

Google: A Search Engine

A search engine is used as a tool to find lists of available information and the websites that will give you information. A search engine can most likely find anything you can imagine. The only search engine that I expect you to **remember and never forget** is: WWW.GOOGLE.COM.AU

Step 1) Use your browser to locate Google by directly typing the URL into the appropriate location. If you experience trouble with this step refer to section 1: Internet Manoeuvring located in the Resource Guide.

This is the image you will see when you visit the homepage of Google

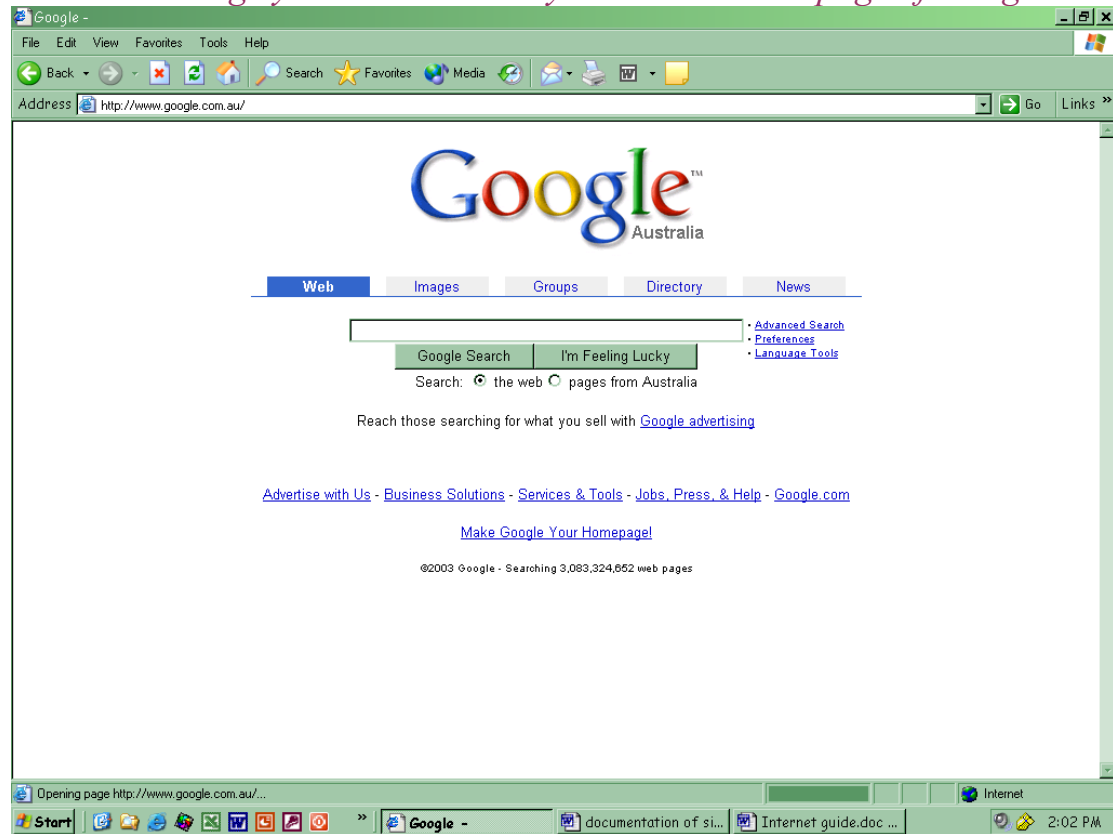


Figure 1

Step 2) Conduct a search of the internet by typing a *keyword* or *keyword phrase* into the textbox. We will be using the keyword phrase “Australian Museums On Line” for our search. Once you have typed this keyword phrase you should expect to see a screen like the one below in Figure 2.

This is the typical layout you will see after you have conducted a search through Google

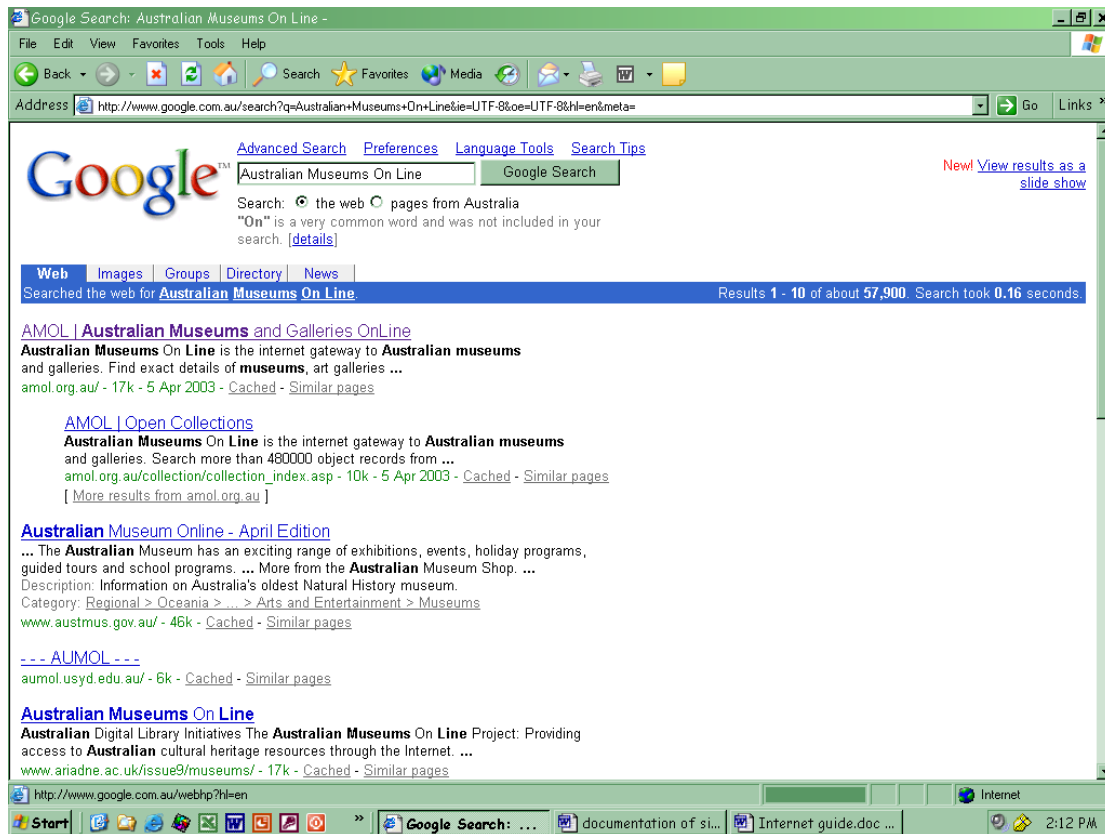


Figure 2

► **Note:** You will have many websites to choose from once you have conducted your search through Google. After all, Google is searching and choosing from over a billion different resources to provide the information you requested.

► **Note:** The first link on the list is the most precise match to the keyword criteria you entered.

► **Note:** Links are not all displayed in the same colour. In figure 2, the first link on the page is purple and the rest are blue. This means that at some point in time someone has visited this URL and the computer has a memory of that visit.

Ok, enough about all that, now we will move on to step 3.

Step 3) Click on the link that will bring you to the website you wish to visit. By clicking on the link you will jump directly to that Internet site!

Attachment: A computer file electronically stapled to an e-mail message and sent along with it.

Bookmark: The address to an Internet site to which you may want to return. Internet Explorer lets you maintain a list of bookmarks to make it easier for you to return to your favorite Internet sites.

Browser: The software that enables you to navigate and read the Internet.

Cursor: The arrow that you guide and use to make selections. The cursor changes form from an arrow to a pointing hand when it passes over a link.

Desktop: The screen on your computer that displays the programs that you use. It is the screen shown when there are no windows open.

Domain: Part of the official name of a computer on the Internet – for example *FSMV.com*

Download: To copy a file from the Internet ‘down’ to your computer

Icon: A picture. Icons generally represent a command, but they may also be static and for decoration.

Internet Explorer: An Internet browser

Keyword: A word that is used to search for information with a specific subject (e.g. If you want to find information on museums the keyword could be “museums”)

Keyword Phrase: A phrase that consists of words that are to be used to search for a targeted phrase within information. The keyword phrase gives more specific results than just the keyword when typed into a search engine

Link: A connection that can take you from one location to another. On the Internet, links appear as text or pictures that are highlighted. To follow the link, simply click on it.

Mouse: The tool used to guide the cursor and select items

Password: A secret code used to keep things private. To ensure your privacy, DO NOT choose a single word password that can be found in the dictionary or a proper name; these passwords are too easy to crack

Search Engine: A program used to search the internet to find information

Toolbar: A strip of frequently used commands that is located on the window

URL: Uniform Resource Locator. In other words, this is the standardized way to name and link resources on the Internet

Window: The area that displays information for you to view

(Ebbs 329-340)

Appendix B:
FSMV Sponsorship Solicitation Program

Sponsorship Program Designed for The Fire Services Museum of Victoria

The following document contains an outline of methods and ideas from recognised sponsor solicitors as well as those produced by the WPI team. This sponsorship solicitation program may be used by the FSMV during its sponsorship endeavours.

The Sponsorship Team

The team suggests that the first step in any sponsorship program is to establish a sponsorship committee. A sponsorship committee is crucial for the success of an organisation's sponsorship program.

- The sponsorship committee needs to work directly with the volunteers and Board of Directors at the FSMV to establish a *sponsorship policy and sponsorship strategy* (these items are discussed in detail further on in this document) (Grey 4).

- The team recommends that the sponsorship committee must stay in contact with the volunteers, Board and stakeholders of the FSMV throughout all sponsorship endeavours. It is recommended that the sponsorship committee hold monthly meetings with the Board and volunteers of the FSMV at which time the committee should present a progress report indicating what elements of the sponsorship process have been pursued and accomplished since the last meeting.

- **The team emphasises that the sponsorship committee needs to be able to fully maximise the benefits of every partnership.**

The Sponsorship Policy

Many elements go into the creation of a sponsorship policy. A sponsorship policy is a way to ensure that a uniform approach is used when pursuing sponsorship. In essence, the sponsorship policy details the information that must be obtained and utilised during sponsor solicitation (Grey 9-11). In order for the FSMV to maximise positive outcomes of its sponsorship program it is essential for the sponsorship committee, along with the Board and volunteers of the FSMV, to create a sponsorship policy. The following is an outline of the steps that need to be taken when establishing this policy. It is recommended that the committee assess these steps in order to determine the precedence of each. After a proper assessment, the committee may complete these steps in any order it sees fit.

• Research Potential Sponsors

It is crucial for the success of a sponsorship committee to have a working knowledge of the organisations being solicited. Information pertaining to sponsorship organisations can be obtained directly from the potential sponsor or from other sources. Featured below is a brief table containing sources for obtaining information.

From Sponsor	From Other Sources
Sponsorship Guidelines	Networking
Annual Report	Internet
In-Person Meeting	Library
Telephone Interview	Publications
Fax Request	Marketplace Research

Table 1 (Grey 81)

- **Make clear the benefits of sponsorship.**

The team recommends that the FSMV do the following. Create a list of benefits that not only specifies what the sponsoring organisation can offer the FSMV, but also, what the FSMV can offer a sponsoring organisation. Sponsorship is not only about the support that an organisation can offer the FSMV, but is very much focused on what the sponsor needs. Once established, this list should be reassessed and modified to account for the specific needs of each potential sponsor.

Identify the main objectives for obtaining/awarding sponsorship (i.e. societal impact, advertising, fiscal donations, community recognition, etc.). This will help in the decision of which sponsoring organisations to solicit.

Utilise those benefits of sponsorship to negotiate partnerships and leverage agreements with sponsors. It is important to fully utilise the benefits that are identified in order to maximise the outcome of a sponsorship agreement.

The Sponsorship Strategy

Once the proper research has been conducted into each potential sponsor the FSMV will be in a position to make its move. A sponsorship strategy is the probably the most important part of the solicitation process. A sponsorship strategy is used to ensure that each potential sponsor is pursued and solicited to the greatest extent. The sponsorship strategy is to be enacted after sponsorship organisations have been researched and the potential sponsors identified (Grey 13). The following are steps that need to be taken when the FSMV is prepared to contact its potential sponsors.

- **The team suggests that the FSMV identify the *right* person to contact within the organisation being pursued.** This is often a difficult process, but through the use of networking ties one should be able to determine the correct contact information.

- **The team recommends that the FSMV make a call to the *right* person in order to explain the opportunity for sponsorship.** If the person who is spoken to expresses sufficient interest in the sponsorship opportunity then set up an official meeting. Often the person contacted will request addition information via e-mail or postal mail, concerning the sponsorship request. It is

necessary to have a document that describes the general prospects of sponsorship. This document should be designed to be a reply to either an e-mail or a postal mailing.

- **Be prepared for the meeting with the potential sponsor**

- All members of the sponsorship team should be present and one person should be designated as the spokesperson to prevent confusion.

- Make clear what the sponsorship is intended for. It is recommended that the team present the sponsorship opportunity with an oral presentation supplemented with written handouts. These handouts should detail the benefits of sponsorship that are specific to the solicited organisation as well as any other information that is needed to describe the sponsorship opportunity and the desired outcomes. It is also recommended that the presentation of the sponsorship opportunity be concise. Bulleted lists are recommended over the presentation of information in paragraph form (Ward 18 March 2003).

- Use success to buy more success. Making the potential sponsor aware of organisations that have contributed in the past has shown to increase the likelihood of others contributing (Ward 18 March 2003).

- The team strongly urges the FSMV to make an attempt to get the potential sponsor involved with the museum. Sponsors may want to become an active participant in the FSMV. If that is the case, then methods need to be established that focus on getting that potential sponsor involved.

Additional Helpful Hints for Sponsor Solicitation

- The team recommends that the FSMV offer complimentary tours of the museum to potential sponsors. Use this as an opportunity to discuss the potential of sponsorship.

- The team urges the sponsorship committee to inform the potential sponsor that it has the opportunity to be featured in the member newsletter or on the website. The team also recommends that the FSMV establish a sponsor recognition board that is visible to visitors of the FSMV. Recognition of this sort will benefit the sponsor and increase the FSMV's chance of being awarded sponsorship.

- Determine an element of the FSMV that is unique and interesting. Use that element to solicit potential sponsors. Create the understanding that the potential sponsor will receive recognition through an association with that element. This will increase the publicity of both the FSMV and the sponsor (Nation Museum of Australia 2001/2002 Annual Report Sponsorship And Development).

- Coordinate visits to FSMV by international and interstate officials, influential fire people, politicians, tourism industry, and government department representatives. Benefits could arise if the FSMV is able to network with

those people. The broader the FSMV's network of support becomes, the more recognition it will receive. Sponsors want to be affiliated with organisations that will bring them recognitions and further benefits (Nation Museum of Australia 2001/2002 Annual Report Sponsorship And Development).

Targeting Sponsors Through Existing Contracts

Brian Tanti, Director of the Fox Classic Car Museum, has suggested that targeting sponsors through existing contacts can be a more direct approach to solicit potential sponsors. It is recommended that the sponsorship team conduct investigations into the Purchasing Department of the Metropolitan Fire Brigade (MFB). Those investigations should yield information that indicates which organisations would be worth pursuing as potential sponsors. There are multiple elements to look for as indicators as to whether or not a specific sponsor should be pursued (Tanti 17 April 2003).

°**Determine mutual needs between the MFB and the FSMV.** For instance, if the MFB orders sixty pairs of tires for its fire service vehicles then it may be reasonable for the FSMV to solicit that supplying organisation to sponsor six pairs of tires for the museum's fire service vehicles (Tanti 17 April 2003).

°**The team suggests that the FSMV look for information pertaining to the quantity and frequency of orders placed with a specific supplier.** If the MFB Purchasing Department does frequent business with a certain organisation then the potential for a successful sponsorship solicitation is increased.

°**Identify organisations that supply more than one specific item to the MFB.** The team believes that solicitation of an organisation that is the supplier of multiple products could be advantageous. If that organisation is willing to sponsor one specific item to the FSMV then it may also be willing to sponsor more than one specific item.

Solidifying a Sponsor

There are many methods to secure a sponsorship. The following is but one of those many methods. Once a potential sponsor has shown sufficient interest in the sponsorship opportunity it is important to establish the terms of the agreement. The terms should be documented in written form. Depending on the sponsorship organisation, different legal documents will be used to solidify the terms. The team recommends the use of a Memorandum of Understanding (MOU). The MOU is a brief summary of the terms of the agreement that touches on the pertinent legal aspects. In order for it to be legal, it needs to have the signatures of both the sponsor and the sponsored organisations.

Works Cited and References

- Allen, Kerry Kenn. Working Volunteering. New York: AMACOM, 1980.
- Annual Report of The Jewish Museum of Australia 2001/2002: Donations, Sponsors and Grants. The Jewish Museum of Australia.
- Annual Report of Museum Victoria 2001/2002: Museum Victoria Partners. Museums Board of Victoria. 20 March 2003.
<http://www.museum.vic.gov.au/about/docs/2001_2002people.pfd>
- Annual Report of Museum Victoria 2001/2002: Review of Operations. Museums Board of Victoria. 18 March 2003.
<<http://www.museum.vic.gov.au/about/docs/museum02.pfd>>
- Annual Report of National Museums of Australia 2001/2002: Sponsorship and Development. National Museum of Australia. 16 March 2003.
<http://www.nma.gov.au/annual_report_2002>
- "Association CEOs answer question on volunteer leaders reluctant to try new things." Association Management 53, no. 5 (May 2001): 79.
- Astbury, Leigh. Personal Phone Interview. 26 March 2003.
- Athorn, Renee. Personal Interview. 28 March 2003.
- Baily, Jan. Hiring Made Easy. Chicago, Illinois: VGM Career Horizons, 1999.
- Barnett, Jonathan. Website: "Fire Services Museum of Victoria." 29 Nov 2002. WPI Projects in Melbourne, 2003. 25 April 2003.
<<http://users.wpi.edu/~jbarnett/oz03/Project5.htm>>
- Bauer, David G. The "How To" Grants Manual. New York, NY: Macmillan Publishing Company, 1984.
- Berkley, James D. Leadership Handbook of Management and Administration. Grand Rapids, Mich.: Baker's Books, 1997.
- Bernstein, Philip. Best Practices of Effective Non-profit Organizations: a practitioner's guide. New York: Foundation Cetner, 1997.
- Berry, Kathie. "Financial Basics for Volunteer Leaders." Association Management 53, no. 1 (Jan. 2001)
- Birtley, Margaret. "ADVERTISING TO THE MUSEUM SECTOR." Email to Megan Lindberg. 24 April 2003.
- Birtley, Margaret. Personal Interview. 4 April 2003.
- Birtley, Margaret. Personal Phone Interview. 24 April 2003.
- Blackwell, Ian. Museum Marketing Tips: The Keys to Sustainable Audience Development. North East Museums Libraries & Archives Council. 8 February 2003.
<http://museummarketingtips.com/articles/aud_dev.html>.

- Brundney, Jeffrey L. Fostering Volunteer Programs in the Public Sector: planning, initiating, and managing volunteer activities. San Francisco: Jossey-Bass, 1990.
- Buell, Victor, P. Marketing Management: A Strategic Planning Approach. United States of America: McGraw-Hill Companies Inc., 1984
- Burke, Mary Ann and Carl Liljenstolpe. Recruiting volunteers: a guide for non-profits. Los Altos, Calif.: Crisp Publications, 1992.
- Chambers, Harry. Finding, hiring and keeping peak performers. Reading, Mass.: Perseus, 2001.
- Connors, Tracy Daniel. The Non-profit Organization Handbook. New York: McGraw-Hill, 1988.
- Cook, Mary F. The AMA handbook for employee recruitment and retention. New York: American Management Association, 1992.
- Davis, Sally. Personal Phone Interview. 2 April 2003.
- Deakin University. 2003. Deakin University. 16 April 2003 <<http://www.deakin.edu.au>>
- Deems, Richard S. Hiring: How to Find and Keep the Best People. Franklin Lakes, N.J.: Career Press, 1999.
- Dinerman, Gloria. The Disreli Method; The Absolutely Fool-Proof Way to Hire. Library Management. V 16. No 6. (1995) p 33-36
- Dodson, Kathy. Personal Interview. 7 April 2003.
- Dougherty, David C. Strategic Organization Planning: downsizing for survival. New York: Quorum Books, 1989.
- Drucker, Peter Ferdinand. Managing the non-profit organization: practices and principles. New York, NY: HarperCollins, 1990
- DSE FireWeb. Department of Sustainability and Environment. 6 April 2003. <Web address unavailable outside of the organisaion>
- Ebbs, Geoff, John R. Levine, Carol Baroudi and Margaret Levine Young. The Internet for Dummies: Australian Edition. Warriewood, NSW: IDG Books Australia Publishing Corporation, 1999
- Ferguson, Richard. Personal Phone Interview. 31 March 2003.
- Fisher, James C. and Kathleen M. Cole. Leadership and Management of Volunteer Programs: A guide for volunteer administrators. San Francisco: Jossey-Bass, 1993.
- Fitzpatrick, Sue. Personal Interview. 26 March 2003.
- Flanagan, Joan. The successful volunteer organization. Chicago: Contemporary Books, 1981.
- Forgeng, Jeffrey L. Personal Interview. 4 Feb. 2003.
- FSMV Website. Fire Services Museum of Victoria. 15 Jan. 2003. <<http://www.alphalink.net.au/~fsmvic/index.html>>

- Getting Involved. 2002. The Melbourne Museum. 24 Feb. 2003.
<<http://melbourne.museum.vic.gov.au/about/volunteer.asp>>
- Go Volunteer; an initiative of Volunteering Australia. 2001. Volunteering Australia. 15 Jan. 2003. <<http://www.govolunteer.com.au>>
- Goodlad, Sinclair and Stephanie McIvor. Museum volunteers : good practice in the management of volunteers. London ; New York : Routledge, 1998.
- Government financial aid book : the insider's guide to state & federal government grants and loans. Seattle, WA : Perpetual Press, 1996.
- Greco, Barbara. Schwelok Cottage and Museum Complex. Phone Interview. 26 March 2003.
- Grey, Anne-Marie and Kim Skildum-Reid. The Sponsorship Seekers Toolkit. Roseville, NSW: McGraw-Hill Book Company Australia Pty Limited, 1999
- Grehan, Bryan. A grant seeker's guide. Brisbane : Queensland University of Technology, Program on Non-profit Corporations, 1998.
- Half, Robert. Finding, Hiring, and Keeping the Best Employees. New York: J. Wiley & Sons, 1993.
- Half, Robert. Robert Half on Hiring. 1st Edition. New York, NY: Crown Publishers, 1985.
- Hamilton, Jim. "Re: possible project help." Email to Megan Lindberg. 4 Feb. 2003.
- Herman, Robert H. The Jossey-Bass handbook of non-profit leadership and management. San Francisco: Jossey-Bass, 1994. San Francisco: Jossey-Bass, 1994.
- Hillman, Howard. The Art of Winning Government Grants. New York, NY: The Vanguard Press, Inc, 1977.
- Hines, Dana. Museum Marketing Tips: 29 Ways to get and Keep More members: Nuggets of Knowledge Every Membership Manager Should Know. Membership Consultants. 8 Feb. 2003.
<<http://museummarketingtips.com/articles/nuggets.html>>.
- Hobart, Colby and Craig Perkins and Neil Scully and Paul Troccoli. Fire Services Museum of Victoria: 5-Year Strategic Plan. Worcester Polytechnic Institute. Worcester, MA, 2002
- Hunter, Lyndel. Personal Interview. 8 April 2003.
- Ilsey, Paul J. and John A. Niemi. Recruiting and training volunteers. New York: McGraw-Hill, 1981.
- Kerr, Fred. Personal Phone Interview. 2 Feb 2003 and 11 March 2003.
- Kiely, Annemarie. "Melbourne Museum." Architectural Record v.189, no 1 (Jan. 2001): 70-79
- King, Allen. Personal Interview. 28 March 2003 and 3 April 2003.
- King, Gordon. Personal Interview. 28 March 2003 and 3 April 2003.

- Klinvex, Christopher D. Hiring Great People. New York: McGraw-Hill, 1999.
- Kneeland, Steve. Hiring People. Oxford, United Kingdom: How to Books Ltd., 1999.
- Koch, Marianne J. Hiring practices and labor productivity. New York: Garland, 1995
- Kotler, Neil and Philip Kotler. Museum strategy and marketing : designing missions, building audiences, generating revenue and resources. San Francisco, Calif.: Jossey-Bass Publishers, 1998.
- Lawson, V.K. and Jonathan McKallip. Management handbook for volunteer programs. Syracuse, N.Y.: Literacy Volunteers of America, 1984.
- Levine, John R., Margaret Levine Young and Arnold Reinhold. The Internet for Dummies: Quick Reference. Foster City, CA: IDG Books Worldwide, 1997
- Lewis, David. "Re: possible project help." Email to Megan Lindberg. 4th, 8th, 13th, 19th Feb 2003.
- Lewis, Davis and Deborah Davis. Personal Phone Interview. 14 Feb 2003.
- Lonn, Clarissa. Personal Interview. 26 Jan. 2003.
- Mackay, Lena. Heritage Hill Museum and Historic Gardens. Phone Interview. 27 March 2003.
- MacLulich, Carolyn. Museum Methods: Education and Public Programs. Australian Museums and Galleries Online. 8 Feb. 2003.
<http://amol.org.au/craft/publications/mus_methods/section6.asp>.
- Malloy, Peter. "Re:" Email to Megan Lindberg. 30 Jan. 2003.
- Margolin, Judith B. The Individuals Guide to Grants. New York, NY: Plenum Press, 1983.
- McLeod, Claire. Personal Interview. 28 March 2003.
- Metropolitan Fire Brigade. 26 March 2003. <<http://www.mfbb.vic.gov.au>>
- Mierzwa, Andre. Personal Interview. 3 April 2003.
- Monash University. 2003. Monash University. 16 April 2003 <<http://www.monash.edu.au>>
- Moore, Larry F. Motivating Volunteers: how the rewards of unpaid work can meet people's needs. Vancouver, B.C.: Vancouver Volunteer Centre, 1985.
- Morrison, James L., William L. Renfro, and Wayne I. Boucher. Future Research and the Strategic Planning Process. Washington, D.C.: Association for the Study of Higher Education, 1984.
- Museum Methods: Cultural Diversity: An Introduction. Australian Museums and Galleries Online. 8 Feb. 2003.
<http://amol.org.au/craft/publications/mus_methods/section8.asp>.
- Museum Methods: Marketing 8 Feb 2003 and Public Relations. Australian Museums and Galleries Online. 8 Feb. 2003.
<http://amol.org.au/craft/publications/mus_methods/section2.asp>.
- Napier, R., Clint Sidle and Patrick Sanaghan. High Impact Tools and Activities for

Strategic Planning: Creative Techniques for Facilitating Your Organization's Planning Process. United States of America: McGraw-Hill Companies Inc., 1998.

Nicholson, David. Personal Interview. XX March 2003 and 26 March 2003.

O'Connell, Emma. Personal Phone Interview. 24 March 2003.

Overton, Kathy. Personal Interview. 28 March 2003.

Parkinson, E. Malcolm. Personal Interview. 6 Feb. 2003.

Pell, Arthur R. Recruiting, training, and motivating volunteer workers. New York: Pilot Books, 1972.

The People-Centered Way: The Idea of Customer Experience. 8 Feb. 2003.
<<http://www.people-centered.org/way02.html>>.

Purcell, Emma. "FW: mailings." Email to Megan Lindberg. 7 April 2003.

Rados, David L. Marketing for Non-profit Organizations. Westport, CT: Greenwood Publishing Group Inc., 1996.

Reif-Lehrer, Laine. Writing a Successful Grant Application. Boston, MA: Jones and Bartlett Publishers, 1989.

Royal Melbourne Institute of Technology. 2003. The Royal Institute of Technology.
16 April 2003 <<http://www.rmit.edu.au>>

Rudy Designs. Get Involved. 2002. Virginia Living Museum. 24 Feb. 2003.
<http://www.valivingmuseum.org/site_pages/volunteer.htm>.

Setterberg, Fred and Kary Schulman. Beyond Profit: the complete guide to managing the non-profit organization. New York: Harper & Row, 1985.

Silberberg, Ted. Cultural Tourism and Business Opportunities for Museums and Heritage Sites. LORD Customer Resources, Planning and Management. 8 February 2003.
<http://www.lord.ca/publications/articles/cul_tourism_bsuiness.html>.

Tanti, Brian. Personal Interview. 1st, 3rd, and 17th April 2003.

Teitel, Lee. The advisory committee advantage: creating an effective strategy for programmatic improvement. Washington, DC: School of Education and Human Development, George Washington University, 1994.

Tisdall, James. Personal Interview. 3 April 2003.

Turner, Mike. Critical Funds – Sponsorships in Australia. Ringwood, Victoria, Australia: Penguin Books Australia Ltd., 2001.

Ullrich, Robert A. Motivation Methods that Work. Englewood Cliffs, N.J.: Prentice-Hall, 1981.

Seuling, Anne. The University of Melbourne. 19 December 2002. The University of Melbourne. 16 April 2003 <<http://www.unimelb.edu.au/>>

Shelling, Tiffany. The Tramway Museum Society of Victoria, Inc. Phone Interview. 25 March 2003.

Volunteering Australia. 2001. Volunteering Australia. 25 Feb. 2003.
<http://www.volunteeringaustralia.org/index.shtml>

Volunteering Opportunities at the National Building Museum. The National Building Museum.
24 Feb. 2003. <<http://www.nbm.org/Support/volunteer.html>>

Wallen, Denise and Karen Cantrell. Funding for museums, archives, and special collections.
Phoenix, AZ : Oryx Press, 1988.

Ward, Professor Matthew. "Re: G'Day from Oz." Email to Kristin Jamison. 18 March
2003.

White, Virginia P. Grants: How to Find Out About Them and What to do Next. New
York, NY: Plenum Press, 1975.

Wilksch, Daniel. "Re: Fire Services Museum of Victoria." Email to Matthew Romano. 20
March 2003.

Wilson, Marlene. The effective management of volunteer programs. Boulder, Colo.:
Volunteer Management Associates, 1976.

Zammit, Debra. Phone Interview. 24 April 2003.

Zammit Debra. Personal Interview. 27 April 2003.

Zeithaml, Valarie A., A. Parasuraman, and Leonard L. Berry. Delivering Quality Service.
New
York, NY: The Free Press, 1990.