

**University of Florida Historic St. Augustine, Inc. (UFHSA)**  
A direct support organization to UF as provided, Chapter 267.1736 Laws of Florida

**UFHSA Board of Directors Meeting**  
**10:00 A.M., October 18, 2013**  
**Government House, 48 King Street, St. Augustine, FL**

Board Members Present: Chair Allen Lastinger, Rick Gonzalez, Roy Hunt, Kathy Deagan, Michael Gannon, Danny Ponce, Tracy Upchurch, Bill Proctor.  
Board Members Absent: Larry Rivers, Jorge Hernandez, Suzanne Lewis, Don Slesnick, Arva Parks

Staff Present: Ed Poppell, Linda Dixon, Jan Matthews, Billy Triay, Sue Cobb.

Mr. Lastinger, Chair, called the meeting to order at 10:01 a.m.

**Action Items**

Minutes of the May 15, 2013, meeting, had been provided to the board prior to the meeting. Mr. Lastinger called for additions or corrections. Dr. Michael Gannon noted one correction to be made. Professor Hunt moved, and Dr. Gannon seconded approval of the minutes as amended. The board approved unanimously.

The next action item was a financial report/budget update from Linda Dixon, from UF Facilities Planning and Construction. Ms. Dixon reviewed the updated 2013-2014 budget information that was provided to the board members prior to the meeting. In particular, she pointed out that UFHSA would receive the same PO&M funding as last year and there were the same level of reductions.

Two grants will be received:

- \$1,000,000 for Government House (GH) Phase II Rehabilitation
- \$750,000 for the St. George Street Public Restroom Expansion and Rehabilitation

Ms. Dixon advised the board that UFHSA will not receive the \$500,000 that was requested for the St. Augustine documentary; however, the project will proceed through donations and other university funding.

Mr. Rick Gonzalez moved and Dr. Kathleen Deagan seconded the approval of the amended 2013-2014 budget. The board approved unanimously.

The next item was a Business Report discussion on several issues from Mr. Ed Poppell.

- Spanish Bakery – A new tenant has begun operating the Spanish Bakery, and the transition from the former owner has been smooth.
- The Colonial Quarter - It has been open for about eight months, and has been well received. Mr. Poppell indicated that it has cost the operator, Mr. Pat Croce's company, much more than envisioned. Mr. Croce had thought that the revenue and expenses might be equal by now, but there are currently higher expenses than anticipated. There has been a bit of conflict between profiting and maintaining the historic presentation authenticity. Mr. Croce is identifying changes in hopes of finding the right balance.
  - Obtaining a more appropriate period dress for the employees that will be more comfortable and easier to work in.
  - Changing time of the tours – they are currently by the hour. This possibly would require less staffing.
  - Changing menu – acquired a new chef for the restaurant.

Mr. Poppell requested that the board be patient as they “re-invent” some of their processes for the Colonial Quarter business. He noted that Mr. Croce's group has been a very good partner for management of the Colonial Quarter.

- First Colony – UFHSA will pay an outsourced vendor to manage the exhibit and gift shop. Mr. Poppell indicated to the board that it could take spending \$50,000-\$100,000 before seeing a profit. Dr. Deagan suggested possibly offering a discount to the locals to raise the level of visitation.
- Financial Update – Mr. Poppell informed the board that there is concern for the future. There are 38 state-owned buildings and 9 leased buildings that UFHSA takes care of, as well as the gift shop and the museum. This management process will require a lot of funding.

#### Education / Interpretation / Facilities Committee Items:

Dixie Nielson, Assistant Director of UF Museum Studies Program and UFHSA Government House Collections Manager, provided a report on the current state of the UFHSA Collections. She indicated she was brought on to the project to help improve the condition of the UFHSA collections, increase student involvement with the museum, and to assist with UFHSA's goal of eventual accreditation by the American Alliance of Museums (AAM).

- The strategic plan for the state-owned historic properties and environs in St. Augustine:
  - First and foremost, focus on the state-owned historic properties and artifacts as valuable heritage resources of the state and nation
  - Increase collaboration between UF, Flagler College, and other educational units and local entities
  - Facilitate an educational program at UF that will be responsive to the state's needs for professionals and will help meet needs of St. Augustine and the state through educational internships and practica
- The AAM Characteristics of Excellence for U.S. Museums
  - Museum a good steward of its resources held in public trust

- Museum legally, ethically, and effectively manages, documents, cares for, and uses the collections
- Museum has appropriate measures in place to ensure the safety and security of people, its collections and/or objects, and the facilities it owns or uses.
- Care for the Collections
  - Prepare collections for renovation – de-install exhibit and objects throughout GH
  - Reorganize storage rooms
  - Inventory objects/artifacts – 1941 objects are identified as GH Collections
  - Improve collection records
  - Review current loans, update loan agreements with UF approved conditions, secured new contracts for objects not under loan agreement
  - Photograph individual collection objects – now have over 1400 photos
  - Set-up museum database
- Increase student involvement with the GH Collections
  - Assign class projects relating to collections
  - Lecture to Flagler College students
  - Accept interns from UF and Flagler
  - Supervise thesis projects
- Move UFHSA toward accreditation – AAM requires that accredited museums have several core documents
  - Mission Statement – Ms. Neilson wrote draft
  - De-accession Policy
  - Collections Management Policy – Ms. Neilson supervised and assisted with draft of this policy

Dr. Deagan inquired about the objects. Ms. Neilson indicated that a lot of objects were household objects from the St. Augustine area or related to St. Augustine's history. Mr. Tracy Upchurch inquired as to how we obtained them. Ms. Neilson responded that they arrived in the late 60's or early 70's. The collections then came to UF when UFHSA began managing the buildings. Professor Hunt noted that he does not think the collections have been transferred to us.

After further discussion, Professor Hunt moved and Dr. Deagan seconded that UFHSA requests the Trustees of the Internal Improvement Trust Fund transfer these collection properties to the UFHSA board with clarification that this board has the responsibility for these properties/documents. The board approved unanimously.

The next item was the adoption of the Revised Collection Management Policy. Professor Hunt indicated the revised policy was broad enough to encompass the collections wherever they were and it will serve now and the future. Professor Hunt moved and Mr. Gonzalez seconded a motion to adopt the revised Collection Management Policy. The board approved unanimously.

The next item was to authorize the Education/Interpretation/Facilities Committee to adopt a final Collection Management Policy for UFHSA. Professor Hunt noted that the policy was meant to be there when needed; for reaccreditation of the museum and to define the permanent collection. There would be no immediate impact. Mr. Danny Ponce moved, and Dr. Gannon seconded a

motion to give the Committee authorization, after revising and approval to their specifications, of the Collection Management Policy for UFHSA. The board approved unanimously.

The next committee item was the de-accession of a Seminole Canoe to gift to the National Park Service, Big Cypress National Preserve. Ms. Dixon informed the board of the canoe that was in GH and had been noted that it came from the Big Cypress area. The National Park Service from that preserve requested it for their displays. Dr. Deagan moved, and Mr. Gonzalez seconded the motion for the de-accession of the Seminole Canoe to gift to the National Park Service, Big Cypress National Preserve. The board approved unanimously.

The next committee item was an approval of funding for interpretive publications projects. Professor Hunt discussed with the board the possibility of publishing a book on Government House, and having it in the gift shop for purchase at price of \$9.95. There was discussion of a proposal being developed for this project, taking the information gained through the National Historic Landmark nomination process completed by Toni Lee and using as the publication content. This concept could be presented to the board for approval. The board confirmed they were interested in this project and encouraged the committee to proceed with a proposal for the board to review at a later meeting.

The next action item was the Passport Program with the City of St. Augustine and the National Park Service. The City of St. Augustine has offered 450 sq. ft. of space in the Visitor Information Center (VIC) to sell the Passport tickets/certain advertisement and exposure of our name. The ticket will involve 3-venues – the Colonial Quarter, First Colony, and the Castillo de San Marcos. UFHSA will work together in the VIC for a ticket price. There will be a need for a cut in the ticket prices to keep the price around \$20. A Memorandum of Agreement with the City of St. Augustine and UFHSA will be approved and signed for this program. Mr. Gonzalez moved and Dr. Gannon seconded a motion to approve this Passport Program with the City of St. Augustine and the National Park Service. The board approved unanimously.

## **Informational Items**

### **Committee Reports**

Development Committee: Mr. Allen Lastinger informed the board of Ms. Suzanne Lewis, Development Committee chair's, resignation. He read her letter to the board. It was effective immediately. She has recently been appointed to the Board of Trustees for the University of West Florida, and has some family issues that require her to be in New England several months of the year. She expressed an interest to possibly serve on this board again at a later date. He informed the board that a process of looking for someone else to chair this committee has begun.

Mr. Lastinger introduced Mr. Chris Needles, with the UF Foundation, who is now working with UFHSA's Development Committee. Mr. Needles presented a development update to the board regarding initiatives to produce the kind of philanthropic action UFHSA will need.

- Areas of Strategic Focus
  - Individual/Family Prospects
    - Prominent St. Augustine Families
    - Gator alumni in greater St. Augustine area
    - St. Augustine natives succeeding elsewhere
  - Foundations – National and Local/Regional
  - Corporations – National/Global; Local/Regional
    - Seek companies interested in cause-related marketing campaigns tied to 450<sup>th</sup> anniversary
    - Focus on in-kind donations of product and services to accelerate progress

Mr. Lastinger noted to the board that the value of the UF Foundation is their prospecting. He asked Mr. Needles to produce a list of what we can request funding for by identifying needs and how they can be met. Mr. Poppell provided the below to Mr. Needles:

- Travel First Colony Exhibit – Cost associated with sharing with others
- Name the First Colony Exhibit
- Full-scale upgrade of Exhibit – post 2015
- Furnishings for Governor’s Office
- Furnish and equipment Government House Level 2
- Furnishings and upgrade of Sala
- Government House room naming
- Scholarship for historic preservation majors
- Education gifts/teaching tools associated with Documentary Film to K-12
- Attract a traveling art collection
- Fund an artists’ series
- Fund a music series
- A/V equipment to support Documentary Film in Government House
- Spanish Military Hospital – duPont Foundation

Finance / Audit / Governance Committee: Mr. Don Slesnick, committee chair, was unable to attend the meeting. Mr. Poppell reported for the committee in his stead. He informed the board that Carr Riggs Ingram in Gainesville is performing the audit of the corporation for the fiscal year ending June 30, 2013, which is required. The audit is near completion. A “*Management’s Discussion and Analysis*” was provided to the board prior to the meeting. Final audit report copies will be available for distribution to the board in the next few weeks.

Education / Interpretation / Facilities Committee: Professor Roy Hunt, committee chair, discussed with the board what may follow, as far as an exhibit, when First Colony leaves for its travel elsewhere. He introduced Glenn Willumson, who has written an Exhibition Proposal for Government House that was provided to the board prior to the meeting – “*Florida Before Flagler: The Sunshine State in the Popular Imagination, 1600-1888*” (working title). Mr. Willumson stated there were private collections involved, maps, and a visuality component. Mr. Poppell advised that the room would need to be prepared in advance and the board would need to be sure what the presentation technique would be. Mr. Willumson indicated there would be preparations for humidity, light, security. Four graduate classes would be working on the

proposal. The space would be evaluated. He indicated he would have his final proposal ready by Fall 2015. The concept was approved by the board with a proposal being presented at the May 2015 board meeting. Mr. Lastinger requested that Mr. Willumson present a preliminary proposal at the May 2014 board meeting.

### **Government House Rehabilitation/Construction Update**

Ms. Linda Dixon presented the construction update.

#### FY 14 Minor Projects

- Government House Structural Corrections
  - \$25,500 structural engineer, design and phasing plan
  - \$7,000 block wall corrections
  - Up to \$200,000 in exterior structural repairs this FY
- Sims House and Outbuilding
  - \$8,000 exterior repairs
- St. Augustine Historical Society
  - \$80,000 repairs to Dunham Bldg. and Apartment/Maintenance Bldg.
- Parking Lot Lighting
  - \$100,000 upgrade with LED historic fixtures
  - \$5,300 NTE Archeology

#### Government House Rehabilitation Phase 2

- ADA Corrections (Elevator and Chair Lift)
- Remove non-original walls to create flexible space
- Mechanical/Electrical/Plumbing
- Telecommunications including wireless
- \$1,000,000

#### 40 St. George Street Public Restroom Expansion

- Expand existing 624 GSF building
- Serves Spanish Bakery, Colonial Quarter, and general public
- \$750,000

Ms. Dixon added that the state had implemented new grant processes this year. The grant agreements are to come shortly, but have not been received yet. The granting agency staff is working on them. Thus, projects will be time compressed for completion by fiscal year ending June 30, 2014. In past years, grant agreements were executed in July.

#### First Colony Design Team

The team from HealyKohler and Ms. Darcie MacMahon were introduced and the board expressed their thanks for their dedicated work and completion of the First Colony Exhibit as an outstanding final product. Mr. Terry Healy and Ms. MacMahon briefly spoke to the board about their experiences during the process and finalization of the First Colony Exhibit.

### St. Augustine Documentary Film

Mr. Lastinger introduced Tony Haines from Small Planet Pictures, who will be producing the St. Augustine Documentary. Mr. Haines had framed his proposal to include four 1-hour segments. There will also be ancillary educational materials for elementary schools. Mr. Haines noted that they are recording interviews. Their location shooting has been going well and the story is expanding. The task is to get this in front of young people for a special learning experience. They are still working on a title for the documentary. He expressed a real need for re-enactors, as they are having a hard time finding them without significant expenses being incurred. Dr. Parker indicated she would call some individuals and inquire of their willingness and availability to assist in this area.

Mr. Lastinger noted that he had spoken with some individuals who had been interviewed for the documentary and that Mr. Haines' assistant, Ms. Robbie Gordon, part of Flagler faculty, is an outstanding interviewer. She is also involving interns for assistance with the film. This endeavor will help foster further UF/Flagler relationships.

Mr. Poppell noted this documentary is being produced in a manner that teachers can extract material. It will be made curriculum-ready for them in a digital format. He advised the board that the funding for this project was approved by the Legislature, but it had been vetoed by the Governor. Fortunately, the project will proceed with funding from donations and other university funding.

### Gift Shop Discussion

Mr. Poppell assured the board that the backbone for the Gift Shop offerings is authenticity, but indicated it has been difficult to acquire good products and products that will sell. He noted that pressure is being put on the gift shop operator to find a balance of what people want, what they will buy, and what is authentic.

### St. Augustine Historical Society (SAHS) Report

Mr. Lastinger introduced Dr. Susan Parker, Executive Director for the SAHS. Dr. Parker advised the board that a grant to pursue paint analysis and woodwork to understand the history of the Tovar House had been received. There had been an incident with damage to the coquina wall around the Oldest House property, but renovations were underway (she presented photos of the damage). She thanked Billy Triay for his prompt assistance with acquiring vendors to help with making it safe and quickly beginning work on repairs of the wall.

A program had been held for "*History of Florida Live*" recently. The St. Augustine Historical Society library had been photographed for the St. Augustine documentary, and Dr. Parker has been assisting the Small Planet Pictures staff with providing venues for filming for the documentary.

### City of St. Augustine – City Manager Update

Mr. Lastinger introduced John Regan, St. Augustine's City Manager, who presented a Power Point presentation to the board.

- City of St. Augustine – Completed and Current Projects – Enhancing quality of life and visitor experience
  - Rebuild of Seawall
  - Riberia Street
  - Ice Plant
  - Galimore
  - Aquarium & Children’s Museum of St. Johns
    - Museum and Aquarium venues
    - Public restaurant and cafes
    - Parking and trolley access
  - Bayfront Park
  - Hypolita Street – new rendering of improvements
  - Spanish Street – new rendering of improvements
  - Treasury Street – new rendering of improvements
  - Water Main
- 450<sup>th</sup> Commemoration – Recent & Future Events
  - Mumford and Sons concert
  - El Galeon & Noa Victoria
  - St. Augustine Spanish Wine Festival – October 21-26, 2013
  - 450 Years of the African American Experience
  - Stanley Paris Around the World Voyage
  - The New World in the Eyes of Explorers
  - National Latino Heritage Summit
- Preservation Projects
  - Waterworks Building
  - Lightner Museum

Mr. Regan thanked the board for the continued positive partnership efforts between UF and the City of St. Augustine.

Signage/Wayfinding

Mr. Regan introduced Mark Knight, St. Augustine Director of Planning and Building. Mr. Knight presented a PowerPoint update to the board on the signage/wayfinding project.

- Planning and building - \$47,000 contract with Creative Sign Designs
- 30% of the signs will be complete by the end of November 2013
- 4 types of signs – his presentation included updated design samples of the signs and maps indicating the pedestrian system, as well as the location of many of the historic properties that are displayed on the sign listings.

The purpose of the wayfinding system is to provide directions to buildings and neighborhoods that authentically represent St. Augustine’s heritage as determined from the National Park Services National Register of Historic Places Program.

Mr. Upchurch noted the importance of being cognizant of taking other signs down for the installation of new/current ones.



### St. Johns Visitor Survey

Mr. Poppell informed the board that the county is continuing to do the visitor survey and will continue to follow that track. They are happy with the data received. St. Augustine remains on the Historic Preservation and Tourism high ratings list for places to visit. At the May 2014 board meeting, the Visitor's Bureau will bring a report with 12 months of data for a more complete picture.

### Government House-National Landmark Nomination

Professor Roy Hunt updated the board on the nomination. He informed the board that the nomination went to the state review board in July. They endorsed the nomination and sent to Washington for review by the National Park Service. A response letter was received stating that the "narrative doesn't support beyond state or local level. It belies any national recognition." Government House did not receive the National Landmark recognition as of this time. Professor Hunt noted that part of the problem is definition of "site" by the agency. The path of the building's focus was architecture. Professor Hunt indicated fighting the decision and checking into an appeal process.

### Legislative Proposal

Mr. Poppell presented a list of requests for funding for the next fiscal year.

- \$3M - Government House interior completion. This will essentially complete our restoration work with GH.
- \$2M – Government House exterior restoration, protection, and grounds. This will essentially complete the exterior work for GH.
- \$1.5M – Historic Properties Infrastructure upgrade, HVAC, Electrical, Energy Efficiencies. This would repair/replace equipment in many of our facilities.
- \$500,000 – Spanish Street connecting gardens to St. George Street. Partnership with City. This would create a garden/pedestrian connection to Spanish Street on vacant properties we control. This would be complementary to what the City is planning.
- \$2M – Interpretive upgrades for historic sites, Spanish Military Hospital, Governor's Office, Colonial Quarter, Signs, Building IDs, exterior interpretations.
- \$950,000 – Joeneda House re-purpose the 1806 true colonial structure to an event center.
- \$10M – Total Request approximately

Mr. Poppell indicated the lobbyists and legislators are already working on these requests for UFHSA. It is important to promote St. Augustine as being special to all of Florida, and use the 450<sup>th</sup> celebration as an incentive.

Mr. Upchurch reminded the board that the Government House was a federal courthouse at some point and the oldest seat of government. It could also be promoted as a place to be used for other special events, such as naturalizations involving judges from the respective districts. Board members agreed this was a good idea and Mr. Upchurch will follow-up on the process for naturalization ceremonies.

Next Board Meetings

The next board meeting is scheduled for Friday, May 30, 2014. This meeting will be held in the Sala at the Government House.

There being no further business, Mr. Lastinger adjourned the meeting at 2:20 p.m.

A refreshment reception followed the board meeting

Respectfully submitted,

A handwritten signature in cursive script, reading "Kara Sue Cobb", written over a horizontal line.

Kara Sue Cobb  
Senior Administrative Assistant  
UF Development Corporation  
University of Florida