



# Old Fort Western

Old Fort Western Fund  
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## Old Fort Western 2009 Long-Range Plan **2008 Action Plan**

Approved and adopted by the Board of Trustees, January 28, 2008

### **Buildings and Grounds/Collections Committee**

Goal 1: By 2009, the main house will be in the highest possible state of preservation.

Objective 3. By 2009 the Fort will have repaired broken and cracked plaster in rooms 208, 106, the attic and other locations that may need such repair

#### Action Plan

1. By March, 2008 the Fort will have obtained estimates for the repair of said plaster in room 106.
2. By June 30, 2008 the Fort will have repaired the plaster in room 106 using funds from the city appropriation for maintenance of buildings and grounds.

Objective 4. By 2009 the molding removed from the fireplace surround in room 209 will have been replaced and repainted.

#### Action Plan

1. By May of 2008 the existing molding from room 209 will have been re-installed and painted to match the color of the room.
2. By May of 2008 the amount of molding still to be replaced will be determined and arrangements will have been made to recreate enough of said molding to replace all other missing applications.
3. During the summer of 2008 the needed molding will be fashioned and applied as appropriate.

Objective 5. **(New)** By 2009 main house interiors and exteriors will be re-painted on as needed basis

#### Action Plan

1. During the winter of 2008 fort staff will prioritize the interior paint needs of the main house so as to identify projects costing up to the \$15,000 allocated in the FY08 CIP.

2. In March of 2008 those projects will go out to bid and a contractor will be chosen.
3. During April of 2008 the said painting projects will be completed.

Goal 2: By 2009, Fort grounds will have been maintained in an open-landscaped manner and will be functioning properly in terms of drainage, appearance, and foot-traffic performance.

Objective 2. By 2009 the parade ground will be in the best possible shape in terms of drainage, appearance, and foot-traffic performance.

#### Action Plan

By June 30, 2008 the Fort will replace/repair the picket work using funds in the FY07 CIP set aside.

Goal 3: By 2009 the riverbank in front the Fort will be cleared of tall trees that block the view of the Fort from across the river and via the Father Curran Bridge.

Objective 2. By 2009 the trees that now block views of the Fort from the West will be removed or reduced in size.

#### Action Plan

1. During the spring of 2008 Fort staff will meet with the city arborist to determine the best way to maintain the views of the Fort from the Father Curran Bridge *and of the river from the south blockhouse* as those views are affected by the trees growing on the river bank.

2. By June 30 2008 the trees will either have been removed or top-pruned in such a way as to re-establish the views.

**Note: Contact the Tree Board as required to keep them informed and as a source of support for this project.**

Goal 4: By 2009 the main house and grounds will be as secure as possible.

Objective 1. During the life of the plan the Fort will monitor the performance of the current electronic and physical security system and will research and make changes to the system as required.

#### Action Plan

During the spring of 2008 the current security-system sensors on the southwest hall door will be replaced with surface-mounted sensors to protect against false alarms in high wind situations.

Objective 2. During the life of the plan the Fort will stay current with advances in electronic security equipment and will install such equipment when it is in the Fort's best interests to do so.

Goal 6: By 2009 OFW will have upgraded all of its period room and function exhibits to reflect a fuller understanding and presentation of what is known about those rooms and functions.

Objective 1. By 2009 the Fort will have researched and improved its collections to better reflect and interpret fort, store, and house history from 1754 to the tenement period.

#### Action Plan

1. During the life of the plan the Fort will continue to identify and locate historical objects with Fort Western provenance.
2. Beginning immediately fort staff will work to verify that the Chinese Export Porcelain tea set offered to the fort by Pauline and Sally Milius is truly of the period and beyond reasonable doubt the former property of the Howards.
3. If the answers to the above questions are "yes," the Fort will move to acquire said tea set by May of 2008.
4. During 2008 the Fort will also remain in contact with the Miliuses about their intended donation of two pieces of blue and white Chinese Export Porcelain already on loan to the Fort.
5. During 2008 the Fort will more fully research the tenement period at the Fort, in part by inventorying and examining its mid 19th- to early 20th-century archaeological collections.
  - a. Beginning in January 2008 fort staff will seek out grant sources and approach them about supporting an analysis of the fort's 19th-century archaeological collection.
  - b. With the money in hand the fort will employ a contract archaeologist to perform the analysis
  - c. The contract will also make provision for the addition of data about the 19th-century objects to the electronic archaeological catalog
6. During 2008 the fort will inventory and assess the conservation needs of the objects recently found in the main house attic
  - a. As soon as possible in 2008 curators Ron Kley and Jane Radcliffe will do a one-day test inventory run to determine the scope of inventory work and estimate the total cost of the inventory project
  - b. Based on their findings, fort staff will secure grant funds sufficient to make possible the completion of the inventory
  - c. As part of the inventory project, Ron and Jane will assess and prioritize the conservation needs of the attic finds
  - d. Based on their recommendations, fort staff will secure grant funding for the conservation of the said objects

Objective 1A (New) By 2009 the Fort will have acquired digital copies of all known significant documents, art works, portraits and other images relating to fort history and now in other public or private collections.

#### Action Plan

1. Beginning as soon as possible fort staff will identify and prioritize said objects
2. Staff will then work with the State Archives to borrow said objects for digitization
3. Included in this project will be digital copies of account books in the fort's collection or at the State Library

Objective 2. By 2009 the Fort will have determined the location of period military wells, privies, and other out-facilities and will be interpreting those facilities to the public.

#### Action Plan

1. During 2008, the Fort will conduct test borings within the National Historic Landmark boundaries to try to determine the possible location of such features.
2. (New) During 2008 the Fort will re-visit the archaeological features evidence associated with archaeological Feature 21 in an attempt to determine its use.
3. If a use can be determined with a high degree of probability, the feature will be built out to further the goal of accurate military-period interpretation.

Objective 3. By 2009 the Fort will have completed the cataloging, storage, exhibit, and publication of its current archaeological holdings.

#### Action Plan

1. During 2008 the Fort will cost out and raise the funds for the analysis and cataloging of the faunal archeological collection.
2. By the end of 2008 the Fort will have contracted with a zoo-archaeologist and will have completed the analysis and cataloging of the identifiable faunal material.

Objective 4 (New). By 2009 the Fort will have added a reproduction wooden logging sled to its collections to better represent military life and duty at the Fort.

#### Action Plan

1. During the winter of 2008 Fort staff will complete a cost-benefit analysis of adding a reproduction logging sled to collection
2. During the spring of 2008 Fort staff will make a recommendation to the Buildings and Grounds/Collections Committee concerning such a sled
3. Based on committee decision and available funds, a sled may be added to the collection by the end of 2008

Goal 7: By 2009 OFW will have taken the steps necessary to secure and maintain adequate visitor parking.

Objective 1. During the life of the plan the Fort will monitor the current City Hall parking situation.

Action Plan

1. During the life of the plan the Fort will track the use and availability of visitor parking at city hall.
2. Depending upon the results of that tracking, the Fort will work through the Department of Community Services to make more visitor parking available.
3. By April of 2008 the Fort will have asked the city, through the department of community services, to seasonally reduce the number of signed 30-minute parking spaces in the main lot at city hall.

Objective 2. When and if required, the Fort will work with City staff and City Council to appropriately expand parking in the City Center area.

Action Plan

1. During the life of the plan the Fort will be prepared to discuss long-term parking problems with staff and elected officials. ***Pending***
2. As required, an appropriate parking plan will be developed, adopted and put into operation. ***Pending***

Goal 8. During the life of the plan the Fort will work as part of a comprehensive fund-raising plan to add to collections so as to fully interpret the 1799 Samuel Howard household inventory (See MDPR section).

## Education Committee

Goal 1: By 2009 OFW will be recognized as the state's leading interpreter of Seven Year's War/Revolutionary War/Nation Building-Era Maine history.

Objective 1. By 2009 the Fort will have more fully researched the history of Fort Western in relation to the times periods listed in the goal.

### Action Plan

1. During 2008, as part of a comprehensive fund-raising plan, the Fort will investigate possible sources of funding for and/or the possibility of one or more research internships to accomplish the planned research. *Moved forward from 2007*
2. During 2009 and afterwards the Fort will complete the indicated research.

Goal 2. By 2009 OFW will be more actively interpreting its tenement period.

Objective 1. By 2009 the Fort will better understand its tenement period and the relationship of that period to the community's and the region's history.

### Action Plan

1. During 2008, the Fort will pay special attention to developing and expanding its Nineteenth-Century Initiative. Specifically the Fort will:
  - a. continue to research its 19th-century history
  - b. Interpret the attic and 19th-century archaeological collections
  - c. Develop pre-scheduled programming about immigration and other 19th-century topics
  - d. Consider interpretative changes to the main house to support that programming

Goal 3. By 2009 OFW will have increased the amount of business it does with non-school pre-scheduled groups and organizations, including motor-coach tours.

Objective 1. By 2009 the Fort will have identified the kinds and numbers of non-school groups it could better serve and the programmatic and related needs of those groups.

### Action Plan

1. During the life of the plan and working with travel and tourism entities and interests, the Fort will identify the kinds of tour and other pre-scheduled program audiences that might visit the Fort.
2. During the life of the plan the Fort will contact those entities to better understand their specific programmatic and logistical interests and needs.

Objective 2. By 2009 the Fort will have developed programming and worked to better meet the needs of the tour entities and organizations.

Action Plan

1. During 2008 the Fort will more actively pursue booking and staffing additional step-on tour guide opportunities and programs.
2. During 2008 and afterwards the Fort will develop, offer and conduct program for non-school tour audiences.

Objective 3. By 2009 the Fort will be regularly scheduling programming for area Vo-Tech students.

Action Plan

1. During 2008 Fort staff will contact Augusta Vo-Tech administrators about designing and conducting such programming.
2. Beginning in September 2008 the Fort will begin to deliver said programming

Goal 4. By 2009 OFW will be offering interpretive and other programs via electronic and Internet means.

Objective 1. By 2009 the Fort will have researched the teaching potential, possible markets, and best technology formats for such programs.

Action Plan

During 2008 the Fort will seek funds for, identify human resources to help implement, and begin the work of developing pre-visit and post-visit discovery-based learning activities for use by teachers, students, and other learners and will make those activities available via the Fort's website.

Goal 5. By 2009 OFW will have established mutually-beneficial relationships with libraries, museums, historic sites, and other cultural organizations in Maine.

Objective 1. By 2009, the Fort will have explored the possibilities for relationships with the above-named institutions.

Action Plan

1. During the life of the plan the Fort will explore the possibilities for mutually-beneficial relationships, including but not limited to joint memberships, discount memberships, discount admissions, collaborative programs, exchange programs and cooperative fund raising with libraries, museums, historic sites, and other cultural organizations in the Kennebec valley.
2. During the life of the plan the Fort will implement, evaluate, adjust as necessary, and maintain additional collaborative relationships, as appropriate and as staff and other resources allow.
3. During 2008 the Fort will work more closely with the other program-producing bureaus in the Department of Community Services to expand and

improve public programming on the Fourth of July and during the Christmas season.

- 4. More specifically in relation to action number 1 in this set, the Fort will:**
- a. Take every opportunity to use the story of Martha Ballard in creative programming ways**
  - b. Research and better interpret the legal history of Fort Western by finding out more about William Lithgow, Jr. and his various students, including Thomas Bowman**
  - c. Work with the Lincoln County Historical Association to more fully and regularly interpret the history of the Kennebec Proprietors**

Goal 6. By 2009 OFW will have established programmatic relationships with Maine's public and private colleges.

Objective 1. By 2009 the Fort will have explored interest in and the possible nature of such relationships.

Action Plan

- 1. During 2008 the Fort will continue to try build a relationship with UMA based around the idea of joint programming.
- 2. During 2008 the Fort will also make contact with other area institutions of higher learning to explore program and internship possibilities.

Goal 7. By 2009 the Fort will have taken a leadership role in facilitating civic engagement and offering civic-education programs, including service learning programs.

Objective 1. By 2009 the Fort will have established an understanding in the community of the role of historic sites and museums in civic engagement and an acknowledgement and expectation by the community that the Fort will be taking a civic education leadership role.

Action Plan

During 2008, the Fort will complete phase II of the Oak Grove School Foundation Civic Education grant initiative, meaning that three workshops will be offered to teachers by June 30, namely Teaching about Maine Indians, Teaching about Economics, and Teaching about Civics and Government

Goal 8. By 2009 OFW will be charging appropriate fees for walk-in visitation and pre-scheduled programming.

Objective 1. By 2009 the Fort will better understand the forces which operate to define what visitors and program participants will pay for Fort programming.

Action Plan

- 1. During 2007 the Fort will survey Maine historic sites and museums to see what they are charging for regular and pre-scheduled admission.

2. During the life of the plan the Fort will as necessary appropriately increase admission fees and pre-scheduled program charges.

Goal 9. By 2009 the Fort will be offering fee-based classes, tours and trips on history and historic preservation history, issues and skills.

Action Plan

2. During 2008 the Fort will offer the third leg of the motor coach tour along the Arnold Trail.
3. During 2008 the Fort will develop and offer other trips, tours and programs, by itself and with other organizations, including a possible trip to Ireland with Collette Tours

Goal 10. By 2009 the Fort will be offering an annual high school intern program.

Objective 1. During 2008 the Fort will find one or more funders willing to permanently fund the intern program or programs, which will be named after those funders, as appropriate.

Action Plan

During 2008 the Fort will identify, reach out to, and secure funding from one or more business or private entities in support of the intern program.

Objective 2. During 2008 and depending upon the success of the fund raising effort, the Fort will offer a high school intern program to one or more interns.

Action Plan

1. During 2008 the Fort will contact review and reactivate its previous intern program.
2. By May of 2008 the Fort will have selected an intern (or interns) and begun the intern program.

Goal 11. By 2009 the Fort will once again be offering a pre-scheduled program about Maine Indians in the 18th century.

Objective. During 2008 the Fort will bring back its treaty-based program on Maine Indians in the 18th-century

Action Plan

1. During early 2008 Fort staff will re-research and re-write its Maine Indians program
2. By spring 2008 Fort staff will have designed a Maine Indians program based on the above work.
3. By August 2008 that program will be included in the 2007/2008 Guide to Pre-Scheduled Programs at Old Fort Western.

4. Along the way, Fort staff will host and/or present workshops for teachers on teaching about Maine Indians

Goal 12. By 2009 the Fort's prescheduled school program will be revised, re-vamped and/or expanded to support the new Maine Learning Results social studies goals

Objective 1. By August of 2008 a new program brochure will have been completed to describe the new programs

Action Plan

1. During the winter and spring of 2008 Fort staff will work up the necessary program changes
2. During the spring of 2008 staff training will focus on the new standards and the changes to Fort programming
3. By September 2008 the Fort's new line-up of programs will be in full swing.

Goal 13. By 2009 the Fort will be offering an annual, broad-based, Youth Opportunities program for kids between the ages of 13 and 15.

Action Plan

1. During the winter and spring of 2008 Fort staff will design and develop such a program
2. During the summer of 2008 the program will be introduced

Goal 14. By 2009 the Fort will be participating in programming related to Museum in the Streets

Objective 1. By 2009 the Fort will play an active role in placing Museum in the Streets signs downtown and at Mill Park

Action Plan

1. During the winter and spring of 2008 the Fort will assist the Augusta Historic Preservation Commission in paying for, selecting a mounting method for and installing Museum in the Streets signs downtown (east and west sides)
2. During the winter and spring of 2008 Fort staff will research and write (or have the research and writing done) to complete nine Museum in the Streets signs for Mill Park
3. During the winter and spring of 2008 Fort staff will work with Wendy Hazard at UMA to put together a public lecture and forum related to the themes covered on the said Museum in the Streets signs

Objective 2. By 2009 the Fort will be hosting or co-hosting special interpretive events at the locations of one or more Museum in the Streets signs.

Action Plan

1. During the fall and winter of 2008 and the spring of 2009, the Fort (with others as required) will develop programs for delivery at or near one or more of the Museum in the Streets signs.
2. During the summer of 2009 one or more of those programs will be delivered

Goal 15. By 2009 the Fort will have conducted a cost benefit analysis around the goal of building a visitors center somewhere on Fort grounds or in City Hall.

Action Plan

1. During January 2008 the Executive Committee and the Board of Directors of the Old Fort Western Fund will make a preliminary determination regarding the general feasibility of this goal.
2. Based on the outcome of that determination, a cost/benefit study will be done by the end of 2008

## **Membership, Development and Public Relations Committee**

Goal 1. By 2009 the Fort will have investigated and will better understand all options for diversifying, increasing, and making sustainable its sources of private funding.

Objective 1. By 2009, the Fort will better understand the community's and the region's potential for providing sustainable financial support.

### **Action Plan**

During 2008 the Fort will become of member of the Maine Philanthropy Center and will use the resources of the center to become more familiar with giving trends and interests among Maine and other donors.

Objective 2. By 2009 the Fort will have identified and researched the potential associated with unrelated business income activities in the Fort's private income mix.

### **Action Plan**

1. During 2008 the Fort will pursue some combination of consignment opportunities and the direct purchase of an assortment of Fort and City of Augusta souvenirs to try to boost summer sales in the gift shop.
2. During 2008 and in conjunction with Collette Vacations, the Fort will offer a members tour to some appropriate destination (Ireland?).
3. During 2008 the Fort will continue to offer Collette Vacations' World Connect program and the Time Travelers program as membership benefits
3. During 2008 the Fort will co-sponsor with the Arnold Expedition Historical Society a trip to Quebec as the third and final journey along the Arnold Trail.
4. During 2008 the Fort will offer motor coach and/or boat trips to other destinations of interest.

Objective 3. By 2009 the Fort will have determined the potential for program income from pre-scheduled motor coach tours to the Fort.

### **Action Plan**

1. During 2008 the Fort will once again work with the Maine Office of Tourism, with the local hotels and with tour brokers to try to increase the number of motor coach tours visiting Augusta.
2. During 2008 the Fort will work with the Maine Office of Tourism to try to attract more step-on guide bookings

Objective 4. By 2009 the Fort will have determined the role an annual campaign should have as part of a revised comprehensive fund-raising plan.

### **Action Plan**

1. During 2008 the Fort will run its annual campaign on a year-long basis, sending out preliminary appeals in February and then following up with reminders throughout the year as necessary.

2. During 2008 the Fort will make send out special appeal letters during the month of December
3. During 2008 the Fort will make a special effort to update and then accurately maintain its membership and annual campaign database.

**Note: This ties in with a new staffing plan that one way or another will vest responsibility for database management in a single full-time employee who has both the skill and the time to do the job right.**

Objective 5. By 2009 the Fort will have determined the public's interest in donating to a dedicated collections fund and will have increased the size of the current fund.

Action Plan

During 2008 the Fort will work with the Maine Philanthropy Center to identify foundations and other donors interested in supporting collections activities.

**During 2008 the Fort will identify and deaccession by blind auction all remaining collections items deemed suitable by the Buildings and Grounds/Collections Committee as being suitable for deaccession.**

Objective 6. By 2009 the Fort will have determined the potential to increase the historic dollar value of its investment fund.

Action Plan

During 2008 the Fort will work with the Maine Philanthropy Center to identify foundations and other donors with record of supporting investment (endowment) funds.

**Note: We will want to keep an eye on the stock market in regard to this. As I understand it, endowment gifts are not appealing to donors in times when market performance is poor.**

Goal 5. By 2009 the Fort will have improved its membership program and increased the number of members.

Action Plan

**Note: I am honestly at a loss as to how to do this. We've done the tried and true things – all of them. But these are different times. See Goal 8, Action 1 for one idea that may be carried forward from last year.**

Goal 6. By 2009 the Fort will have improved its web site.

Action Plan

1. During 2008 the Fort will more regularly change the images on its web site
2. During 2008 the Fort will work with David Heath to produce an introductory virtual tour of the Fort

**Note: The Executive Committee would like to see examples of David's virtual tour work before proceeding with this project**

Goal 7. By 2009 the Fort will be doing all it reasonably can to support tourism in Augusta and the Kennebec Valley region.

Objective 2. By 2009 the Fort will be working in collaborative ways with partners interested in better supporting and expanding tourism in the community and the region.

Action Plan

1. During the life of the plan and given available resources, the Fort will be a member and will participate on the boards and commissions that support tourism in the community and the region
2. During the life of the plan the Fort will support efforts in the community to create and maintain a local cultural-tourism board or commission.
3. During the life of the plan and given available resources, the Fort will participate in appropriate community and special cultural events including A Capital City Riverfront Fourth, Museum in the Streets, and the Riverfront Holiday Tree Lighting event
4. During 2008 the Fort will actively participate in the design and presentation of the Spring Running, a festival celebrating life in, on and along the Kennebec River
5. During 2008 the Fort will actively monitor progress on and help with the implementation of the appropriate sections of the Comprehensive Plan

Goal 8. By 2009, more people will be aware of the Fort's existence, mission, and benefit to the community and the region.

Objective 1. By 2009 the Fort more people aware of what the Fort is and what it does.

Action Plan

1. During 2008 the Fort will implement the "You Belong" campaign ideas outlined as a means of finding new members. in the memorandum that accompanies Goal 3.
2. During 2008 the Fort will work to further implement the "Key to the Fort/Key to the City" initiative.
- 3. During 2008 the Fort will make use of Google Earth's offer to locate non-for-profit cultural institutions on Google Earth and to include a link to the not-for-profit's web site.**
- 4. During 2008 the Fort will be in touch with the Maine Office of Tourism to determine its familiarity tour schedule and will attempt to be included in as many of those tours as possible**
- 5. During 2008 the Fort, through its representative on the Kennebec Valley Tourism Council, will attempt to convince the Council to host one or more familiarity tours in the Kennebec Valley Region**
- 6. Beginning as soon as possible the fort will be in touch with Barbara Steward at the Holiday and Comfort Inns about using Canadian shoppers as visitors to Old Fort Western**

Objective 3. Beginning immediately and during the life of the plan, the Fort will work to finance, produce, and air either the Frank O'Hara-proposed Fort/Kennebec Valley historic and cultural sites television program and/or some other appropriate television program (for example, a monthly program on Channel 7 with the Historic Preservation Commission and the Kennebec Historical Society).

Action Plan

- 1. During 2008 the Fort will work with Ursus Productions to see if there is interest in such a project**
- 2. During 2008 the Fort will determine the potential of using U-Tube as a means of reaching new audiences and will design, produce and post U-Tube material as appropriate**

## Executive Committee

Goal 2. By 2009 OFW standing committee members will be recruited in part on the basis of the need to provide quasi-staff functions and professional experience and advice.

Objective 1. During the life of the plan the Executive Committee will monitor and assess the need for policy-oriented versus implementation-oriented standing committees vis-à-vis the number of sustainably-supported permanent and part-time professional staff positions.

### Action Plan

1. Each January, the Executive Committee will consider the balance between policy and implementation as part of its annual review of this plan.
2. Each June the Executive Committee will be certain that budget recommendations reflect the appropriate sustainable balance between staff and committee operations.
3. As required based on that assessment, during the life of the plan the Executive Committee will appropriately direct the nominating committee and committee chairs to recruit new board committee members respectively based on the need for possible implementation assistance.

Goal 3. By 2009 the OFW Fund Board will have increased its membership, as necessary, to the full 18 members its bylaws permit.

### Action Plan

1. During 2008 the Executive Committee will undertake a thorough review of the plusses and minuses associated with linking the Trustees and the OFW Fund Directors the ex officio way (as has been the case since 2000)
2. Depending upon the outcome of that review, the Executive Committee will investigate separating the Fund Directors from the Trustees, identify the structural alternatives to the present arrangement, determine the optimum size for a separate Fund Board, identify the particular responsibilities the OFW Fund is to have, and propose for adoption the charter and by-law changes necessary to accomplish the desired changes.
- 3. Number 2 above notwithstanding, the Executive Committee will consider the merits of creating an advisory board for Old Fort Western, for both operational and fund raising reasons**

Goal 5. By 2009 Old Fort Western will be employing either an assistant to the director and/or other possible full-time or part-time staff.

Objective 1. By 2009 Old Fort Western will employ staff in positions sufficient to reasonably yet successfully achieve the Fort's mission.

### Action Plan

Based on the outcome of the special Executive Committee meeting on January 7th, the Committee will direct Jay Adams to prepare and submit a City budget request for FY2009 that includes sufficient funds to pay for (1) a Director of Old Fort Western, (2) a Curator of Education (to include collections), and (3) an Office and Information Manager or Coordinator (whose responsibilities should include the design and maintenance of all Fort databases).

**Note: This recommendation is included in the belief that reclassifying the position of Office and Information Coordinator to include responsibility for interpretive programming in fact does not go far enough to properly staff the Fort or provide for neat and clean and clearly set out job duties and responsibilities. It also reflects the changing nature of almost everything the Fort does and should be seen as going hand in hand with the recommendation to re-consider the organizational relationship between the Trustees and the Fund Board.**

Goal 6. By 2009 OFW interpretive wages will have been increased in a sustainable way to help better attract and retain top-notch historical interpreters.

Objective 1. Throughout the life of the plan the Fort will assess its ability to annually and sustainably increase interpretive wages.

Objective 2. Throughout the life of the plan, as it is able based on that assessment, the Fort will seek to (a) keep interpretive wages in pace with the cost of living adjustments provided to the members of the City Hall bargaining Unit and (b) set base interpretive wages so as to be similar to the daily rates paid to substitute teachers by the City of Augusta.

Goal 7. By 2009, the Fort will be charging appropriate fees for walk-in visitation and for pre-scheduled programming.

Objective 1. During the life of the plan the Fort will stay abreast of what the field in general and directly-comparable sites in particular are charging for similar programming.

Objective 2. During the life of the plan the Fort will strive to determine what is various audiences can and are willing to pay for that programming.

Objective 3. During the life of the plan the Fort will increase its admission rates and program fees as necessary in the context of a more diversified revenue mix and with the ability and willingness of its audiences to pay in mind.