

# FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

## Vizcaya Museum and Gardens

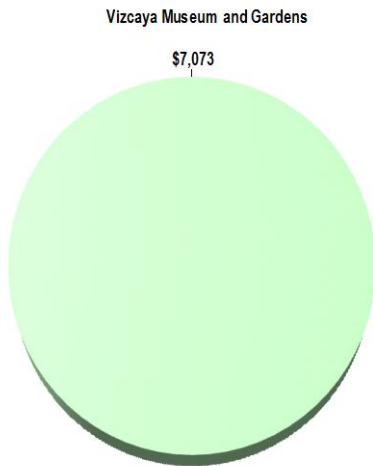
Vizcaya Museum and Gardens (Vizcaya) is a National Historic Landmark that enriches the life of Miami-Dade residents and visitors by providing public access to, and educational opportunities surrounding, unique historic architecture, gardens and environmental resources, and a rich collection of artwork.

As part of the Recreation and Culture strategic area, Vizcaya preserves the Miami estate of agricultural industrialist James Deering to engage the community and its visitors in learning through the arts, history, and environment. The Museum provides visitors the opportunity to explore a Mediterranean-inspired house and gardens and one of the few surviving sections of native South Florida hammock forests in metropolitan Miami. Vizcaya focuses on preserving this important landmark site and on providing educational and cultural programs for residents and visitors.

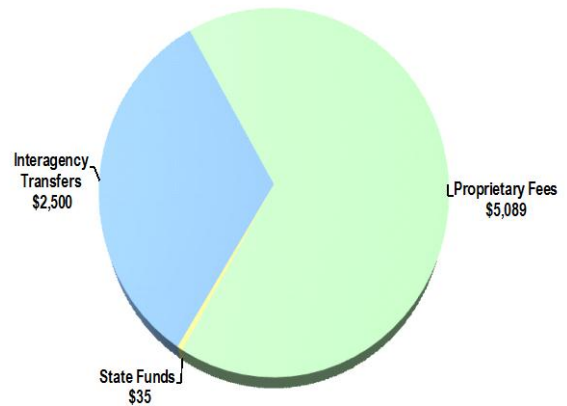
Vizcaya's stakeholders include Miami-Dade County residents, visitors, artists, educators, researchers, and historians.

### FY 2013-14 Adopted Budget

**Expenditures by Activity**  
(dollars in thousands)

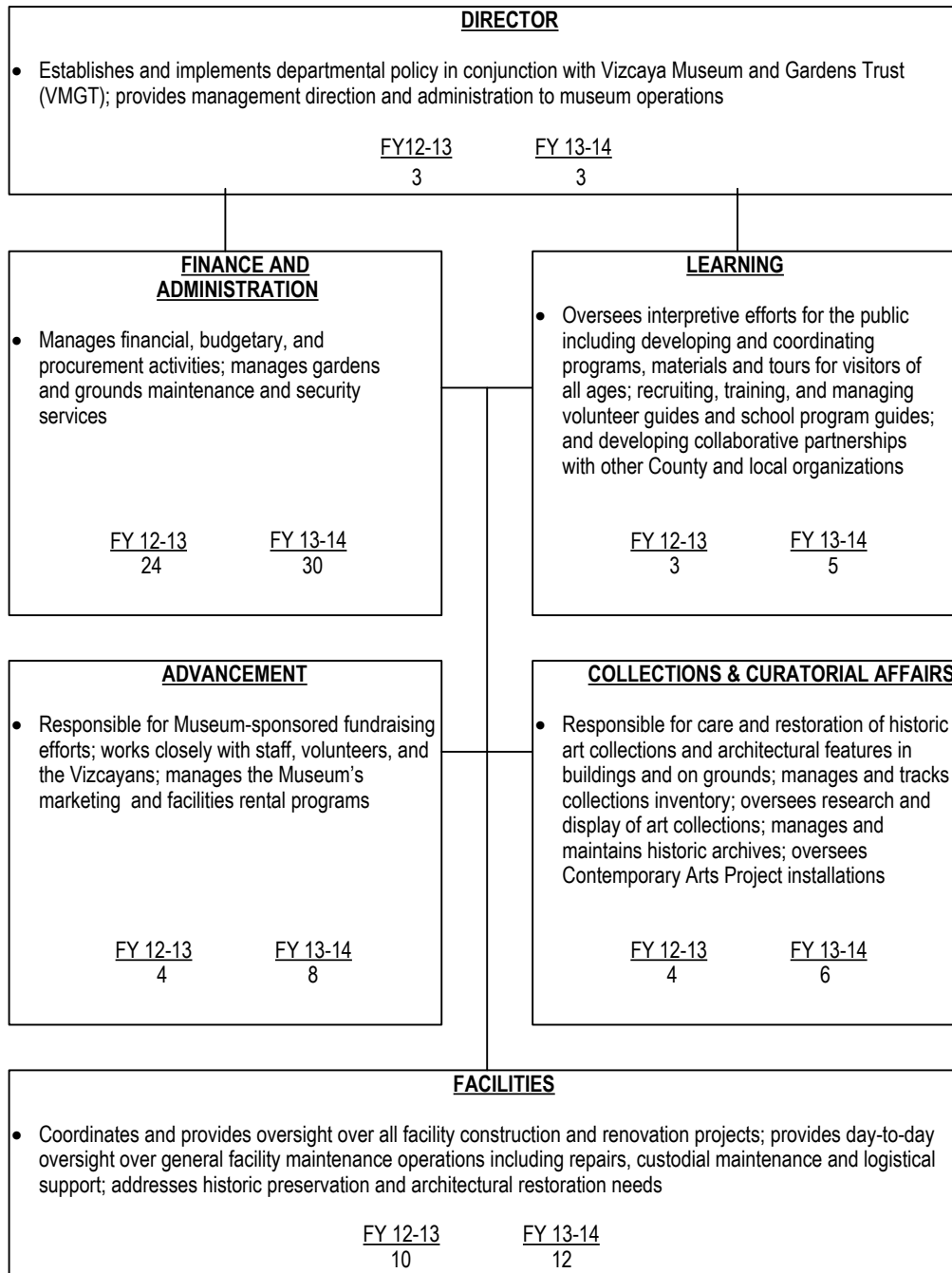


**Revenues by Source**  
(dollars in thousands)



# FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**



## FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 10-11	Actual FY 11-12	Budget FY 12-13	Adopted FY 13-14
<b>Revenue Summary</b>				
Fees and Charges	3,275	3,428	3,267	4,117
Carryover	840	906	409	851
Donations	94	63	80	80
Interest Income	1	1	0	1
Miscellaneous Revenues	45	41	43	40
State Grants	7	22	40	35
Federal Grants	4	0	0	0
Interagency Transfers	282	6	0	0
Convention Development Tax	981	1,121	1,656	2,500
<b>Total Revenues</b>	<b>5,529</b>	<b>5,588</b>	<b>5,495</b>	<b>7,624</b>

### **Operating Expenditures Summary**

Salary	2,643	2,650	2,635	3,215
Fringe Benefits	895	847	804	1,259
Court Costs	0	0	4	4
Contractual Services	337	513	514	792
Other Operating	645	676	1,246	1,175
Charges for County Services	159	224	292	328
Grants to Outside Organizations	0	0	0	0
Capital	16	6	0	300
<b>Total Operating Expenditures</b>	<b>4,695</b>	<b>4,916</b>	<b>5,495</b>	<b>7,073</b>

### **Non-Operating Expenditures**

<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	551
<b>Total Non-Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>551</b>

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 12-13	Adopted FY 13-14	Budget FY 12-13	Adopted FY 13-14
<b>Strategic Area: Recreation and Culture</b>				
Vizcaya Museum and Gardens	5,495	7,073	48	64
<b>Total Operating Expenditures</b>	<b>5,495</b>	<b>7,073</b>	<b>48</b>	<b>64</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 10-11	Actual FY 11-12	Budget FY 12-13	Actual FY 12-13	Budget FY 13-14
Advertising	145	150	168	147	168
Fuel	9	8	9	9	10
Overtime	80	89	70	91	80
Rent	100	85	105	119	98
Security Services	18	7	10	1	10
Temporary Services	35	15	30	33	30
Travel and Registration	10	10	25	37	37
Utilities	439	604	421	348	439

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### ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 12-13	Adopted Fee FY 13-14	Dollar Impact FY 13-14
• General Admission Fee	\$15	\$18	\$192,000
• Senior Citizen Admission Fee	\$10	\$12	\$47,060
• Personal Photography Permit Fee	\$125	\$150	\$60,400
• Guided Tour Fee (Main House or Gardens)	\$0	\$5	\$99,600
• Group Admission: Group rate (20+) self-guided visit with reservation	\$10	\$12	\$6,800
• Group Admission: Group rate (20+) with guided tour and reservation	\$15	\$20	\$7,700
• Group Admission: Group rate (20+) with (2) guided tours and reservation	\$0	\$25	\$0
• Group Admission: Pre-reserved self-guided visit non-refundable deposit (20+)	\$200	\$240	\$0
• Group Admission: Pre-reserved guided tour non-refundable deposit (20+)	\$300	\$400	\$0
• Group Admission: School group reservation change fee	\$0	\$25	\$0
• Group Admission: School group rate (10-70) non-refundable deposit	\$0	\$50	\$0
• Group Admissions: Additional school group chaperones (more than 1:10)	\$0	\$10	\$0

### **DIVISION: VIZCAYA MUSEUM AND GARDENS**

Vizcaya Museum and Gardens preserves the historical legacy of a Mediterranean-inspired estate and provides public access to, and educational opportunities surrounding, unique historic architecture, gardens and environmental resources, and a rich collection of artwork.

- Cares for historic artifacts and architectural features in the Main House and gardens
- Manages facilities, gardens and grounds maintenance, and security services
- Develops educational and cultural community outreach programs for residents
- Recruits and trains volunteers and maintains partnerships with other cultural organizations
- Develops and implements policy in coordination with the Vizcaya Museum and Gardens Trust

#### **Strategic Objectives - Measures**

- RC2-1: Increase attendance at recreational and cultural venues

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Enhance cultural learning experience for visitors	Total Museum Attendance	OC	↑	162,004	170,772	162,800	192,741	175,500

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- RC3-1: Provide vibrant and diverse programming opportunities and services that reflect the community's interests

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Enhance cultural learning experience for visitors	Public programs offered*	OP	↔	91	91	50	93	50
Enhance cultural learning experience for visitors	Percentage of participants at select public programs reporting that the program met or exceeded expectations	OC	↑	98%	98%	95%	95%	95%
Enhance care of Vizcaya's unique historic collections	Historical presentations and/or publications	OP	↔	14	14	12	12	12

\*The FY 2012-13 Budget reflects a decrease in public programming due to adjustments in the methodology in tracking public programming

- RC3-2: Strengthen and conserve local historic and cultural resources and collections

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Actual	Target
Enhance fundraising and other advancement initiatives to meet museum needs	Grants and donations obtained through the Vizcayans (in thousands)	OC	↑	\$645	\$1,364	\$485	457	\$500
	Funding proposals and applications developed	OP	↔	32	30	26	20	26

### ADDITIONAL INFORMATION

- As part of Vizcaya's efforts to realign its organization to its strategic plan and provide a more transparent organization, the Agency's table of organization includes a new division called Facilities; the restoration and maintenance of the grounds and its historic facilities is an important facet of the organization
- Vizcaya's FY 2013-14 Adopted Budget includes various fee adjustments which will generate an estimated \$413,000 in revenues
- To expand Vizcaya's fundraising, community outreach, and marketing efforts, the Agency added a Membership Program Coordinator, a Major Gifts Officer, Advancement Administrative Assistant, and a Digital/Social Media Manager in their Advancement Division in FY 2013-14 (\$271,000)
- As part of Vizcaya's efforts to expand its cultural programming, the Agency added a Public Programs Manager and a Learning Programs Assistant in the Learning Division in FY 2013-14 (\$123,000)
- To support Vizcaya's increasing procurement workload and day-to-day back office needs, the FY 2013-14 Adopted Budget includes the addition of one Administrative Officer 3 in the Finance and Administrative Division (\$64,000)
- As a result of Vizcaya's many restoration projects throughout the grounds and facilities, it is important for the Agency to maintain the integrity of the restored historic artifacts, thus requiring the need for an additional Curatorial Administrative Assistant and Collections Care Specialist in the Collections and Curatorial Affairs Division to ensure the cyclical care and maintenance needs are adhered to for these historic items (\$100,000)
- Due to Vizcaya's efforts to maintain museum quality grounds and facility restoration and preventative maintenance needs, the FY 2013-14 Adopted Budget includes one Custodial Worker 2 and one Semi-Skilled Laborer in the Facilities Division (\$68,000); as a result of adding these positions, the Agency will save approximately 200 overtime hours over an estimated 50 events; in addition, Vizcaya's FY 2013-14 Adopted Budget also includes \$200,000 for lifecycle maintenance to assist in maintaining their aging historic facility

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- To address Vizcaya's ongoing security concerns, Vizcaya's Finance and Administration Division includes five additional security positions and equipment to provide increased visitor and staff security due to growing visitation as well as to provide additional oversight of Vizcaya's historic property and collections (\$512,000)
- Vizcaya's FY 2013-14 Adopted Budget provides for outside contracting support (\$56,000) to provide for six contracted Learning Program Facilitators; Learning Program Facilitators provide basic visitor services and operational support to include tours for schools and the outside public, as volunteer guides are not enough for Vizcaya's growing demand for onsite tours
- Vizcaya Museum and Gardens continues its extensive volunteer program and partnerships to support services and enhance current operations; Vizcaya will continue to offer internships, which provide college credit from local universities
- Vizcaya will continue to partner with local organizations to present engaging and relevant programs for visitors and with Miami-Dade County Public Schools to present thematic tours that support both state and county curriculum standards in visual arts, social studies, and language arts

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire one Visitor Services Manager, one Assistant Visitor Services Manager, and one Group Tour Coordinator to support increased visitation	\$24	\$171	3
Hire one Park Attendant and one Mechanic to provide additional facilities and grounds maintenance support due to increased visitation	\$18	\$105	2
<b>Total</b>	<b>\$42</b>	<b>\$276</b>	<b>5</b>

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FUTURE	TOTAL
<b>Revenue</b>									
FEMA Hazard Mitigation Grant	1,403	0	0	0	0	0	0	0	1,403
Florida Inland Navigational District	0	134	0	0	0	0	0	0	134
Save America's Treasures Grant	300	0	0	0	0	0	0	0	300
BBC GOB Financing	1,335	2,990	10,777	7,325	0	0	0	0	22,427
BBC GOB Series 2005A	343	0	0	0	0	0	0	0	343
BBC GOB Series 2008B	566	0	0	0	0	0	0	0	566
BBC GOB Series 2008B-1	1,405	0	0	0	0	0	0	0	1,405
BBC GOB Series 2011A	4,255	0	0	0	0	0	0	0	4,255
Donations	400	134	0	0	0	0	0	0	534
Total:	10,007	3,258	10,777	7,325	0	0	0	0	31,367
<b>Expenditures</b>									
<b>Strategic Area: Recreation And Culture</b>									
Vizcaya Facility Improvements	9,990	3,275	10,777	7,325	0	0	0	0	31,367
Total:	9,990	3,275	10,777	7,325	0	0	0	0	31,367

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2013-14 Adopted Budget and Multi-Year Capital Plan includes \$3.007 million of capital expenditures for various restoration and enhancement projects funded with Building Better Communities General Obligation Bond (BBC GOB) program funding proceeds; improvements include emergency structural repairs; HVAC replacement; partial stabilization of Village buildings; and commencement of other limited work in the main house and gardens

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## **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

### **PUBLIC SHORELINE STABILIZATION OF THE NORTHEAST GARDEN AREA**

**PROJECT #: 1701370**



DESCRIPTION: Rehabilitation of the seawall and the northeast garden area  
 LOCATION: 3251 S Miami Ave  
 City of Miami

District Located: 7  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	FUTURE	TOTAL
Florida Inland Navigational District	0	134	0	0	0	0	0	0	134
Donations	0	134	0	0	0	0	0	0	134
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268</b>
EXPENDITURE SCHEDULE:	PRIOR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	FUTURE	TOTAL
Construction	0	268	0	0	0	0	0	0	268
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268</b>

### **RESTORATION AND ENHANCEMENT TO VIZCAYA MUSEUM AND GARDENS - MISCELLANEOUS PROJECTS - BUILDING BETTER COMMUNITIES BOND PROGRAM**

**PROJECT #: 1705950**



DESCRIPTION: Restore and enhance the main house, garden, and village (miscellaneous GOB projects)  
 LOCATION: 3251 S Miami Ave  
 City of Miami

District Located: 7  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	FUTURE	TOTAL
Save America's Treasures Grant	300	0	0	0	0	0	0	0	300
BBC GOB Financing	130	76	0	0	0	0	0	0	206
BBC GOB Series 2005A	343	0	0	0	0	0	0	0	343
BBC GOB Series 2008B	566	0	0	0	0	0	0	0	566
BBC GOB Series 2008B-1	1,405	0	0	0	0	0	0	0	1,405
BBC GOB Series 2011A	2,219	0	0	0	0	0	0	0	2,219
Donations	400	0	0	0	0	0	0	0	400
<b>TOTAL REVENUES:</b>	<b>5,363</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,439</b>
EXPENDITURE SCHEDULE:	PRIOR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	FUTURE	TOTAL
Planning and Design	1,292	0	0	0	0	0	0	0	1,292
Construction	3,603	93	0	0	0	0	0	0	3,696
Project Administration	399	0	0	0	0	0	0	0	399
Construction	52	0	0	0	0	0	0	0	52
<b>TOTAL EXPENDITURES:</b>	<b>5,346</b>	<b>93</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,439</b>

