



# Vizcaya Museum & Gardens Business Plan

**Fiscal Years: 2010 and 2011**  
(10/1/09 through 9/30/11)

Plan Date: February 11, 2010

Approved by:

A handwritten signature in black ink, appearing to read "Joel M. Hoffman".

Joel M. Hoffman, Department Director

A handwritten signature in black ink, appearing to read "Alex Muñoz".

Alex Muñoz, Assistant County Manager

## TABLE OF CONTENTS

<b>DEPARTMENT PURPOSE/MISSION</b>	<b>Page 3</b>
<b>STRATEGIC ALIGNMENT</b>	<b>Page 3</b>
<b>PERFORMANCE MEASURES AND TARGETS</b>	<b>Page 6</b>
<b>CRITICAL SUCCESS FACTORS</b>	<b>Page 7</b>
<b>INTERNAL SUPPORT REQUIREMENTS</b>	<b>Page 8</b>
<b>SUSTAINABILITY</b>	<b>Page 8</b>
<b>3 to 5 YEAR OUTLOOK</b>	<b>Page 9</b>
<b>Attachment 1</b>	
<b>DEPARTMENTAL PROFILE</b>	
Table of Organization	
Financial Summary	
Capital Budget Summary	
Business Environment	
<b>Attachment 2</b>	
<b>BUSINESS PLAN REPORT</b>	

## DEPARTMENT PURPOSE/MISSION

Vizcaya Museum and Gardens is a National Historic Landmark that preserves the Miami estate of agricultural industrialist James Deering to engage our community and its visitors in learning through the arts, history and the environment.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

## STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. RC1: Establish easily accessible, diverse, and enjoyable programs, services, places, and facilities to meet out community's unique and growing needs.
2. RC2: Secure and invest additional public and private resources to improve and expand programs, services and facilities.
3. RC3: Increase participation in and awareness of programs, services, and facilities.
4. RC4: Develop lifelong learning and professional development opportunities through education, outreach, and training partnerships.

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

**Outcome: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (RC 1-1)**

Departmental Objectives:

*Enhance Care of Vizcaya's Unique Historic Collections*

- Improve and maintain physical management of collections and archives by completing digitization of architectural drawings (c. 3,500) for construction projects (continued from FY 08-09).
- Complete 40% of Phase 1 sculpture conservation program (c. 34 of 85 sculptures); restore collection of works on paper (*i.e.*, drawings and prints).
- Enhance knowledge of Vizcaya's history through research on Vizcaya's architecture, gardens, and collections, including research on the provenance (the history of ownership) of the Mendel Collection, which was not part of Vizcaya's original holdings.
- Conduct annual inventory review of all collection objects to ensure integrity of the collection.

**Departmental Business Plan and Outlook**  
**Department Name: Vizcaya Museum & Gardens**  
**Fiscal Years: 2009-10 & 2010-11**

- Improve and maintain intellectual management of collections and archives by continuing to input data and images of at least 200 historic collection items into the collections database (continued from FY 08-09) (*this number was reduced from that in the budget book in light of staff leave and other division priorities*).
- Integrate the collections database with Vizcaya's website and make historic records of at least 200 items publicly accessible on the website (estimated completion Q4 FY 09-10).

*Improve the Upkeep, Safety and Security of our National Historic Landmark*

- Continue working with staff and volunteers to undertake enhancements to Vizcaya's gardens and grounds.
- Complete a privately funded Cultural Landscape Report that documents original planting schemes and their evolution to drive ongoing maintenance and replanting efforts (estimated completion Q1 FY 10-11).
- Continue Vizcaya's facility maintenance improvements including various life-cycle projects, such as, but not limited to, replacement of visitor garden seating and trash receptacles, and painting of perimeter walls and buildings.
- Improve the safety and security of the facility by completing the installation of an access gate at the entrance to the Service Road (COR-funded project) and the addition of security cameras in the Village and Main Parking Lot; continue cleanup of the estuaries along the south and east perimeters of Vizcaya's property (estimated completion FY 10-11).

*Undertake Capital Improvements*

- Complete the renovation of the West Gate Lodge (estimated completion Q2 FY 09-10).
- Complete the renovation, including extensive structural repairs, of the Café and Shop and basement (estimated completion Q3 FY 09-10).
- Complete new Service Area restrooms and electrical and stormwater drainage upgrades along entrance and service roads (estimated completion Q4 FY 09-10).
- Complete the renovation of the East Gate Lodge (estimated completion Q1 FY 10-11).
- Complete the renovation of the David A. Klein Orchidarium with significant foundation and grant funding (estimated completion Q1 FY 10-11).
- Complete plumbing and infrastructural repairs to the three historic fountains in the "Fountain Garden" (estimated completion Q1 FY 10-11).

*Meet Administrative Priorities through Effective Museum Management*

- Track and report on volunteer and intern hours, demonstrating beneficial impact to the County and value of the trained staff that supervises these individuals.
- Review and modify the Vizcaya Museum and Gardens Trust Ordinance to integrate the Transition Plan and Implementation Guidelines into a single document and align Trustee terms with those of elected officials; submit for approval to the Vizcaya Trust and the Board of County Commissioners.
- Continue to advance the institution's application for re-accreditation by the American Association of Museums (continues into FY 10-11).

**Note: The following two "Outcomes" are supported by the shared "Departmental Objectives" below.**

**Outcome: More cultural, recreational and library programs and services available to address varied community interests and educational needs (RC 1-3) AND**

**Outcome: Increased availability of and participation in life-long learning programs for artists, program developers and the public (RC 4-1)**

Departmental Objectives:

*Enhance Cultural and Learning Experiences for our Visitors*

- Continue to provide and improve the guided tours that are offered to Vizcaya's 150,000 visitors each year through development of new tours and training and evaluation of Volunteer Guides.
- Enhance visitor experience by continuing the development of interpretive resources for family visitors (including a garden guide) and for general and local audiences (including the launch of a privately funded audio tour and informational labels in the Main House and Gardens) (all projects to be completed by Q4 FY 09-10).
- Present a total of **68** programs serving **1225** visitors, consisting of adult programs, family programs, volunteer guides programs, and school programs.
- Continue the successful Contemporary Arts project, which is funded by grants from the Knight Foundation and other private sources (next artist installations planned for Q2 FY 10-11).

**Outcome: Reduction in unmet needs (RC 2-1)**

Departmental Objectives:

*Enhance Fundraising and Other Advancement Initiatives to Meet the Needs of the Museum*

- Enhance administration of the museum's facility rental program by creating a new facility rental package to provide to prospective facility rental clients (estimated completion Q4 FY 09-10).
- Continue to promote the facility rental program through advertisements and favorable media coverage.
- Evaluate and potentially revise fee structure and regulations to enhance care of the facility and earned revenues for FY 10-11.
- Annually submit a minimum of 26 grant proposals/applications.
- Annually contact a minimum of 36 prospects/donors.
- Work with the Vizcaya Trust and The Vizcayans to ratify and implement a robust Donor Recognition Program (Q2 FY 09-10).
- Work with the Trust and The Vizcayans to renew their three-year Operating Agreement to ensure ongoing private-sector support for FY 10-11 through FY 12-13 (must be completed prior to end of FY 09-10).

*Meet Budget Targets*

- Maintain stable fiscal environment for Vizcaya, ensuring that budgeted revenues keep pace with expenditures and that projects and priorities are based on sound fiscal planning.

**Outcome: Expanded awareness of and access to cultural, recreational and library programs and services (RC 3-1)**

Departmental Objectives:

*Enhance Fundraising and Other Advancement Initiatives to Meet the Needs of the Museum*

- Enhance Vizcaya's marketing program by completing a thorough overhaul of the navigation, design, and content of Vizcaya's website (estimated completion Q3 FY 09-10).
- Enhance awareness and access of Vizcaya's collections by finalizing the networking of the collections database for use by online visitors to museum's website (estimated completion Q4 FY 09-10).
- Enhance awareness of Vizcaya among tourists and residents by developing refreshed advertisements for Vizcaya: seek and track promotional opportunities that support museum admission, including magazine exposure and television coverage.
- Enhance national awareness of Vizcaya by encouraging Public Broadcasting System (PBS) television stations around the county to broadcast the recent documentary "Vizcaya" with the goal of increasing the number to 150.
- Enhance awareness of Vizcaya's significance and support of its institutional goals through publications and presentations on Vizcaya's architecture, gardens, and collections.
- Continue to collaborate with the Park and Recreation Department, Library Department, Department of Cultural Affairs and others on the County's Recreation and Culture web portal.

## **PERFORMANCE MEASURES AND TARGETS**

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan.

## CRITICAL SUCCESS FACTORS

The following factors are critical to Vizcaya's sustainability as viable historic site and public, accredited museum and gardens:

- Expedited availability of remaining GOB funding is necessary to: 1) protect this 100-year-old County asset from deterioration and catastrophe (e.g., hurricanes and infrastructural failures); 2) sustain positive visitor and facility rental client experiences and the associated revenues; 3) diminish consumption of natural resources caused by ineffective systems (e.g., unsound fountain structures throughout the Gardens); and 4) ensure that we do not jeopardize outside grants with matching fund requirements.
- Partial restoration of County support is sought to balance Vizcaya's budget in FY 11-12 in lieu of carryover that will be depleted, despite budget reductions.
- Ongoing support through the Cultural Affairs Department's "Majors" program or an alternate source is required to balance Vizcaya's budget.
- Earned and contributed revenues must remain robust—currently these support more than 60% of Vizcaya's annual budget and a variety of special projects through the Museum's private support organization.
- Continued funding is necessary to support current levels of staff responsible for facility, grounds, and collections care; learning programs; and security; long-term goals specified in the Museum's Master Plan and 5-Year Strategic Plan (ratified by the Vizcaya Trust) require additional staffing in various areas to ensure appropriate care of the facility and presentation to the public.
- Continued funding is necessary to perform deferred and lifecycle maintenance throughout the facility.
- Continued funding is necessary to support marketing programs that promote Vizcaya as a leading South Florida destination and thereby maintain revenues from gate admissions.
- Additional funding must be identified to complete Vizcaya's Master Plan, including rehabilitation of Main House, Gardens, Vizcaya Village, and the site currently occupied by the Miami Science Museum and to be vacated upon completion of its new facility. The Master Plan was formulated to preserve and present to its full educational this County-owned National Historic Landmark and accredited museum.

### Critical Success Factors for Specific Objectives

Improve the Upkeep, Safety and Security of our County-owned National Historic Landmark

- Expedited availability of GOB funds to support urgent facility repairs
- Additional capital funding to complete Vizcaya's Master Plan
- Restoration of eliminated positions in maintenance, horticulture, and security sections to fill deficits in facility upkeep and visitor safety

Enhance Cultural and Learning Experiences for our Visitors

- Continued ability to recruit for vacant budgeted Volunteer Guides Program Manager to ensure viability of cost-effective volunteer program
- Continued ability to recruit and retain volunteer guides
- Continued funding support for Vizcaya's marketing programs (rack brochures, advertising campaign, etc.)

**Enhance Care of Vizcaya's Unique Historic Collections**

- Maintain current FY 2009-10 staffing levels in the curatorial area
- Approval of requested GOB funding to complete Vizcaya's outdoor sculpture conservation program

**Enhance Fundraising and Other Advancement Initiatives to Meet the Needs of the Museum**

- Continued ability to recruit and retain, budgeted Grants Manager position to apply for grants and donations
- Continued ability to engage funding prospects/donors in supporting Vizcaya
- Continued ability to reduce adverse impact of facility rentals on the property, while maintaining revenues, through analysis and possible revisions to the rental regulations and the fee schedule

## **INTERNAL SUPPORT REQUIREMENTS**

### **Internal Support Requirements**

- Continued OSBM and HR support is required to recruit highly qualified candidates for various key operational positions (supports all aspects of this Business Plan).
- Continued approval to proceed with GOB capital projects is critical to the care of Vizcaya's facility and sustainability of earned revenues (supports objectives to Enhance the Upkeep of Our National Historic Landmark and Meet Budget Targets).
- Thorough overhaul of Vizcaya's website requires support of Government Information Center (supports objective to Enhance Fundraising and Other Advancement Initiatives to Meet the Needs of the Museum).
- Continued support from Government Information Center is required to develop interpretive resources to engage our visitors (supports objective Enhance Cultural and Learning Experiences for our Visitors)

## **SUSTAINABILITY**

- Reduce fuel usage. Measure unleaded and diesel fuel purchased from GSA (applies across department)
- Increase staff awareness regarding electricity use through staff educational and outreach campaign. (applies across department)
- Increase staff awareness regarding water consumption through staff educational and outreach campaign. (applies across department)
- Increase staff awareness of recycling opportunities through staff educational and outreach campaign. (applies across department)

### 3 to 5 YEAR OUTLOOK

Vizcaya Museum and Gardens has faced many challenges as well as opportunities since its construction in the 1910s. Vizcaya is a National Historic Landmark, with significant ongoing restoration and maintenance needs in addition to the maintenance and critical care of its collection items. The 11 historic buildings on the west side of South Miami Avenue are in great need of attention, but offer unprecedented future opportunities for Vizcaya to grow as a resource and destination for residents and visitors.

*Vizcaya anticipates great facility and operational enhancement in the next 3- to 5-year period thanks to investments in professional staff and capital projects. To achieve these goals, the Museum requires that its professional infrastructure be preserved and that allocated GOB funds continue to be available for capital improvements to this 100-year-old institution. To achieve its full Master Plan, including the property on the west side of South Miami Avenue, Vizcaya will require significant additional capital funding.*

#### **Vizcaya's Anticipated Developments**

In FY 10-11, Vizcaya will complete its Phase 1 GOB construction. Much of the staff will move from the Main House into the West Gate Lodge. This will allow the vacant spaces in the Main House to be used for storage during Phase 2 construction and eventual opening to the public to show where Vizcaya's historic domestic staff lived—significantly enriching educational opportunities. In addition, the new Vizcaya Café and Shop will be completed and important infrastructural upgrades will provide enhanced experience for visitors and facility rental clients and improved flood protection to the facility.

At the same time, Vizcaya is making significant upgrades to its natural ecosystems. Invasive and exotic plants have been removed in great quantity from the Hardwood Hammock west of the Main House and from the Mangrove Forest along Biscayne Bay. As part of the Museum's operational and capital programs, native specimens have been replanted in both of these areas, ensuring their integrity for years to come. Within the next year, cleanup of the Mangrove Forest and the Estuary to the south of Vizcaya should be substantially completed, thanks to staff and volunteer efforts as well as capital funding.

With approximately \$1 million of funding from the U.S. government and private foundations in combination with GOB support, Vizcaya will also complete several other capital projects early in FY 10-11. North of the Main House, as part of the Phase 1 GOB construction, the Museum will rebuild the orchid display garden known as the David A. Klein Orchidarium, the operations for which are underwritten by an annual private donation. This structure is severely deteriorated and the new design will be far more sympathetic to the site's historic and natural environments. The new Orchidarium will present a refreshed space for the personal photo permits that are an important source of operating revenue for Vizcaya. At the southern end of the site, the Phase 1 construction will also include refurbishment of three complex fountains in the so-called Fountain Garden, with the goal of re-establishing these exuberant waterworks for the benefit of visitors. These repairs are being conducted in concert with a contract to conserve Vizcaya's collection of over 150 outdoor sculptures, most of which are Italian from

the 1700s. As this work proceeds, visitors will have renewed appreciation for the splendor and importance of these County-owned artworks.

*Such repairs and improvements will protect the facility and have vital impact on Vizcaya's capacity to continue deriving earned revenue from paid admissions and other sources.*

As soon as GOB funding is made available, Vizcaya will recommence the process of selecting an Architecture and Engineering (AE) team for funded Phase 2 work pertaining to the overall preservation of the Main House and Gardens and the Vizcaya Village. In FY 09-10 this work has been delayed due to uncertainties about the amount of funding that will be available to Vizcaya in the next six years. The systems in the Main House, including windstorm protection, plumbing, and HVAC, are in dire need of upgrade. The same may be said of the plumbing, electrical, and architectural elements of the Gardens, which are outdated and malfunctioning, resulting in leaking pipes, dirty fountains, and spalling walls. The Museum has a time-sensitive \$1.4 million grant from the Federal Emergency Management Agency to replace the glass canopy in the central courtyard, which does not meet current hurricane code, and this project is contingent upon matching GOB funds to complete associated work.

*If Vizcaya can proceed with its Phase 2 GOB construction, significant additional capital improvements can be anticipated in the next 3 years. Such repairs will protect the facility from failure of obsolete systems, enhance visitor and client experience and the associated revenues, preserve natural resources, and take advantage of matching funds from other sources.*

Vizcaya's Collections and Curatorial Affairs Division and its Learning Division are engaged in a host of projects that will come to fruition in the coming years. As described extensively elsewhere in this document, these include enhanced management and public accessibility of artworks and archival collections, long-range conservation plans, and better knowledge of the treasures held by Vizcaya. In addition, new educational materials and programs, such as the planned audio tour, will have a great impact on visitor experience. These initiatives will continue to rely heavily on the volunteers and interns overseen by the Museum's professional staff.

*Vizcaya's small Collections and Learning teams play a critical role in shaping visitor experience and are undertaking numerous important initiatives in the coming years. These individuals are essential to the professional operations of this County-owned museum.*

### **Vizcaya's Anticipated Needs**

- Vizcaya needs to retain its current staffing and operational budget at a minimum to achieve the above goals and maintain professional operations and re-accreditation of this County-owned museum. When funding permits, restoration of eliminated Maintenance, Horticulture and Security positions is a top priority to better maintain and protect the property and sustain visitor and client satisfaction. The capacity to recruit trained professionals as vacancies arise is also essential.
- Despite service adjustments over the years, Vizcaya relies on a carryover that will likely be depleted in FY 10-11. This is due principally to a 40% reduction in the

**Departmental Business Plan and Outlook**  
**Department Name: Vizcaya Museum & Gardens**  
**Fiscal Years: 2009-10 & 2010-11**

County's direct allocation over the past three years and continued mandated increases in personnel costs. It is anticipated that partial restoration of the County's allocation would be required to balance the Museum's budget in FY 11-12.

- Likewise, Vizcaya's budget is reliant on continued support through the County's "Majors" program or an alternate source to avoid additional service adjustments.
- Vizcaya requires access to its full GOB allocation in the next 3-5 years to realize the urgently needed facility repairs described above.
- Approximately \$70 million of additional funding must be identified to complete rehabilitation of the grounds and the Vizcaya Village to preserve this property and present it to its fullest potential as a County-owned community resource within the next five years and beyond.

*Attachment 1*  
**DEPARTMENTAL PROFILE**

**Department Description**

Vizcaya Museum and Gardens is a National Historic Landmark and a museum accredited by the American Association of Museums. Vizcaya is a Miami-Dade County facility governed by the Vizcaya Museum and Gardens Trust, a 24-member board that sets policy for the institution. The administration of the policy dictated by the Trust is carried out by the Executive Director and museum staff. Administrative oversight is provided by the County's Executive Offices.

Vizcaya's staff care for the museum's collection of artifacts spanning 2000 years, and much foundational work is still required. Collections care includes regular cleaning and treatment, cataloguing, research, storage organization, and ongoing conservation. In addition, staff oversees and is in the process of a long-term project to organize the museum's historic archive.

Vizcaya's Gardens are unique in the nation for merging European landscape design traditions with the museum's subtropical plants and climate. Vizcaya staff is responsible for researching historic planting schemes and developing new planting and maintenance plans. This small horticultural staff also oversees the extensive Vizcaya Village and Vizcaya's hardwood hammock, one of the only hammock areas remaining near downtown Miami-Dade County. This work involves ongoing removal of exotic specimens and replenishment with carefully researched native plants. The same is true for the mangrove forest along the eastern edge of Vizcaya's property. All horticultural elements of the property are being interpreted as well. Horticultural work relies heavily on well-established collaborations with volunteer organizations.

Maintenance, preservation, and restoration of Vizcaya's building fabric is also a core responsibility of the department, with the estate consisting of the Main House, Casino, and the 11-building historic Vizcaya Village. Regular maintenance and repair work must adhere to stringent standards of historic preservation and the United States Secretary of the Interiors Standards for the Rehabilitation of Historic Properties. Vizcaya is focused on major capital improvements with the goal of reintegrating the east and west sides of the site and protecting and enhancing the value of this historic landmark.

Vizcaya serves approximately 150,000 Miami-Dade residents and tourists annually. Among these, approximately 145,000 visitors each year participate in tours of the historic property, which are offered in multiple languages by a corps of dedicated volunteers numbering approximately 100. The department is responsible for supervising, training, and setting policy in conjunction with the Vizcaya Volunteer Guides, whose members have served the institution since 1954. Vizcaya also offers cultural and educational programs for the Miami-Dade community through its small Learning Division, including a new roster of curriculum-linked school tours, musical programs, and site-specific contemporary arts installations. In addition, each year Vizcaya hosts approximately 110 events organized by non-profit organizations, corporations, and individuals. These events are a key source of revenue for the Museum but

cause wear and tear to the fragile building fabric and, as such, the Trust has sought to regulate the number and size of events.

### **Vizcaya's Organizational Structure**

Vizcaya's core organizational structure consists of four divisions that report to the Executive Director. In addition, for the duration of the Museum's capital program, a three-person GOB Construction unit has been established.

The Director's Office consists of the Executive Director, an Executive Assistant, and an Assistant to the Director. The Executive Assistant supports the Executive Director and is responsible for meetings, minutes, and Clerk of the Board membership requirements (e.g., registration, ethics training) for the Vizcaya Museum and Gardens Trust. The Assistant to the Director serves as Department Personnel Representative and oversees myriad department-wide responsibilities, including preparation of action items for the Vizcaya Museum and Gardens Trust, Active Strategies Enterprise administration, Business Plan authorship, liaison with the County Attorney's Office and Risk Management for submission of incident reports, and departmental representation on sustainability, safety, ADA, and other Countywide initiatives.

Vizcaya's four standing divisions are based around the extremely varied expertise required to operate an accredited museum:

The largest of the divisions, Finance and Administration, oversees the Museum's Business Office, including budgeting, procurement, management of Vizcaya's extensive earned income operations, management of the ticket booth, and group tour coordination; as well as the Maintenance, Horticulture, and Security sections, which all contribute to the facility's care and capacity to attract and serve visitors and facility rental clients. The Maintenance and Horticulture sections, in particular, are consumed with a myriad of repair and upkeep initiatives resulting from decades of deferred maintenance. In many museums, particularly those with a complicated facility like Vizcaya, management of the Business Office, associated with expertise in financial matters, is separated from management of the areas responsible for the facility; however, this has not been possible given budget constraints.

Vizcaya's three remaining divisions are small and, as such, highly efficient centers of expertise, consisting of Collections and Curatorial Affairs, Learning, and Advancement. Our division directors in these areas are nationally respected experts in their very distinct fields. While we could accomplish more if each of these divisions were larger, because they are small we are particularly reliant on the expertise of the respective division directors who cannot (given the required education and training) and do not have the expertise to assume the work of their peers. They are at once supervisors of staff and also of volunteers and interns not reflected in our Table of Organization, they are managers of the many projects that are advancing Vizcaya's strategic plan, and they are "hands-on" workers personally involved in implementing initiatives. Their knowledge and standing are essential to Vizcaya's professionalism and our capacity to raise, through our private support organization, hundreds of thousands of dollars for the mission-driven projects mentioned above, such as the recent Public Broadcast System (PBS) documentary on Vizcaya to be broadcast on 150+ networks nationwide (\$135,000 raised), the Contemporary Arts Project (c. \$200,000 raised to date), the

**Departmental Business Plan and Outlook**  
**Department Name: Vizcaya Museum & Gardens**  
**Fiscal Years: 2009-10 & 2010-11**

Cultural Landscape Report (\$107,500 raised), and the forthcoming Audio Tour (\$125,000 raised).

The Collections and Curatorial Affairs Division oversees the Museum's incredibly varied collections, requiring knowledge of 2000 years of art history. The division director is an internationally respected scholar on the subject of American collectors of European art in America's so-called "Gilded Age"—the period of Vizcaya's creation. Vizcaya's collections are of worldwide importance and require additional research so that this Miami-Dade resource may be better understood, appreciated and presented. In addition, this division is developing and implementing long-overdue conservation programs for each of the Museum's collection areas, with current conservation focusing on Vizcaya's holdings of outdoor sculptures, most of which are Italian from the 1700s. The Collections Division is also focused on organizing, digitizing, and making accessible Vizcaya's extraordinary collection of archival correspondence (c. 25,000 items) and oversized architectural drawings (c. 3,500 items) to support capital and educational projects. In a related manner, the Collections Division is creating new object files for all of the Museum's art objects and migrating information on these objects from paper cards to a digital format. And staff from this area is also responsible for cleaning and care of all art objects on display—a task that appropriately requires additional staff. This team is further implementing Vizcaya's privately funded Contemporary Arts Project, intended principally to attract and engage local audiences.

The Learning Division is responsible for all educational programming at the Museum, including the development and management of guided tours for our 150,000 visitors per year—a major source of operating revenue. This involves recruitment, training, scheduling, ongoing professional development, and evaluation of approximately 100 Volunteer Guides, who lead several tours each day at no cost to the institution. The Learning Division also is developing new curriculum-based tours for school groups, and is responsible for training a special corps of Volunteer Guides dedicated to leading school tours, which requires knowledge of age-appropriate techniques. The Learning team manages partnerships with other community-based organizations to support programs for youth and adults alike, and oversees the presentation of Moonlight Garden Tours, public talks, musical programs, and films. The Learning Division also creates the so-called "interpretive materials," such as maps, room labels, family guides, and audio tours that serve and enhance the experience of visitors of all ages. The implementation of an audio tour will be a major initiative for this institution in the coming year, one that we hope will garner additional revenue. The division director is a museum education professional with 20+ years of experience at art and history museums, with a specialized focus on how people learn in museums.

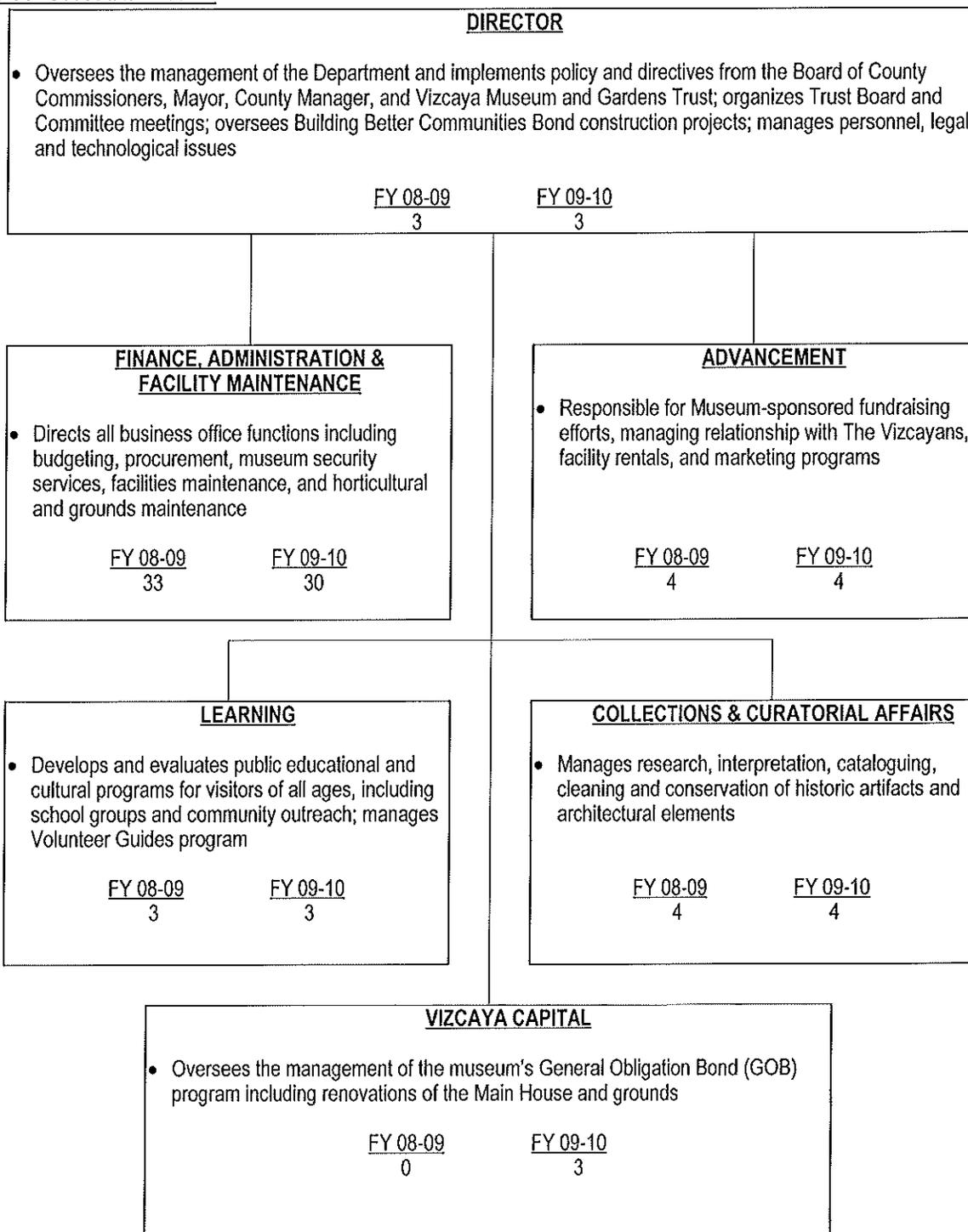
The Advancement Division is responsible for fundraising in collaboration with our private support organization, The Vizcayans, including grant writing and reporting. The division director has over 30 years of experience overseeing fundraising and marketing programs in the non-profit sector, including work at the National Trust for Historic Preservation. This individual researches and approaches donor prospects and works with dozens of volunteer supporters not reflected in our Table of Organization. The division is responsible for strategically supporting Vizcaya's key sources of earned revenues: paid visitation, commercial photo permits, and facility rentals. The Advancement team oversees paid advertising to tourist and resident markets and welcomes dozens of media professionals to Vizcaya each year, resulting in critically important free promotion in print, radio, web, and TV media. Update of

**Departmental Business Plan and Outlook**  
**Department Name: Vizcaya Museum & Gardens**  
**Fiscal Years: 2009-10 & 2010-11**

the Museum's website, which is a key portal for prospective visitors, is also overseen by this division. One individual alone in the Advancement Division coordinates c. 80-110 income-generating facility rentals at Vizcaya each year, working to meet the expectations of demanding and often high-profile clients while protecting the facility from undue wear and tear.

Table of Organization

**TABLE OF ORGANIZATION**



**Departmental Business Plan and Outlook**  
**Department Name: Vizcaya Museum & Gardens**  
**Fiscal Years: 2009-10 & 2010-11**

**Financial Summary**

**FINANCIAL SUMMARY**

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
General Fund Countywide	335	282	0
Fees and Charges	3,222	3,278	3,035
Carryover	883	653	385
Donations	91	128	73
Interest Income	32	32	6
Miscellaneous Revenues	50	41	43
State Grants	79	234	7
American Recovery and Reinvestment Act	0	0	50
Interagency Transfers	241	245	275
Donations	0	0	950
Convention Development Tax	856	981	981
<b>Total Revenues</b>	<b>5,789</b>	<b>5,874</b>	<b>5,805</b>
<b>Operating Expenditures Summary</b>			
Salary	2,444	2,879	2,477
Fringe Benefits	847	975	865
Other Operating	1,536	2,005	1,513
Capital	0	15	0
<b>Total Operating Expenditures</b>	<b>4,827</b>	<b>5,874</b>	<b>4,855</b>
<b>Non-Operating Expenditures Summary</b>			
Transfers	0	0	950
<b>Total Non-Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>950</b>

**Capital Budget Summary**

**CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	7,851	12,644	5,196	2,397	424	0	0	21,488	50,000
Capital Outlay Reserve	0	100	0	0	0	0	0	0	100
FEMA Hazard Mitigation Grant	1,403	0	0	0	0	0	0	0	1,403
Private Donations	0	650	0	0	0	0	0	0	650
Save America's Treasures Grant	0	300	0	0	0	0	0	0	300
<b>Total:</b>	<b>9,254</b>	<b>13,694</b>	<b>5,196</b>	<b>2,397</b>	<b>424</b>	<b>0</b>	<b>0</b>	<b>21,488</b>	<b>52,453</b>
<b>Expenditures</b>									
<b>Strategic Area: Recreation And Culture</b>									
Vizcaya Facility Improvements	9,254	13,694	5,196	2,397	424	0	0	21,488	52,453
<b>Total:</b>	<b>9,254</b>	<b>13,694</b>	<b>5,196</b>	<b>2,397</b>	<b>424</b>	<b>0</b>	<b>0</b>	<b>21,488</b>	<b>52,453</b>

### **Current Business Environment**

Vizcaya has the largest attendance (over 150,000 in FY 08-09) of any visual arts museum in Miami-Dade County. The customer base is currently composed primarily of national and international tourists followed by Miami-Dade County residents. Vizcaya continues to provide innovative programs for local residents that are projected to increase attendance, including the museum's Contemporary Arts Project and our film series.

Vizcaya Museum and Gardens is engaging in a number of strategies to gather customer feedback to improve visitor experience and the associated revenues, including annual participation in the Florida Attractions Association secret shopper survey and ongoing evaluation of educational programs.

Current economic conditions impact tourism in Miami-Dade County, and admission and facility rentals at Vizcaya. Despite the economic downturn, tourism has remained robust in South Florida and admissions revenues have increased in FY 08-09 and FY 09-10, due to additional visitors and increased fees. On the contrary, there was a substantial decrease in the number of facility rentals at Vizcaya in FY 08-09, particularly by corporations. While facility rentals have rebounded somewhat in FY 09-10, it is conceivable that this revenue will not increase substantially in the coming years due to changes and constraints in corporate culture.

Vizcaya has the potential to increase its visitation in subsequent fiscal years, but this will be contingent on economic recovery, continued robust tourism, and the completion of capital improvements described above, particularly the restoration of the Vizcaya Village across South Miami Avenue.

**Objective Name** **Owner(s)**

(1.1) Enhance Cultural and Learning Experiences for Our Visitors Ann Loshaw Wendy Wolf

Through the advancement of the "Blueprint for the future of the Vizcaya Volunteer Guides", increased public programming to serve the community and positive evaluations of those programs the Learning Division strives to achieve this objective.

**Initiatives Linked To Objective** **Owner(s)** **GrandParent Objectives**

Initiatives Linked To Objective	Owner(s)
Create Learning Division Goals and Strategic Plan	Ann Loshaw
FY 09-10 Develop Additional Interpretive Resources for Family Visitors	Ann Loshaw Wendy Wolf
FY 09-10 Develop and Implement Volgistics Guides Scheduling and Tracking System	Ann Loshaw
FY 09-10 Formalize New Guidelines and Procedures via Advisory Council	Ann Loshaw
FY 09-10 Further Develop Relationship with MDC Cultural Affairs	Ann Loshaw Wendy Wolf
FY 09-10 Develop Interpretive Resources for Local Visitors	Ann Loshaw
FY 09-10 Develop Interpretive Resources for General Visitors	Ann Loshaw

**GrandParent Objectives**

Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs

Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs

**Parent Objectives**

(RC1.3) More cultural, recreational and library programs and services available to address varied community interests (priority outcome)

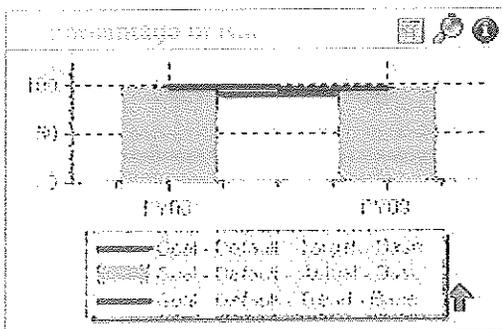
(RC1.4) Quality customer service at all recreational, cultural and library facilities (priority outcome)

Percentage of Respondents Reporting "Good" or "Excellent" Experiences at Select Public Programs Ann Loshaw Wendy Wolf

Target 90%

Yr	Actual	Target	Variance	Date
▲	96	90	6	FY09

Yr	Actual	Target	Variance	Date

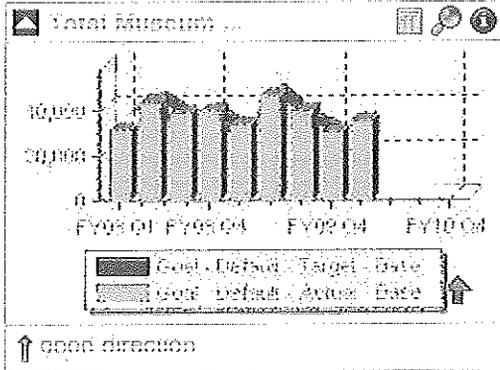


Total Museum Attendance (VIZ)

Kyndal Campbell

Performance Summary

Ind	Actual	Target	Variance	Date
☑	35,103	30,340	4,763	FY10 Q1



Outcomes Linked To Strategy

Ind	Name	Actual	Target	Date
☑	Promote Vizcaya to Local, National, and International Audiences to Support Museum Admissions			FY10 Q1

Holly Blount

Outcomes Linked To Strategy

Ind	Name	Actual	Target	Date
☑	Number of Attendees served through Youth Programs	51	25	FY10 Q1
☑	Number of Attendees served through Adult Programs	136	75	FY10 Q1
☑	Number of Attendees served through Teacher Programs	0	0	FY10 Q1
☑	Number of Attendees served through Volunteer Guides Programs	224	240	FY10 Q1
☑	General Museum Attendance	34,692	30,000	FY10 Q1

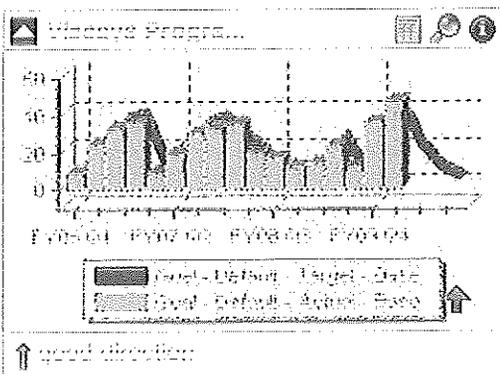
Performance Summary

Number of Vizcaya Programs

Ann Loshaw

Performance Summary

Ind	Actual	Target	Variance	Date
☑	48	41	7	FY10 Q1



Outcomes Linked To Strategy

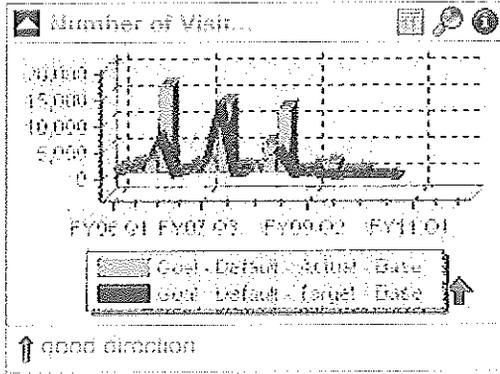
Ind	Name	Actual	Target	Date
☑	Number of Volunteer Guides Programs	47	40	FY10 Q1
☑	Number of Adult Programs	1	1	FY10 Q1
☑	Number of Teacher Programs	0	0	FY10 Q1

Number of Visitors Served through Public Programs

Ann Loshaw

Performance

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	411	340	71	FY10 Q1



Subscribers Linked To Measure

Child Services - Visitor To Programs

Ind	Name	Actual	Target	Date
<input checked="" type="checkbox"/>	Number of Attendees served through Adult Programs	136	75	FY10 Q1
<input checked="" type="checkbox"/>	Number of Attendees served through Youth Programs	51	25	FY10 Q1
<input checked="" type="checkbox"/>	Number of Attendees served through Teacher Programs	0	0	FY10 Q1
<input checked="" type="checkbox"/>	Number of Attendees served through Volunteer Guides Programs	224	240	FY10 Q1

**Objective Name**

**Owner(s)**

(1.2) Enhance Care of Vizcaya`s Unique Historic Collections

Flaminia Gennari Remko Jansonius

Through performing collections-related outreach, improving intellectual management of Vizcaya's collection, improving collections preservation and care, and implementing restoration/conservation of garden sculpture and objects the Collections and Curatorial Affairs Division strives to meet this objective

**Initiatives Linked To Objective**

**Owner(s)**

**GrandParent Objectives**

Increase participation in and awareness of programs, services and facilities

Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs

**Parent Objectives**

(RC3.1) Expanded awareness of and access to cultural, recreational and library programs and services (priority outcome)

(RC1.1) (ES6) Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)

**Measure** **Owner(s)**

Number of Architectural Drawings Digitized

Remko Jansonius

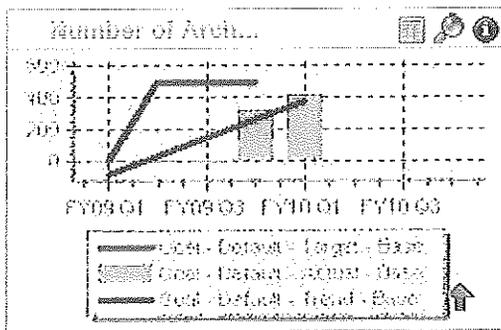
In order to minimize handling of the original, fragile documents, digitize architectural drawings and blueprints, and make digital files available to Capital Projects Manager and Curator.

**Performance** **Initiatives Linked To Measure**

Ind	Actual	Target	Variance	Date
	412	n/a	n/a	FY10 Q1

**Time Periods Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



**Measure****Owner(s)**

Number of Provenance Research Hours

Remko Jansonius

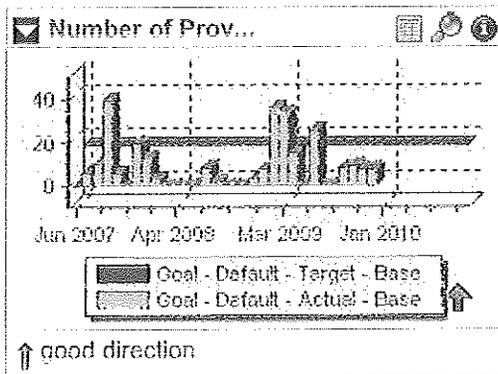
Conduct research to document legality of ownership of paintings and sculptures in the Mendel Collection

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	8	16	(8)	Dec 2009

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------

**Measure****Owner(s)**

Number of Presentations or Publications

Flaminia Gennari Remko Jansonius

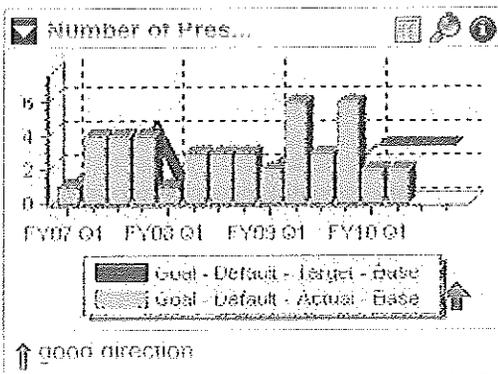
To enhance Vizcaya's educational programming through research into and publications and presentations on Vizcaya's architecture, creators and collections Goal: 8

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	2	3	(1)	FY10 Q2

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



**Measure****Owner(s)**

ARRA Dollars Awarded (Vizcaya)

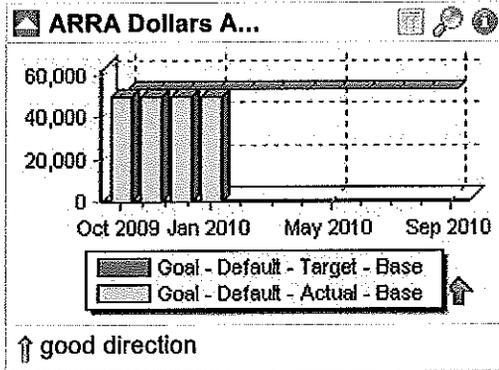
Kyndal Campbell Joel Hoffman

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	50,000	50,000	0	Jan 2010

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------

**Measure****Owner(s)**

ARRA Dollars Spent to Date (Vizcaya)

Kyndal Campbell Joel Hoffman

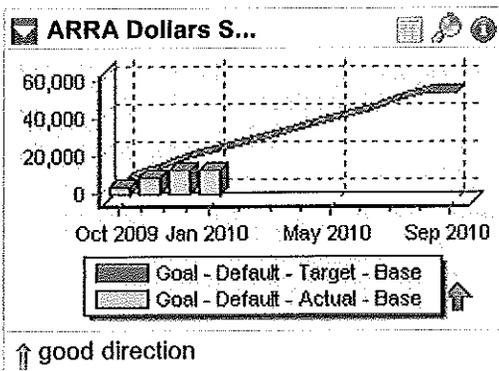
Salary - Vizcaya Archivist

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	13,143	18,992	(5,849)	Jan 2010

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



**Measure****Owner(s)**

Jobs Created/Retained to Date (Vizcaya)

Kyndal Campbell Joel Hoffman

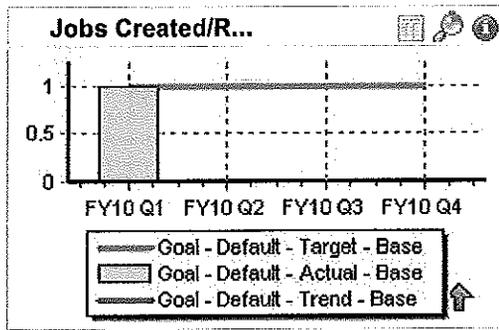
Vizcaya Archivist

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	1	1	0	FY10 Q1

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------

**Measure****Owner(s)**

Number of objects identified for possible deaccessioning

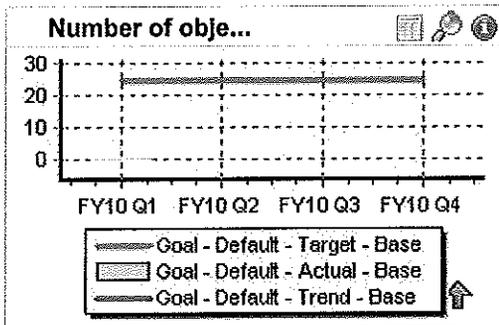
Remko Jansonius

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	0	25	(25)	FY10 Q1

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



**Objective Name****Owner(s)**

(1.3) Improve the Upkeep, Safety and Security of our National Historic Landmark

Luis Correa

Through Initiatives designed to improve facility maintenance and through improvements to the security and safety of the museum, the Finance and Administration Division strives to achieve this objective.

**Initiatives Linked To Objective****Owner(s)**

Clean Up Estuaries Along South and East Perimeters of Vizcaya Property

Luis Correa  
Ian Simpkins

Vizcaya Gardens and Grounds Maintenance and Signage Improvements

Luis Correa  
Ian Simpkins

Improve Vizcaya Museum's appearance and maintenance operations

Luis Correa

**GrandParent Objectives**

Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs

Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs

**Parent Objectives**

(RC1.4) Quality customer service at all recreational, cultural and library facilities (priority outcome)

(RC1.1) (ES6) Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)

**Objective Name****Owner(s)**

(1.4) Undertake Capital Improvements

Leigh Heinlein Joel Hoffman

**Initiatives Linked To Objective****Owner(s)**

Cafe & Shop and Basement Rehabilitation (Phase 1)	Leigh Heinlein
East and West Gate Lodges Rehabilitation (Phase 1)	Leigh Heinlein
Parking Garage & Visitor Center (Phase 4)	Leigh Heinlein
Main House & Gardens Rehabilitation (Phase 2)	Leigh Heinlein
Village Rehabilitation (Phase 3)	Leigh Heinlein
Utility Upgrades (Phase 1)	Leigh Heinlein

**GrandParent Objectives**

Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs

**Parent Objectives**

(RC1.1) (ES6) Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)

**Measure****Owner(s)**

Percent of Vizcaya Baseline Capital Projects Within Schedule

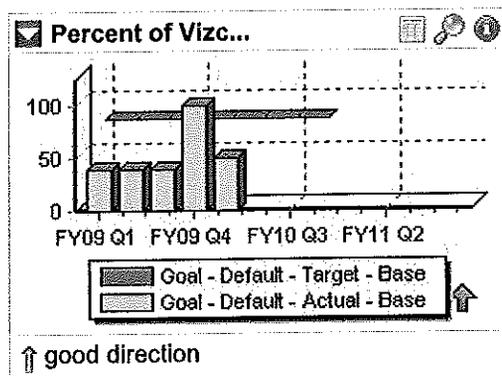
Leigh Heinlein Joel Hoffman

**Performance**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	50	80	(30)	FY10 Q1

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



# Financial Perspective

## Objective Name Owner(s)

(2.1) Meet Budget Targets (Vizcaya) Luis Correa Joel Hoffman Vizcaya

## Initiatives Linked To Objective Owner(s)

## GrandParent Objectives

Planned necessary resources to meet current and future operating and capital needs (priority outcome)

## Parent Objectives

(ES8.2.1) Meet Budget Targets

## Measure Owner(s)

General Museum Attendance Luis Correa

Individual Paid Gate Adm. (Local Resident) Individual Paid Gate Adm. (Other Visitors) School/College Tours Adult Group Tours Vizcayans Member Attendance Promo/Non-Paid Photo Permit - Attendees

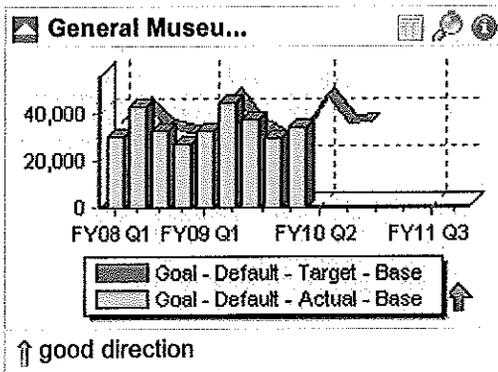
## Performance

Ind	Actual	Target	Variance	Date
▲	34,692	30,000	4,692	FY10 Q1

## Initiatives Linked To Measure Owner(s)

## Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



Measure	Owner(s)
---------	----------

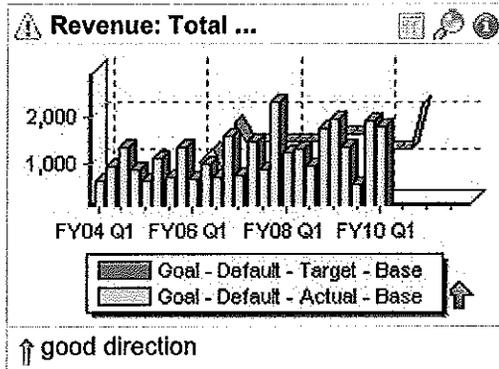
Revenue: Total (Vizcaya)

Luis Correa

Total revenue in \$1,000s (from FAMIS)

Performance				
-------------	--	--	--	--

Ind	Actual	Target	Variance	Date
	\$1,819 K	\$1,143 K	n/a	FY10 Q1



Initiatives Linked To Measure				Owner(s)
-------------------------------	--	--	--	----------

Child Measures Linked To Measure				
----------------------------------	--	--	--	--

Ind	Name	Actual	Target	Date
	Carryover (Vizcaya)	700	96	FY10 Q1
	Earned Income (Vizcaya)	\$851 K	\$770 K	FY10 Q1
	CDT Funding	0	0	FY10 Q1
	Grants	265	265	FY10 Q1
<input checked="" type="checkbox"/>	Donations	2	20	FY10 Q1
<input type="checkbox"/>	Interest Earnings	1	2	FY10 Q1
	General Fund	0	0	FY10 Q1
	Tourist Development Tax	0	0	FY10 Q1
	Revenue: Carryover (Vizcaya)	\$700 K	\$96 K	FY10 Q1
<input checked="" type="checkbox"/>	Revenue: Federal (Vizcaya)	\$0 K	\$12 K	FY10 Q1
	Revenue: General Fund (Vizcaya)	\$0 K	\$0 K	FY10 Q1
<input checked="" type="checkbox"/>	Revenue: Interagency/Intradepartmental (Vizcaya)	\$265 K	\$551 K	FY10 Q1
	Revenue: Proprietary (Vizcaya)	\$854 K	\$789 K	FY10 Q1
<input checked="" type="checkbox"/>	Revenue: State (Vizcaya)	\$0 K	\$2 K	FY10 Q1

Measure	Owner(s)
---------	----------

Expen: Total (Vizcaya)

Luis Correa

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

Performance				
-------------	--	--	--	--

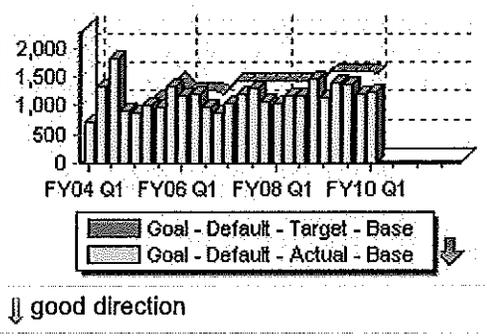
Ind	Actual	Target	Variance	Date
	\$1,252 K	\$1,450 K	\$198 K	FY10 Q1



Initiatives Linked To Measure				Owner(s)
-------------------------------	--	--	--	----------

Child Measures Linked To Measure				
----------------------------------	--	--	--	--

Ind	Name	Actual	Target	Date
<input checked="" type="checkbox"/>	Expen: Personnel (Vizcaya)	1,022	835	FY10 Q1
	Expen: Other Operating (Vizcaya)	230	378	FY10 Q1
		0	0	FY10 Q1



- Expen: Capital (Vizcaya)
- Expen: Non-Operating (Vizcaya)

\$0 K    \$237 K    FY10 Q1

**Measure****Owner(s)**

Positions: Full-Time Filled (Vizcaya)

Luís Correa

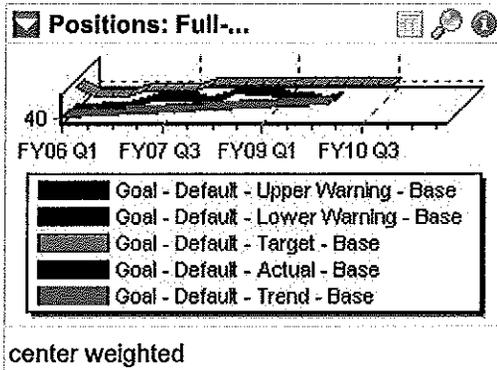
The "actual" reflects the number of full-time positions that are filled; the "goal" reflects the number of full-time budgeted positions.

**Performance****Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	44	47	(3)	FY10 Q1

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



Objective Name	Owner(s)
----------------	----------

(2.2) Enhance Fundraising and Other Advancement Initiatives to Meet the Needs of the Museum

Dennis Fruitt

Through Proposal Development, Private Sector Fundraising, an Enhanced Marketing Program and Improved Tracking of Facility Rental Programs the Advancement Division strives to meet this objective

Initiatives Linked To Objective	Owner(s)
---------------------------------	----------

Secure Re-accreditation by the American Association of Museums	Anne Doten Dennis Fruitt
Complete Next Iteration of Vizcaya Website	Holly Blount
Continue Chronological Log of Clients Married at Vizcaya	Adrienne Kaiser
Develop Event Maps for Vizcaya's Website	Adrienne Kaiser
Promote Vizcaya to Local, National, and International Audiences to Support Museum Admissions	Holly Blount
Manage the Development and Implementation of New Advertising Campaign	Holly Blount

GrandParent Objectives
------------------------

Secure and invest additional public and private resources to improve and expand programs, services and facilities

Increase participation in and awareness of programs, services and facilities

Parent Objectives
-------------------

(RC2.1) Reduction in unmet needs (priority outcomes)

(RC3.1) Expanded awareness of and access to cultural, recreational and library programs and services (priority outcome)

Measure	Owner(s)
---------	----------

Grants and Donations Obtained through The Vizcayans

Anne Doten Dennis Fruitt

Includes individuals, foundations and corporations

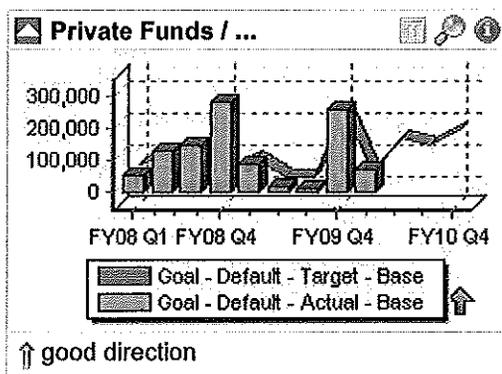
Performance
-------------

Ind	Actual	Target	Variance	Date
☒	\$72,500	\$40,000	\$32,500	FY10 Q1

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure
----------------------------------

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



**Measure****Owner(s)**

Number of Personal Contacts with Donors, Prospects and Volunteers

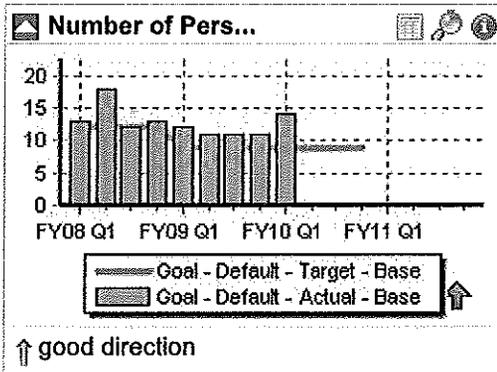
Anne Doten Dennis Fruitt

**Performance**

Ind	Actual	Target	Variance	Date
☒	14	9	5	FY10 Q1

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------

**Measure****Owner(s)**

Number of Funding Proposals/Applications Developed

Anne Doten Dennis Fruitt

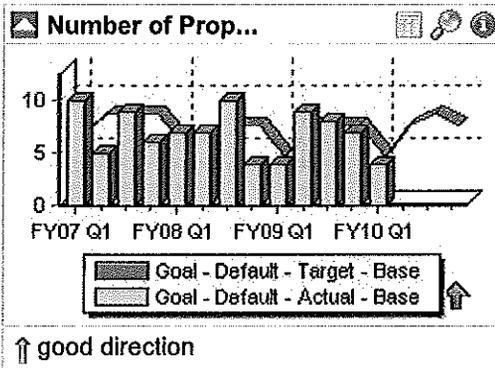
FY 08-09 Goal: 25

**Performance**

Ind	Actual	Target	Variance	Date
☒	4	4	0	FY10 Q1

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



Measure	Owner(s)
---------	----------

Number of Stewardship Reports Prepared & Submitted to Current Donors and Funding Sources

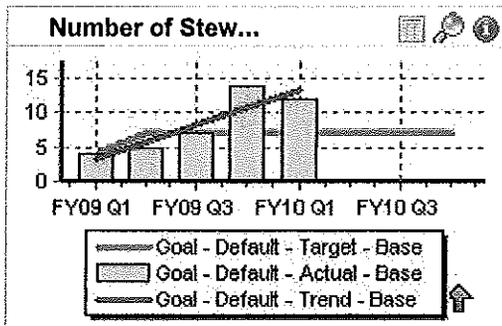
Anne Doten

Performance	Initiatives Linked To Measure
-------------	-------------------------------

Ind	Actual	Target	Variance	Date
☒	12	7	5	FY10 Q1

Child Measures Linked To Measure	Owner(s)
----------------------------------	----------

Ind Name	Actual	Target	Date
----------	--------	--------	------



<b>Objective Name</b>	<b>Owner(s)</b>
-----------------------	-----------------

(2.3) Budget Implementation FY 09-10 (Vizcaya)	Joel Hoffman Vizcaya
--	----------------------

<b>Initiatives Linked To Objective</b>	<b>Owner(s)</b>
--	-----------------

Eliminate 1 part-time position, 3 full-time positions; and reduce expenses in Vizcaya (VIZ-1)	Kyndal Campbell Luis Correa Joel Hoffman
Retain 4 full-time positions in Vizcaya (VIZ-2)	Kyndal Campbell Luis Correa Joel Hoffman

<b>GrandParent Objectives</b>
-------------------------------

<b>Parent Objectives</b>
--------------------------

# Internal Perspective

Objective Name	Owner(s)
(3.1) Meet Administrative Priorities through Effective Management	Kyndal Campbell Luis Correa

Through the office of the Executive Director, staff strive to achieve this objective

Initiatives Linked To Objective	Owner(s)
Finalize the Upgrade of the Vista Ticketing System	Luis Correa
Secure Re-accreditation by the American Association of Museums	Anne Doten Dennis Fruitt
Obtain BCC Approval of Proposed "Trust Ordinance" Changes	Kyndal Campbell

**GrandParent Objectives**  
 Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs

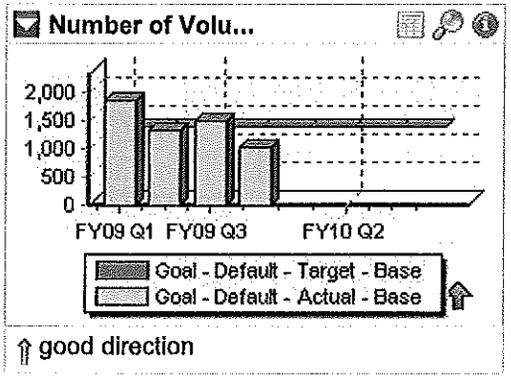
**Parent Objectives**  
 (RC1.4) Quality customer service at all recreational, cultural and library facilities (priority outcome)

Measure	Owner(s)
Number of Volunteer/Intern Hours	Kyndal Campbell

Performance				
Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	1,026	1,275	(249)	FY09 Q4

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date
<input checked="" type="checkbox"/>	Horticultural Volunteers	54	375	FY09 Q4
<input type="checkbox"/>	Collections & Curatorial Affairs Volunteers & Interns	331	100	FY09 Q4
<input type="checkbox"/>	Learning Volunteers	641	450	FY09 Q4



## Initiatives Linked To Scorecard

	Type	As Of	\$	📈	✓	🎯	%	Status	Owners
Eliminate 1 part-time position, 3 full-time positions; and reduce expenses in Vizcaya (VIZ-1)		10/31/2009	▲	▲	▲	🎯	100%	Complete	Hoffman, Joel Correa, Luis Campbell, Kyndal
Retain 4 full-time positions in Vizcaya (VIZ-2)		10/31/2009	▲	▲	▲	▲	100%	Complete	Hoffman, Joel Correa, Luis Campbell, Kyndal
Promote Vizcaya to Local, National, and International Audiences to Support Museum Admissions		12/31/2009	▲	▲			25%	In Progress	Blount, Holly
Manage the Development and Implementation of New Advertising Campaign		12/31/2009	▲	▲	▲		15%	In Progress	Blount, Holly
Improve Vizcaya Museum's appearance and maintenance operations		12/31/2009	▲	▲	■	▲	10%	In Progress	Correa, Luis
Obtain BCC Approval of Proposed "Trust Ordinance" Changes		12/31/2009		▲			50%	In Progress	Campbell, Kyndal
Vizcaya Gardens and Grounds Maintenance and Signage Improvements		09/30/2009	▲	■	▲	▲	70%	In Progress	Correa, Luis Simpkins, Ian
Utility Upgrades (Phase 1)		12/31/2009	▲	▲			40%	In Progress	Heinlein, Leigh
Secure Re-accreditation by the American Association of Museums		09/30/2009	▲	▲			85%	In Progress	Doten, Anne Fruitt, Dennis
Cafe & Shop and Basement Rehabilitation (Phase 1)		12/31/2009	▲	▲			90%	In Progress	Heinlein, Leigh
East and West Gate Lodges Rehabilitation (Phase 1)		09/30/2010	▲	▲			90%	In Progress	Heinlein, Leigh

## Open Action Items For Scorecard

Due Date	Action	Status	Owner(s)