

# Vizcaya Museum & Gardens Business Plan

**Fiscal Years: 2008 and 2009**  
(10/1/07 through 9/30/09)

Plan Date: November 30, 2007

Approved by:

A handwritten signature in black ink, appearing to read "J. Hoffman", written over a horizontal line.

Joel M. Hoffman, Department Director

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Alex Muñoz, Assistant County Manager

## TABLE OF CONTENTS

<b>DEPARTMENT PURPOSE/MISSION</b>	<b>Page 1</b>
<b>STRATEGIC ALIGNMENT</b>	<b>Page 1-3</b>
<b>PERFORMANCE MEASURES AND TARGETS</b>	<b>Page 3</b>
<b>CRITICAL SUCCESS FACTORS</b>	<b>Page 4</b>
<b>3 to 5 YEAR OUTLOOK</b>	<b>Page 4-5</b>
<b>Attachment 1</b>	
<b>DEPARTMENTAL PROFILE</b>	
<b>Table of Organization</b>	
<b>Financial Summary</b>	
<b>Capital Budget Summary</b>	
<b>Business Environment</b>	
<b>Attachment 2</b>	
<b>BUSINESS PLAN REPORT</b>	

## Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2007/2008 – 2008/2009

### Vizcaya Museum and Gardens Mission Statement

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:

- RC1: Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet out community's unique and growing needs.
- RC2: Secure and invest additional public and private resources to improve and expand programs, services and facilities.
- RC3: Increase participation in and awareness of programs, services and facilities.
- 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 Collections Maintenance and Preservation by completing baseline cleaning of all historic rooms and the creation a collections care checklist for each historic room (continues from FY 06-07 and is estimated to be completed in Q3 FY 07-08); Improve collections storage (continues from FY 06-07 and is estimated to continue into FY 09-10).

## Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2007/2008 – 2008/2009

- Improve Intellectual Management of Collections by continuing to add collections items into our database (continues from FY 06-07; due to attrition within the Collections & Curatorial Affairs division, this project is expected to continue into FY 09-10).

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

- Continue Vizcaya's Facility Maintenance Improvements including a project to enhance drainage on our East Terrace (estimated completion Q1 FY 08-09), a cleaning of Vizcaya's air-conditioning system (estimated completion Q4 FY 07-08) and various painting projects (estimated completion Q4 FY 07-08),
- Improve the safety and security of the facility by finalizing the installation of an access gate at Service entrance (estimated completion Q3 FY 07-08) and the installation of an access control system inside the museum (estimated completion Q1 FY 07-08)
- Cleanup of the estuaries along the south and east perimeters of Vizcaya's property (estimated completion FY 08-09).

### *Undertake Capital Improvements*

- Completion of the rehabilitation of the Café and Shop and Basement, with numerous stormwater drainage and electrical upgrades, following the hurricanes of 2005 (estimated completion Q2 FY 08-09); purchasing a new hurricane protection system for certain vulnerable areas of the museum (estimated completion Q3 FY 07-08); completion of Phase I of the rehabilitation of the East and West Gate Lodges (estimated completion Q3 FY 07-08); selection of A&E team for rehabilitation of the Main House and Gardens (estimated completion Q3 FY 07-08).

### *Meet Administrative Priorities through Effective Museum Management*

- Update Vizcaya's five-year strategic plan (estimated completion FY 07-08),
- Prepare the institution for re-accreditation by the American Association of Museums (continues into FY 08-09).

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

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

### Departmental Objective:

#### *Enhance Cultural and Learning Experiences for our Visitors*

- Enhance school programs by creating 5 new thematic tours (estimated completion Q4 FY 07-08); enhance Volunteer Guides program by conducting an assessment of the library collection (estimated completion Q3 FY 07-08); develop 2 new tours for walk-in

## Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2007/2008 – 2008/2009

visitors (estimated completion Q3 FY 07-08); develop interpretive resources for family visitors (estimated completion Q4 FY 07-08),

- Mount a total of **58** programs serving **9600** visitors, consisting of adult programs, family programs, community programs, volunteer guides programs, pilot school programs.

### **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 07-08); submission of 25 grant proposals/applications (will continue indefinitely with only a change in the number of proposals/applications per year); make contact with 48 prospects/donors (will continue indefinitely with only a change in the number of prospects/donors per year).

##### *Meet Budget Targets*

- Meet budget targets for revenue and expenditures.

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

#### Departmental Objective:

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

- Enhance the marketing program by creating a quarterly e-blast on programs, etc. (expected launch Q2 FY 07-08),
- Network the collections database for use by online visitors to museum's website; input 600 additional objects into collections database; enhance awareness of collections by conducting 4 presentations or publications (see also Improve Intellectual Management of Collections RC 1-1).

## **PERFORMANCE MEASURES AND TARGETS**

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2007-08 and FY 2008-09 can be found in Attachment 2 – Business Plan Report.

## Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2007/2008 – 2008/2009

### CRITICAL SUCCESS FACTORS

#### Department-wide Critical Success Factors

The following factors are critical to Vizcaya's success:

- Vizcaya's success is contingent upon sustained County funding, and possible restoration of funding at previous levels for collections care, learning, and security; long-term goals require additional staffing in a variety of areas,
- The department is over-reliant on earned income from facility rentals; these adversely affect the historic property and should be diminished in size and frequency,
- Vizcaya is also reliant on earned income from admissions, which is dependent upon sustained levels of tourism in the area and can decrease precipitously as a result of external factors,
- Maintain pace of GOB-funded projects.

#### Critical Success Factors for Specific Objectives

Enhance Cultural and Learning Experiences for our Visitors

- Ability to recruit high-quality candidates for vacancies

Enhance Care of Vizcaya's Unique Historic Collections

- Ability to recruit high-quality candidates for vacancies
- Procurement of trade specialists for restoration projects

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

- Ability to engage prospects/donors
- Ability to reduce adverse impact of facility rentals on the property

### 3 to 5 YEAR OUTLOOK

Vizcaya Museum and Gardens faces many challenges and opportunities. This unique historic facility with its important collections has significant and ongoing maintenance, care, and restoration needs. 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.

Additional staffing is critical to achieving long-term goals such as rehabilitation of the Vizcaya Village; the improvement of collections and facility care, documentation, cataloguing, and scholarship; and enhanced fundraising.

**Departmental Business Plan and Outlook**

**Department Name:**

**Fiscal Years: 2007/2008 – 2008/2009**

With additional staff, Vizcaya will be able to become 1) a truly premier destination for South Florida residents and tourists; 2) an even stronger community resource.

Fulfillment of the museum's master plan is also contingent upon significant capital fundraising to match public dollars secured through the Building Better Communities bond program. In addition to the \$50 million available through the General Obligation Bond, Vizcaya anticipates the need for an additional \$50 million to complete its long-term plan. The museum's capacity to engage in a fully formed fundraising program, like those undertaken by its private sector peers, is essential.

**Departmental Business Plan and Outlook**

**Department Name:**

**Fiscal Years: 2007/2008 – 2008/2009**

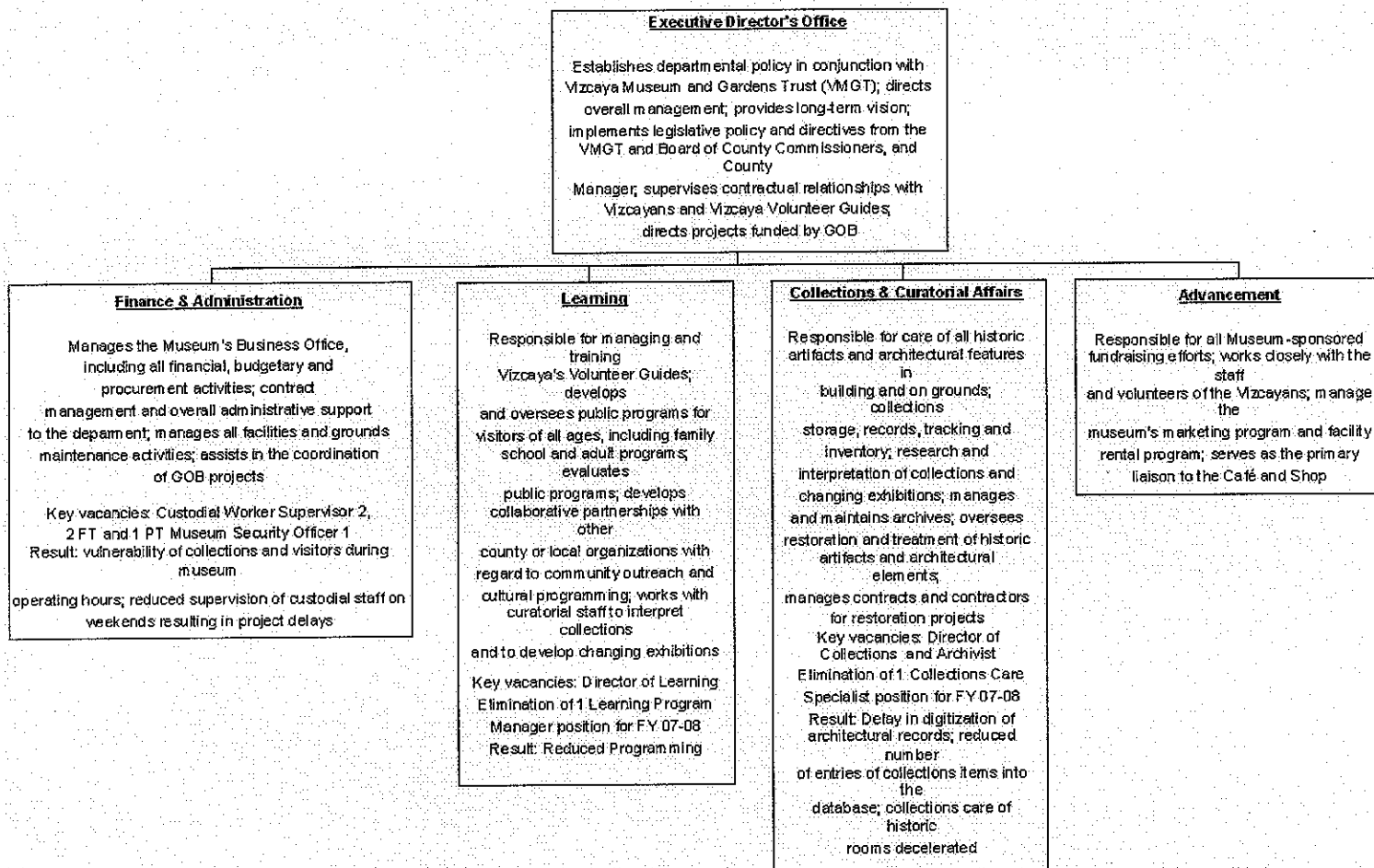
**Attachment 1  
DEPARTMENTAL PROFILE**

**Department Description**

Vizcaya Museum and Gardens is a National Historic Landmark and a museum accredited by the American Association of Museum. 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. Administration of policy is carried out by the Executive Director and museum staff. Administrative oversight is provided by the Office of the County Manager, Miami-Dade County.

Vizcaya serves approximately **175,000** 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 150. In addition, each year Vizcaya hosts approximately 110 events organized by non-profit organizations, corporations, and individuals attracting some 30,000 evening guests annually.

**Table of Organization**



# Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2007/2008 – 2008/2009

## Financial Summary

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Adopted FY 07-08
<b>Revenue Summary</b>			
Carryover	17	31	414
Convention Development Tax	856	856	856
Donations	125	156	156
Fees and Charges	2,637	3,158	2,888
General Fund Countywide	485	0	551
Interagency Transfers	154	150	285
Miscellaneous Revenues	8	100	29
State Grants	0	0	40
Tourist Development Tax	0	800	0
<b>Total Revenues</b>	<b>4,282</b>	<b>5,251</b>	<b>5,219</b>
<b>Operating Expenditures Summary</b>			
Salary	2,221	2,676	2,760
Fringe Benefits	766	901	885
Other Operating	1,274	1,635	1,533
Capital	21	39	41
<b>Total Operating Expenditures</b>	<b>4,282</b>	<b>5,251</b>	<b>5,219</b>

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Adopted FY 07-08	Budget FY 06-07	Adopted FY 07-08
<b>Strategic Area: Recreation and Culture</b>				
Vizcaya Museum and Gardens	5,251	5,219	49	47
<b>Total Operating Expenditures</b>	<b>5,251</b>	<b>5,219</b>	<b>49</b>	<b>47</b>

## Capital Budget Summary

(Dollars in Thousands)	PRIOR	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	7,700	3,000	6,360	5,400	6,500	5,920	15,120	0	50,000
Capital Outlay Reserve	0	200	0	0	0	0	0	0	200
<b>Grand Total:</b>	<b>7,700</b>	<b>3,200</b>	<b>6,360</b>	<b>5,400</b>	<b>6,500</b>	<b>5,920</b>	<b>15,120</b>	<b>0</b>	<b>50,200</b>
<b>Expenditures</b>									
<b>Strategic Area: Recreation And Culture</b>									
Vizcaya Facility Improvements	6,700	4,200	6,360	5,400	6,500	5,920	15,120	0	50,200
<b>Total:</b>	<b>6,700</b>	<b>4,200</b>	<b>6,360</b>	<b>5,400</b>	<b>6,500</b>	<b>5,920</b>	<b>15,120</b>	<b>0</b>	<b>50,200</b>

## Current Business Environment

Vizcaya has the largest attendance 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. Subsequent to the events of September 2001, large numbers of tourists are visiting Miami-Dade County by ground transportation, arriving from

## **Departmental Business Plan and Outlook**

**Department Name:**

**Fiscal Years: 2007/2008 – 2008/2009**

other Florida or Southeast region locations. In response, Vizcaya continues its promotion to this market. In FY 2007-08 and beyond, Vizcaya is continuing to provide innovative new programs for local residents that are projected to increase attendance, including the museum's Contemporary Arts Project.

Visitation is expected to increase in subsequent fiscal years with the restoration of the Vizcaya Village buildings across South Miami Avenue.

Vizcaya Museum and Gardens is engaging in a number of strategies to gather customer feedback, including the following:

- FAA secret shopper survey.
- Ongoing evaluation of educational programs.
- The formation of constituent advisory committees