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## COMMISSION MEMORANDUM

TO: Finance and Citywide Projects Committee Members

FROM: Jorge M. Gonzalez, City Manager

DATE: October 29, 2009

SUBJECT: **RECOMMENDATION TO APPROVE A MANAGEMENT AND OPERATION AGREEMENT WITH MIAMI DESIGN PRESERVATION LEAGUE FOR A PORTION OF THE MIAMI BEACH OCEAN FRONT AUDITORIUM LOCATED AT 1001 OCEAN DRIVE IN LUMMUS PARK**

### ANALYSIS

On June 27, 2001, the Mayor and City Commission adopted Resolution No. 2001-24482, approving a Management and Operation Agreement between the City of Miami Beach (City) and Miami Design Preservation League, Inc. (MDPL) to house its Administrative Offices and operate a Welcome Center and Educational Center in the Ocean Front Auditorium, while managing a portion of the facility on behalf of the City of Miami Beach. Among the services to be provided by MDPL at the site were: managing and directing the operations and activities of the Auditorium; the operation of an Art Deco Welcome Center; the coordination of Art Deco Walking Tours; administrative functions, including the coordination of the well-known Art Deco Weekend; and advocacy efforts on behalf of historic preservation efforts.

On May 10, 2006, the Mayor and City Commission adopted Resolution No. 2006-26194, approving the renovation of the Ocean Front Auditorium and Beach Patrol Headquarters. The renovations began in March of 2008 and displaced the MDPL for a period of two years. The City and MDPL entered into a lease for the use of approximately 2,543 square feet of office space on the 1st floor of Historic City Hall located at 1130 Washington Avenue, which commenced on March 1, 2008.

The MDPL is a long standing non-profit organization with a mission to preserve, protect and promote the 20th Century structures located in the designated historic districts of Miami Beach. There is no comparable organization in the City that offers these same services. MDPL has requested a new long-term commitment from the City to continue and expand its operations in the Miami Beach Ocean Front Auditorium.

### FINANCE & CITYWIDE PROJECTS COMMITTEE DISCUSSION / DIRECTION

At the September 3, 2009 meeting of the Finance & Citywide Projects Committee (F&CPC or the Committee), which was held during the final stages of construction of the new facility, the Administration presented a recommendation to approve a Management and Operation Agreement for MDPL's use of the Ocean Front Auditorium. During this meeting, the F&CPC asked staff to develop measurable and determinable benchmarks for the MDPL, and asked staff to bring the item back to the Committee on October 29, 2009. The Committee also approved MDPL to occupy the gift shop under a Letter Agreement when the space became available for occupancy.

A Letter Agreement was executed effective on October 1, 2009, for a period of six (6) months for MDPL's use of 1,309 SF of space solely for the purpose of operating a gift shop, ticket office for tours, and for such other sales-related use(s) as necessary to operate and maintain MDPL's mission. During the term of the Letter Agreement, MDPL agreed to pay the City a monthly use fee of

\$350.12 in order to offset the City's estimated operating expenses (i.e., electric, water, sewer, and storm water costs). MDPL prepaid the first two month's use fees and provided the required insurance certificate.

It is significant to note that the gift shop, which was grossing approximately \$100 per day in its previous location, opened for business at the Ocean Front Auditorium on October 15, 2009, and grossed \$900 in sales on its first day (a Thursday). Daily gross sales jumped to \$1,230 within four days, and resulted in \$1,400 on October 24<sup>th</sup>.

In accordance with the direction of the F&CPC, MDPL has prepared an Art Deco Welcome Center Business Plan which is attached hereto and marked "Exhibit A". This business plan includes narrative information for the programs and services which MDPL will provide, including the management and operation of the Welcome Center, the Walking Tours, Art Deco Museum, Art Deco Lecture & Film Hall, Barbara Capitan Research Archives, Art Deco Academy/Tour School, Preservation Education programs, the operation of the Gift Shop, and the Advocacy program. The attached business plan also includes an Integrated Marketing Plan, and information on MDPL's public relations, outreach, and website.

Additionally, MDPL has provided projections for revenues and expenses (which are based on MDPL's previous five-year actuals); benchmark rates for 2010-2011 Facility Rental Rates (based on current Miami Beach Botanic Garden and FIU Wolfsonian rates); and a sample Art Deco Welcome Center Facility Rental agreement, which is based on MDPL's Policies and Procedures. Furthermore, a schedule of events, exhibits, and lectures for 2009/2010, and a five-year benchmark schedule, are attached to the business plan. These will be incorporated into the Management Agreement, as appropriate.

The new Ocean Front Auditorium contains a total of 14,487 SF, of which Ocean Rescue occupies 3,653 SF, and 3,495 SF is common areas. Under the Management and Operation Agreement, MDPL would utilize 7,339 SF, plus fifty percent of the common areas, for a total of 9,086 SF.

In light of the capital investment to be made to develop and implement the new activities, MDPL has requested long-term use of the facility and is prepared to absorb the projected costs of keeping the facility open and programming it for public use. The Administration proposes that the following terms be incorporated into a Management and Operation Agreement which, if recommended by this Committee, will be prepared by the City Attorney's office and will presented to the full City Commission for approval during the December 9, 2009 meeting.

**Summary of Proposed Terms:**

- |                     |                                                                                                                                                   |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Square Footage:     | 9,086 square feet, which includes the gift shop, office space, exhibit space, lecture hall, storage, and 50% of the overall common areas;         |
| Term:               | An initial term of five (5) years with two (2) additional five (5) year renewal options;                                                          |
| Use Fee:            | \$1,992.12 per month to cover MDPL's proportionate share of water and electric charges. This fee may be adjusted from time-to-time, as necessary; |
| Hours of Operation: | The Art Deco Welcome Center Museum<br>Tuesday - Sunday 10AM - 4PM                                                                                 |

The Art Deco Visitors Center  
Monday- Sunday 10AM – 4PM

The Art Deco Welcome Center Gift Shop  
Sunday–Wed. 10AM -7PM and Thurs. Fri. & Sat. 10AM – 10PM

- Maintenance:** Day-to-day maintenance and upkeep is the responsibility of MDPL, while the City would retain the responsibility for major capital repairs (such as the roof, HVAC and mechanical and electrical systems);
- Insurance:** MDPL will be required to maintain insurance on the building pursuant to the specifications of the City's Risk Manager;
- Other terms:** MDPL will submit an annual operating budget for review by the City Manager, at least thirty (30) days prior to the start of each term year, which shall include programming and an annual report submitted by MDPL that details the activities and events undertaken, and participation rates, for the previous year.

### **CONCLUSION**

Based on the foregoing, the Administration recommends that the Finance and Citywide Projects Committee recommend approval of a Management and Operation Agreement between the City and Miami Design Preservation League, Inc., for 9,086 SF within the Miami Beach Ocean Front Auditorium located at 1001 Ocean Drive, Miami Beach Florida, to operate, manage and maintain the Auditorium as a public multi-purpose community resource centered on an outstanding cultural and historic exhibition and house the archive and educational center, MDPL's administrative offices, and an Art Deco Welcome Center, for an initial term of five years, commencing on January 1, 2010, and ending on December 31, 2014, with an option to renew for two additional five year terms, at the City's sole discretion.

JMG/HF/AP

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# ART DECO WELCOME CENTER BUSINESS PLAN



**Miami Design Preservation League**

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# ART DECO WELCOME CENTER~

## **Executive Summary**

The beautifully renovated Art Deco Welcome Center at 1001 Ocean Drive, Miami Beach, provides a permanent new home for Miami Design Preservation League and an impressive first stop for tourists in South Beach. Educating visitors and residents about the Miami Beach Art Deco Architectural District fosters an appreciation for the community's heritage and style, which, in turn, facilitates the MDPL mission of preserving, promoting and protecting the cultural, social, economic and architectural integrity of the historic district.

With its central location and inviting facade, visitors will look to the Welcome Center as a source of tourist information, including accommodations, dining and activities, etc.; education about Miami Beach and the Art Deco District; and as a source of free entertainment options. Residents will enjoy a range of passive programs, including films and lectures, and also actively participate in self-directed research projects and preservation-education programs.

Miami Design Preservation League—the organization that recognized, founded, and continues to preserve, promote and protect the Art Deco Historic District—is committed to providing a variety of services to the residents and visitors of our city. We are grateful to the City of Miami Beach for their years of support and partnership in helping MDPL educate the public about the historic buildings that are the fabric of our city.

## **Products & Services**

### Welcome Center

True “welcome center” services, including hotel bookings, tour excursions, dining recommendations, brochures, maps, pamphlets and general information, will be available throughout the day. The welcome center functions will take place in the MiMo-styled lobby, an original element of the 1954 Leonard Glasser Ocean Front Auditorium, and will also serve to draw visitors into the museum space.

These visitor services will be operated and managed by an independent contractor, arranged and overseen by MDPL. Currently, MDPL is conferring with the GMCVB as well as Miami Beach Visitor’s Center executive and State of Florida Visitor Center expert, Donna Zemo, to develop a multi-faceted welcome center that is modeled after best practice standards.

### Walking Tours

Daily walking tours of the Art Deco District will take advantage of the new location, with expanded offerings that include twice-daily weekend tours (which adds an afternoon departure) and a revised audio tour that will include an Italian language option adding to the catalogue of German, French, Spanish, and Portuguese. Before the tour commences, visitors will have the ability to view a brief video about the work of MDPL and they will be encouraged to visit the museum at the conclusion of the tour to learn more.

An hour-long presentation about the subject of Art Deco (both worldwide and in Miami Beach) will be available for screening on days with inclement weather. This virtual tour will allow visitors an opportunity to learn about the history of Miami Beach, the story of the Art Deco style and MDPL’s efforts to preserve the style—all in the climate-controlled comfort of the screening room.

In addition, Miami Design Preservation League has partnered with the American Institute of Architects for their 2010 National Convention and Design Exposition in Miami Beach. Miami Design Preservation League has created four different tours throughout Miami Beach that will showcase our city to thousands of architects and designers from throughout the United States. MDPL also will host several events in the Art Deco Museum for the local American Institute of Architects (AIA) chapter

## Programs & Services continued

### Art Deco Museum

The Art Deco Museum will allow MDPL another opportunity to tell the story of the Art Deco District by providing materials on display. A permanent collection will interpret and explain the three major architectural styles found in the District: Mediterranean Revival, Art Deco and MiMo. These content areas will be further subdivided to detail elements including streamlining, nautical influences and Miami Beach's role in World War II.

The permanent exhibit will include:

- Scale Model of Miami Beach-highlighting historic districts and allowing for arial perspective of the island community. This large detailed model, placed on the Northern interior wall of the exhibit hall will be created and designed with the collaborative assistance of the Florida International University Architectural College. The model will be revealed in phases.
- Interactive Touchscreen Computers featuring Miami Beach Architectural Styles- Three podiums will encase touchscreen computers that focus on Mediterranean Revival, Art Deco, and MIMO Architectural Styles. Each computer casing will be designed featuring the traits of the particular style it features. The guests will be able to scroll through images, pictures, and examples of each particular style giving them a quick tutorial that will engage them in recognizing and appreciating the distinct design features.
- History of Miami Beach Patrol Headquarters & Lifeguards- Because of the unique view the museum visitor will have of the recently renovated Beach Patrol headquarters building, through the eastern interior glass wall of the exhibit space, MDPL decided to leverage this as an educational tool to further impart the importance of historic preservation, and capture the fascinating history of the men and women that have guarded the beach for so many years. Three large rolling cases will hold artifacts, pictures, equipment, and vintage uniforms and photography.
- Preservation Heritage Video & Audio Archive- Capturing first person accounts of Miami Beach's preservation history allows visitors to the museum to hear individual memories and experiences of MDPL founders and supporters. Stories captured will detail the struggle, success and long-term positive effects of Miami Beach's National Historic Designation. Digital recordings of Preservation Advocates include; Mayor & Commissioners both past and present, historians & business professionals. The Heritage Archive will be located on the eastern side of the southern facing exhibit wall. A large flat screen monitor mounted to the wall will be connected to a computer that will house the video and audio digital recordings. MDPL wants the guests to take their time enjoying the experience,

and designing the particular exhibit area to feel like a authentic deco living room enhances and supports the stories imparted.

- Deco & Design- The middle portion of the southern wall will highlight Art Deco style and design by demonstrating visually the relation between the home decor, jewelry, clothing, and machinery to the elements of Art Deco style found on many of the buildings.

While the permanent collection will remain fixed, but mobile, the short-term exhibits (lasting from one to six months) will offer visitors a deeper look at selected topics. These temporary exhibits will create compelling reasons for residents to visit the museum on a regular basis.

A list of prospective subjects for short-term exhibits featured in the “Art Deco Gallery” include:

- Barbara & Leonard: Finding Deco.
- Pauline (“Polly”) de Lux Hirschmeyer: *Ziegfeld Girl to Master Builder*
- An exploration of electricity in the 1930s (and especially the art of neon)
- Carl Fisher and the building of Miami Beach

There are a large number of visual artists in South Florida who draw inspiration from the District and its history. The Art Deco Gallery will offer these artists an exhibition space for shows that are influenced by the Art Deco style. Selected by the MDPL Design Committee, chosen artists will be given the opportunity to mount a show in the museum space, and provide a public talk on their work. MDPL will function as the gallery operator, receiving a commission on sales of any works in the show.

### Art Deco Lecture & Film Hall

A multi-purpose space within the museum becomes the home for the lecture series. This “black box” space will be equipped with audio and video capabilities, flexible seating arrangements and three large sliding panels that allow the space to alternately serve as an enclosed lecture hall or that open to become an additional exhibit area.

Lectures, on a variety of topics and themes, will continue to be a core element of MDPL public programming. Because of the attractive nature of the space, coupled with adequate technical resources, we hope that other organizations (the Miami Beach Historical Association, for example) will be able to present lectures and talks in the space under the auspices of MDPL.

Like the lecture series, the film series will benefit from the new space by allowing film screenings to occur while the museum space is open. (This was not possible in the old space.) By closing the sliding panels, a screening room can be configured to make it possible to screen films during daylight hours, allowing an expanded schedule of films and video events.

In addition to screening films made during the first part of the 20th century, the film series will also present documentaries exploring topics that relate to the period. Also, through the partnership with the FIU Wolfsonian, the collection of the Louis Wolfson II Media History Center, and materials from their archive of South Florida video and film, will be available for screening

### Barbara Capitman Research Archives

The valuable Barbara Capitman Archives will be housed at the Art Deco Welcome Center. This collection would be available, by appointment, to scholars or researchers with an interest in Capitman's legacy and the history of the Preservation Movement in Miami Beach.

Work has commenced on a project to create an electronic catalog of the materials in the Capitman Archives that would be searchable via the internet. Further, significant items in the Archives are being scanned so that digital images will be available online. (The large collection of historic postcards is the first in this digital imaging project.)

MDPL would like to encourage residents to move from being passive consumers of the lecture and film series to become active public historians. By using the Capitman Archives, other historic collections available online and the great talent and passion found in Miami Beach's historians, MDPL will offer the Research Archive, in an effort to connect amateur historians with the resources they need to conduct research.

From genealogical research for someone building a family tree, to real estate agents interested in creating a detailed history for a listing, the Research Archive program will bring public historians, archivists and subject-matter experts together with residents to provide assistance and guidance on personal history projects. These final projects will be, with the author's permission, available to the public through MDPL's online archives and/or short-term museum exhibits.

### Art Deco Academy/Tour School

The expanded offerings of the museum will provide an additional benefit to the Art Deco Academy/Tour School program. The lecture hall will be utilized for the course, while allowing the museum to remain open to the public, and the museum's exhibits will provide additional teaching materials for the course.

While the Tour School component aims to recruit and train volunteer guides for MDPL's walking tours, the Art Deco Academy offers residents an opportunity to learn more about their city and the Art Deco style. The general Academy curriculum is ideal for the casual student, and can be modified to provide specialized instruction for hotel concierge staff, cab operators or other populations.

### Preservation Education: Elementary Through High School

Our preservation-education program utilizes the same resources of the Nearby History and Art Deco Academy/Tour School programs to provide educational programs for local schools. Using a schedule designed in partnership with local curriculum specialists, students will participate in guided explorations of the history surrounding them.

Through the use of photography, videography, creative writing, visual art, and social studies/history, students will research and collaboratively create multimedia presentations that introduce and interpret their neighborhood and the importance of preserving this heritage. Completed projects will become available through MDPL's website for young preservationists.

The preservation education program will also be used to develop and train a group of students and volunteers that will undertake an updated survey of the National Register District. This core team will receive specialized instruction needed for the field work required for the survey.

### Preservation Education: College and Adult Continuing Education

Florida International University architectural students along with MDPL will design and construct a scale replica of the Art Deco Architectural District. The project will be completed in four phases/two academic years.

MDPL in collaboration with Florida International University's School of Architecture will initiate a four-week summer education program for national and international college level architecture and urban planning students to study in Miami Beach and learn about Miami Beach's architecture styles, and explore the overall impact of historic preservation and its effect on economic revitalization.

Developing and expanding upon the Art Deco tour guide training and elaborating on Art Deco details such as terrazzo, cantilevered cement and ironwork, MDPL will develop courses that qualify for State of Florida accreditation. Continuing education courses will take place at the Art Deco Welcome Center and cater to architects, designers, contractors and craftsmen. Depending on class sizes and space, open enrollment to non-credit-seeking individuals will be available.

## Gift Shop

The customer base of the Official Art Deco Gift Shop is made up of U.S., European and South American tourists who want to learn about Art Deco in general and, more specifically, Art Deco architecture in Miami Beach. Visitors desire on-the-spot information about how better to enjoy their limited time in Miami Beach. Many tourists express an immediate need for understanding some of the history of both Art Deco and Art Deco as it relates to Miami Beach. The Gift Shop strives to provide this information in the form of books, CDs and DVDs that impart a “quick learn.”

The Official Art Deco Gift Shop is also the ticketing location for MDPL’s Historic District architectural tours and for obtaining self-guided audio tours in a language other than English. In addition, the Gift Shop offers items for visitors to take home as mementos for themselves and to give as gifts. The Resident Artist, who is also The Director of Retail Operations, designs an array of Art Deco themed merchandise (jewelry, clothing, wall art, etc.) to meet these needs. In addition the Gift Shop strives to represent local artists by displaying and selling their works (most are in the Art Deco and MiMo style). In general, the Gift Shop makes every effort to provide affordable and authentic Art Deco items that will bring to our visitors good memories of being in Miami Beach (and upon viewing in their homes, inspire them to come back soon!).

## Advocacy

A vital component of MDPL’s mission has always been the vigilant defense of Historic Preservation beginning with Barbara Capitman and the founding of our organization in the unsuccessful advocacy protests against the demolition of the Senator and New Yorker Hotels. And our core of 3-4 volunteer Advocacy Committee members are usually available to attend City Commission and Land Use Board meetings to speak on behalf of MDPL on pertinent issues regarding historic preservation and the greater community.

Our MDPL Advocacy Committee is proud to note that at least three former members are currently sitting on City of Miami Beach Land Use Boards. These graduates of our advocacy experience realized that their highest effectiveness would be to serve directly on a City board. And we regularly encourage all members of MDPL to become involved in our advocacy efforts and to volunteer for City boards and committees.

MDPL will continue to advocate before the City of Miami Beach Land Use, Planning, Historic Preservation, Design Review Boards and City Commission regarding issues that affect the integrity of our existing historic districts as well as for the quality of life issues affecting residents. The Miami Design Preservation League MDPL’s accessibility and educational information offered through the many programs based out of the Art Deco Welcome Center ultimately expand the impact of MDPL’s “preserve, protect, and promote” mission directive.

## Educational Goals-

The minimum educational goal for Miami Design Preservation League during the first year of service beginning on the date of facility appropriation is as follows;

eight thousand (8000) residents and tourists participate in the guided walking tours,  
one hundred (100) k-12 grade students participate in the guided walking tours,  
one hundred (100) college level students participate guided walking tours,  
twelve (12) lectures centered around mission related topics,  
five (5) films centered around mission related topics  
& two (2) temporary exhibits displayed in the Art Deco Welcome Center Museum.

## Admission Cost

Miami Design Preservation League's museum, lectures, and films are free of charge and will remain free of charge to all visitors. MDPL's Art Deco Weekend is also free of charge with the exception of admissions charged by partner organizations at their (Wolfsonian, Bass, New World Symphony, Arsht Center, the Colony, Miami City Ballet, and the Jewish Museum of South Florida)

Guided Walking Tours are \$20.00 per person  
(\$15.00 to students, veterans, senior citizens and children under 12)

Audio Walking Tours are \$15.00 per person

## Hours of Operation

The hours listed below are the anticipated minimum hours of operation for the Miami Design Preservation League's facilities. MDPL reserves the right to increase these hours.

The Art Deco Welcome Center Museum  
Tuesday - Sunday 10 a.m.- 4 p.m.

The Art Deco Visitors Center  
Monday- Sunday 10 a.m.- 4 p.m.

The Art Deco Welcome Center Gift Shop  
Sunday-Wednesday 10:00 a.m.-7:00 p.m.  
Thurs. Fri. & Sat. 10:00 a.m.- 10:00 p.m.

## **Standards for the Development and Curation of Exhibits**

The excerpt below constitutes American Association of Museums Standards for U.S. Museums. The standards and characteristics are best practice levels that all high functioning museums are expected to achieve. The Miami Design Preservation League intends to benchmark the facility, exhibits, archives, research and curation, along with the legal and ethical practices against the characteristics listed below. By implementing the American Association of Museum's recommendations MDPL prepares itself for a long term goals (in approximately 4-6 years) of the Art Deco Welcome Center Museum seeking appropriate accreditation from the American Association of Museums.

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### **Accreditation Program Standards: Characteristics of an Accreditable Museum**

Approved by the American Association of Museum's  
Accreditation Commission & Effective January 1, 2005

#### **Public Trust & Accountability**

- The museum is a good steward of its resources held in the public trust.
- The museum identifies the communities it serves, and makes appropriate decisions in how it serves them.
- Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.
- The museum strives to be inclusive and offers opportunities for diverse participation.
- The museum asserts its public service role and places education at the center of that role.
- The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.
- The museum is committed to public accountability and is transparent in its mission and its operations.
- The museum complies with local, state, and federal laws, codes, and regulations applicable to its facilities, operations, and administration.

#### **Mission & Planning**

- The museum has a clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.
- All aspects of the museum's operations are integrated and focused on meeting its mission.
- The museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.
- The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.
- The museum establishes measures of success and uses them to evaluate and adjust its activities.

#### **Leadership & Organizational Structure**

- The governance, staff, and volunteer structures and processes effectively advance the museum's mission.

- The governing authority, staff, and volunteers have a clear and shared understanding of their roles and responsibilities.
- The governing authority, staff, and volunteers legally, ethically, and effectively carry out their responsibilities.
- The composition, qualifications, and diversity of the museum's leadership, staff, and volunteers enable it to carry out the museum's mission and goals.
- There is a clear and formal division of responsibilities between the governing authority and any group that supports the museum, whether separately incorporated or operating within the museum or its parent organization.

#### **Collections Stewardship**

- The museum owns, exhibits, or uses collections that are appropriate to its mission.
- The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.
- The museum's collections-related research is conducted according to appropriate scholarly standards.
- The museum strategically plans for the use and development of its collections.
- Guided by its mission, the museum provides public access to its collections while ensuring their preservation.

#### **Education & Interpretation**

- The museum clearly states its overall educational goals, philosophy, and messages, and demonstrates that its activities are in alignment with them.
- The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.
- The museum's interpretive content is based on appropriate research.
- Museums conducting primary research do so according to scholarly standards.
- The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.
- The museum presents accurate and appropriate content for each of its audiences.
- The museum demonstrates consistent high quality in its interpretive activities.
- The museum assesses the effectiveness of its interpretive activities and uses those results to plan and improve its activities.

#### **Financial Stability**

- The museum legally, ethically, and responsibly acquires, manages, and allocates its financial resources in a way that advances its mission.
- The museum operates in a fiscally responsible manner that promotes its long-term sustainability.

#### **Facilities & Risk Management**

- The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.
- The museum has appropriate measures to ensure the safety and security of people, its collections and/or objects, and the facilities it owns or uses.
- The museum has an effective program for the care and long-term maintenance of its facilities.
- The museum is clean and well-maintained, and provides for the visitors' needs.
- The museum takes appropriate measures to protect itself against potential risk and loss.

*American Association of Museums*

*([www.aam-us.org/museumresources/accred/upload/Characteristics.pdf](http://www.aam-us.org/museumresources/accred/upload/Characteristics.pdf))*

## **Integrated Marketing Plan-**

### Advertising

MDPL capitalizes upon the organization's longstanding contacts in the local publishing/ media community to secure discounted ad rates, placements with strong impact and visibility, and added-value components to maximize the marketing budget. The 2009/2010 advertising campaign featured the following:

- The Miami Herald
- El Nuevo Herald
- CBS4 TV
- Magic 102.7
- WLRN
- Atlantic Broadband Cable
- Welcome/Bienvenidos Magazine (paid cover feature ad for the December/ January issue)
- Sunpost Newspaper
- The Wire Magazine
- Plum TV
- GMCVB Publications
- Collateral marketing materials for display in hotels and cooperative cultural venues.

### Public Relations and Outreach-

MDPL staff, board, and volunteers play a significant role in marketing the organization to the public. Engaging our media partners in editorial coverage, utilizing public events to interface with potential clients, visitors, and sponsors, and offering collaboration to stimulate community recognition prove indispensable as free promotional ventures. MDPL cross markets events with all Miami Beach cultural anchors and many Miami Dade, Broward and Palm Beach County organizations. For example, a relatively new partnership with the Greater Miami Convention and Visitors Bureau Boutique Hotel Group allows MDPL to support the Art Deco Hotel by offering discounted lecture and conference space in our facility in exchange for their promotion of events, tours, and Art Deco Education.

### Website-

The MDPL website and Art Deco Welcome Center online store received more than 100,000 hits in the past twelve months. Expanding MDPL web presence into social networking sites has helped the organization keep guests up to date with preservation challenges, educational events, and fundraising programs. MDPL also links its homepage to sponsor sites and partner organization.

## Projected Financials

	<i>Revenues</i>	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
<b>A</b>	Tours	113,400	119,070	125,023	131,275	137,840
<b>B</b>	Store Sales	260,000	300,000	330,000	360,000	400,000
<b>C</b>	Earned Revenues	63,500	150,000	150,000	170,000	170,000
<b>D</b>	Contributed Support	300,000	310,000	320,000	330,000	340,000
<b>E</b>	ADW Revenue	200,000	250,000	250,000	250,000	250,000
	<b>Total Revenue</b>	<b>936,900</b>	<b>1,129,070</b>	<b>1,175,023</b>	<b>1,241,275</b>	<b>1,297,840</b>
	<b>Expenses</b>					
<b>F</b>	Business	15,500	13,000	14,000	15,500	15,500
<b>G</b>	Operating	312,000	317,000	320,000	320,000	325,000
<b>H</b>	Payroll	210,000	220,000	230,000	260,000	270,000
<b>I</b>	Special Events	234,000	320,000	340,000	355,000	355,000
<b>J</b>	Welcome Center	134,000	196,000	200,000	210,000	220,000
	<b>Total Expenses</b>	<b>905,500</b>	<b>1,066,000</b>	<b>1,104,000</b>	<b>1,160,500</b>	<b>1,185,500</b>
	<b>Total Net Income</b>	<b>31,400</b>	<b>63,070</b>	<b>71,023</b>	<b>80,775</b>	<b>112,340</b>

\*Projections based on MDPL's previous five year actuals.

## **Financial Plan Narrative-**

The financial plan's budget projects a five year earnings report for the Miami Design Preservation League. The expenses/Income highlights the organizations capacity thrive as an active nonprofit mission driven organization; maintain, manage, and program the Art Deco Welcome Center; and operate the Art Deco Gift Shop and Art Deco Walking Tours. Calculations were derived from a combination and comparison of MDPL's past five years budget numbers in combination with the following line items:

### Income-

- A. Tour revenue: 5% increase annually.
- B. Projected numbers reflect FY05/06 and FY06/07 average of approximately \$330,000 per year - when store was fully functioning and calculate economic climate in combination with increased square footage.
- C. Earned Revenues includes; Membership, Art Deco Weekend, and Facility Rental. Projected numbers are based on prior averages and demonstrate growth due to factoring in newly remodeled facility and increased marketability.
- D. Contributed Support in the form of sponsorship, donations, grants, and other public money is expected to increase with the acquisition of the museum space and development of MDPL programing targeting new educational components.
- E. Projected number is based on averages of past Art Deco Weekend, however, Art Deco Weekend is NOT intended to be a primary income generator for MDPL, but rather a mission centered event with ever increasing program and expansion opportunities.

### Expense-

- F. Business costs maintain a steady number with depreciation and amortization as a factor.
- G. Operating expenses are general and include rent, equipment, and PR and advertising.
- H. At the MDPL peak, staff is expected to include seven people in total. An executive director, a director of finance and operation, a director or development and outreach, a program director/museum curator, and a store manager and two store associates. Volunteer are utilized by the organization to provide all tour staffing.
- I. Special Events costs consider the steady growth of programs (which are outlined in this business plan)
- J. The Art Deco Gift Shop and Welcome Center have to account for the cost of goods and general expenses.

The final line item, Total Net Income, reflects a positive cash flow and demonstrates MDPL's capability to fund the desired Art Deco Welcome Center programming. Albeit modest the first year, within five years MDPL maintains the operating funds necessary to implement planned growth.

Projected Cost of Art Deco Museum		
Fabrication	\$150.00 X 2256 Sq. Ft.	\$338,400.00
Design & Development	18% of fabrication	\$60,912.00
Graphics Design	1.5% of fabrication	\$5,076.00
Contingency & Escalation	10% of fabrication	\$33,840
Post Installation Revision	.5% of fabrication	\$1,692.00
Maintenance & Upkeep	1.5% of fabrication	\$5,076.00
<b>Total</b>		<b>\$444,996.00</b>
*Calculated using the American Association of Museum's Preliminary Baseline Budget Format. www.aam-us.org		

#### Potential Granting Agencies-

- Miami Dade Department of Cultural Affairs: Capital Development Grant Program
- Dade Community Foundation- Community Grant Program: The Mary Ann ballard Fund for Historic Preservation
- State of Florida-Division of Historical Resource: Small Matching Historical Grants
- Institute of Museum and Library Services: American Heritage Preservation Grant
- American Association for State and Local History in partnership with the History Channel: Save Our History Grants
- American Architectural Foundation- Accent on Architecture Community Grant Program
- Tourism Cares.org- Restoring the Past, Preserving the Future Grant Program
- American Association of Museum- Small Museum Planning Grants

## 2010-2011 Facility Rental Rates

\*Benchmarked rates and contract using Miami Beach Botanic Garden & the FIU Wolfsonian

Area	Description	Capacity	Base Rental Rate	Additional Hours
Exhibit Hall	2200 square foot exhibit hall.	280 people	\$2200.00 /6hr <i>Security Deposit \$1000.00</i>	\$350.00
Lecture Hall	1580 square feet lecture hall.	208 people	\$1550.00 /6 hr <i>Security Deposit \$700.00</i>	\$250.00
Art Deco Welcome Center	Both areas	Maximum Capacity 500 ppl	\$3700.00 /6 hr <i>Security deposit \$1500.00</i>	\$600.00

\*Please note: Additional Fees-

\*Annual Membership to Miami Design Preservation League-\$35.00

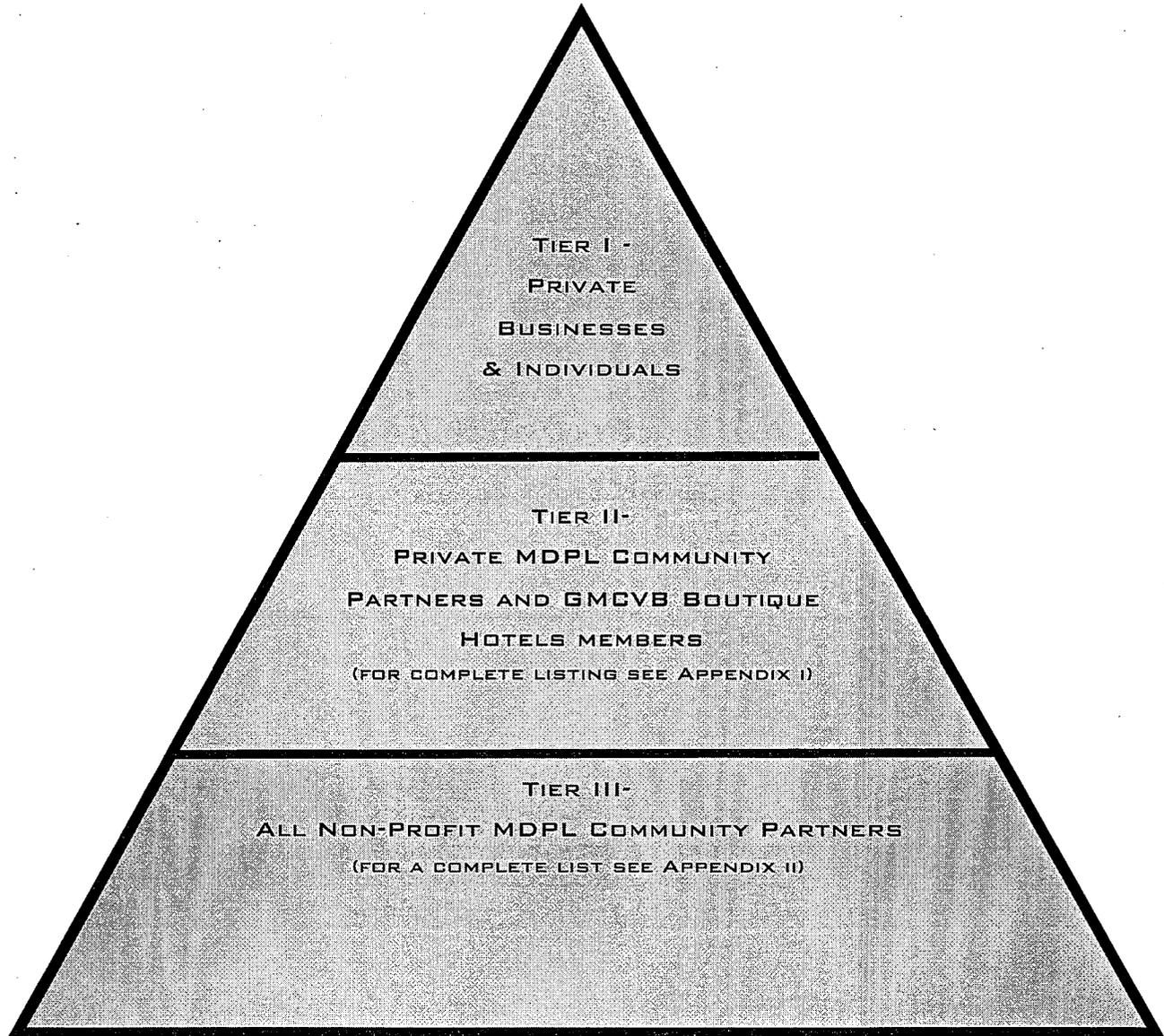
\*7% Sales Tax to all rental amounts due to Miami Design Preservation League

\*MDPL Facility Attendant is \$25.00 per hour.

\*Janitorial Fee \$150.00

\*Insurance Premium(s) shall be quoted and charged based upon projected number of people in attendance and liquor sold, if any. Approximate charge is \$1.00 per guest.

**Fee scale will determine rental rate discounts.**



Tier I- Full facility charge, fees and taxes

Tier II- 75% of the facility rental rate

Tier III- No facility rental charge, client responsible for additional fees only.

**\*The City of Miami Beach will have unlimited usage (based on availability) of the facility and will not be required to pay any additional fees or service charges.**

**Miami Design Preservation League**  
**Policies and Procedures**  
**Art Deco Welcome Center Facility Rental**

The Miami Design Preservation League has established policies and procedures pertaining to the space rental & facility utilization at the Art Deco Welcome Center at the ocean Auditorium. These include, but are not necessarily limited to, the following:

1. MDPL facilities may be rented only when there are not other regularly scheduled events.
2. All events taking place at the Art Deco Welcome Center involving food should be professionally catered. There is no self catering permitted. If the proper documentation regarding catering license, insurance, and signed cater contract is not presented within 30 days of the event, MDPL has the right to terminate the contract and no refund will be provided.
3. The MDPL Cancellation Policy requires Lessee to cancel no less than sixty (60) days from the event date. Notice of cancellation must be sent in writing through certified mail. The security deposit will only be returned if the cancellation happened within thirty (30) days of signing the original agreement. If notice of cancellation is received thirty (30) days prior to the event date, the Lessee shall be obligated to pay 50% of the amount due to MDPL. Should Lessee cancel less than thirty (30) days from the event date, Lessee shall be obligated to pay 100% of the rent. \*special circumstances exist for weather conditions determined to be dangerous.
4. Lessee must observe the hours of the use as specifies by MDPL. Space rental is valid only only for the dates specified in the executed rental agreement. There is an allowance of three hours prior to the the event for set-up and two hours after the event for clean-up. Any time needed outside of this must be scheduled in advance for a fee of \$75.00 per hour. However, this is subject to availability of staff and previous scheduled events.
5. Lessee agrees to abide by all City, County, and State laws while Lessee uses all MDPL facilities.
  - A. Workers Compensation, per Florida Statute pertaining to same, for any employee of the Lessee that works in any capacity upon the MDPL premises.
  - B. Commercial General Liability in the amount of one million dollars (\$1,000,000.00) per occurrence for bodily injuries and property damage. Depending on facility usage or the event, Products Liability and or Liquor Liability may also be required. This insurance policy must be named the City of Miami Beach and the Miami Design Preservation League as an "additional

insured" and be issued by an insurance company acceptable to the Risk Manager for the City of Miami Beach.

6. Lessee is solely responsible for all the set-up, breakdown, and removal of all decorations and all other event related items. All event related items and or items belonging to the Lessee ad or the Lessee's vendors must be removed from the Art Deco Welcome Center premises immediately following intended usage. No facility storage is available pre or post event.
7. MDPL staff is not responsible for receiving shipments, vendors, or items related to the event. MDPL does not accept responsibility for pick-ups, deliveries, equipment or installation.
8. MDPL retains the authority to determine the number of employees required for the event
9. It should be understood that the duties of MDPL staff concern only the security of the site not of the lessee's guests or the lessee's themselves. MDPL staff shall be present to supervise the building and grounds during the function and to close the building and grounds after the function ends.
10. Events at the Art Deco Welcome Center are limited to the property outlined. Any other tents or outdoor requirements must be approved through a City of Miami Beach special events permit.
11. Lessee may not assign Lessee rights under any agreement for the use of the Art Deco Welcome Center without the MDPL consent, but will remain bound by all obligations herein. Lessee may not sublease without written permission from MDPL. Any purported assignment by the Lessee is void.
12. Rental Contract will not be considered final and date will not be reserved unless this document is signed and submitted.

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Lessee (print)

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Lessee signature

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Date

<b>Art Deco Welcome Center Events, Exhibits &amp; Lectures '09-'10</b>	
<b>Month</b>	<b>Program</b>
<b>November</b> Nov. 7th  Nov. 1st - 30th  Nov 18th	Lecture: Erté- Designs of the Debonair.  Bienal Miami + Beach- International Photography Competition of Architecture, Interior Design, & Landscape Architecture.  GMCVB Boutique Hotel Conference
<b>December</b> Dec. 1st- 7th	Miami Ad School, Advertising Federation of South Florida and MDPL present: The Ocean Auditorium Launch.
<b>January</b> Jan. 15th- 17th  January 21st- 22nd	Art Deco Weekend Exhibit: "Flying Ladies" The Art of Automobile Hood Ornaments and Car Mascots.  National Trust: Annual Meeting.
<b>February</b>  Feb. 3-7th  Feb 18/19th	Jon Christopher- "Postcards" Painted photos of the Art Deco Districts iconic buildings and Streetscapes.  Superbowl Merchandise Headquarters  Progressive Insurance Commercial Shoot
<b>March</b>	Dade Heritage Days- Lectures, Tours and Exhibit.
<b>April</b>	Victory: The Past has a Future 30 years of the Art Deco District.
<b>May</b> May 14th	Moon Over Miami Ball.
<b>June</b> June 10th  June 10th- 14th	AIA- Miami AIA Chapter Host Party.  AIA conference: Exhibit, Tours, Lecture.
<b>July</b>	Summer camp w/ Miami Museum of Nature & Science and the Art Center South Florida.

## MDPL Private Partnerships-

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The Miami Design Preservation League is fortunate enough to be able to boast of many private business and hotel partnerships that assist our organization and support our mission, these generous donors include:

- Goldman Properties: The Hotel & The Park Central
- The Lowes Hotel
- The Betsy
- The Cleavelander & The Essex House
- The South Beach Group
- The Winterhaven
- Cardozo
- The Sherbrooke
- The Beacon
- Architectonica
- Bercow & Radell
- Greenberg Traurig
- Perkins+Will
- EDAW, Inc.
- Geico
- PLUM TV
- Atlantic Broadband Cable

### Community Partnerships-

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The Miami Design Preservation League is fortunate enough to be able to boast of many community partnerships, including:

- Florida International University
- Miami Dade Public Schools
- Miami Ad School
- Dade Heritage Trust
- Miami Beach Chamber of Commerce
- The Greater Miami Convention and Visitors Bureau
- Miami Dade Cultural Affairs
- The Miami Beach Visitors and Convention Authority
- Atlantic Broadband Cable
- Ocean Drive Association
- Gay & Lesbian Chamber of Commerce
- Art Deco Cultural Alliance: An MDPL Collaboration Initiative for Miami Beach Organizations
  - New World Symphony
  - Bass Museum
  - Miami City Ballet
  - Jewish Museum
  - Miami Children's Museum
  - Arts at St. John
  - Sobe Institute
  - Miami Beach Botanic Garden
- Adrienne Arsht Center
- Miami Beach Ocean Rescue
- American Institute of Architects
- Unidad Miami
- Miami Beach Community Development Corporation

Art Deco Welcome Center/ MDPL Five Year Benchmarks 2009-2014				
Action /Date	12- 18 months	18-24 months	24-26 months	2014 (4-5 years)
<b>Visitors Center</b>	Operational with full time liaison, information, and point of sale tour/ hotel reservation capabilities.			
<b>Art Deco Museum</b>	Timeline and 30th Anniversary of Art Deco Historic District on display.  <b>Phase 1-</b> Scale model of Art Deco District	Transition to Interactive w/ touch screen. Implement Deco& Design Exhibit <b>Phase 2-</b> Scale model of Art Deco District.	Video & Audio Archive development and production.  <b>Phase 3-</b> Scale model of Art Deco District	Video & Audio Archive Operational.  <b>Phase 4-</b> Completion. Scale model of Art Deco District.
<b>Art Deco District Walking Tours</b>	AIA conference tours development and training.  Twice daily weekend tours.	Virtual Tour/ 90 minute video presentation of the Ocean Drive & Beyond tour.		Italian and Japanese audio tours.
<b>Barbara Capitman Archives and Research Center</b>	Transfer archives materials.  Download Capitman Archives to electronic storage.	Professional Archivist to organize and catalogue materials.		Research library of Miami Beach Preservation open for public access in the MDPL office
<b>Education</b>	Miami Beach Sr. High School- Academy of Hospitality and Tourism "Art Deco: Time Past, Time Present".  Fienberg-Fisher K-8th- Deco Detectives.	FIU- Landscape Architecture School facilitates "greening" of roof to better utilize energy resources for building.	State of Florida Continuing Education Course Accreditation and implementation.  FIU College of Architecture sponsored Focus on Historic Preservation, summer semester in Miami Beach	

<b>Art Deco Welcome Center &amp; MDPL First Year Benchmarks Beginning in January 2010</b>				
<b>Action /Date</b>	<b>March</b>	<b>July</b>	<b>October</b>	<b>January</b>
<b>Visitors Center</b>	Information desk, guest services agent, and expanded tour offerings.	Miami Sightseeing Hop On/Off service collaboration.		Interactive touchscreen computer installed with comprehensive visitor survey.
<b>Art Deco Museum</b>	Children's Corner/ Video & Audio Archive area set up (loop documentary on Miami Beach )/ Deco & Design limited exhibit.	Temporary Exhibit Barbara Capitman: 30 Years of Preservation History  Develop a Fundraising Plan	Prepare grant proposals for permanent exhibits  Train and transition to part time volunteer staff force.	Fundraising
<b>Art Deco District Walking Tours</b>	Twice daily weekend tours added to schedule.	AIA conference tours prepared and hosted.		Prepare grant proposals for video/virtual walking tour.
<b>Barbara Capitman Archives and Research Center</b>	Move Archive materials from storage facility.		Research archive preparation and identify requirements and budget specifics and develop fundraising plan.	Fundraising
<b>Education</b>	Art Deco District Tour Guide Academy  FIU program development	Miami Beach Sr. High School- Academy of Hospitality and Tourism "Art Deco: Time Past, Time Present"	Fienberg Fisher K-8th Center "Deco Detectives"  FIU program development	Art Deco District Tour Guide Academy
<b>Lectures, Films &amp; MDPL Programs</b>	Lecture: Erté's Haute Couture Collection, based on the classic Art Deco original drawings Erte designed between 1937-39.	Lecture & Film: Miami Beach Community Development Corporation & MDPL: Preservation Heritage Presentation	Lecture: Miami Beach Memorabilia. Lecture: Woody Von Dracek- Posters of Paradise  Miami Beach Film Classics	Lecture Series: Renovation and Preservation