

# **FINAL DRAFT**

**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., November 16, 2012**  
**Sala de Montiano, Government House, St. Augustine**

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

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

Mr. Lastinger, Chair, called the meeting to order at 10:05 a.m.

Minutes of the May 8, 2012, meeting, were distributed. Mr. Lastinger called for additions or corrections. Mr. Gonzalez corrected the record to reflect that both he and Mr. Hernandez were in attendance. Professor Hunt moved, and Mr. Ponce seconded approval of the minutes as corrected.

Minutes of the June 18, 2012, board conference call were distributed regarding board authorization to proceed in contract development with Pat Croce & Company, Inc. as the preferred operator for The Colonial Quarter (CQ). Mr. Slesnick inserted into the record several comments he offered that were not reflected. He recommended that for future conference calls, the minutes incorporate more detailed comments. The Chair agreed. The board unanimously approved the minutes, as corrected.

Minutes of the August 27, 2012, telephonic board meeting, were distributed regarding authorization of Mr. Lastinger, as board chair, to sign the final agreement between UFHSA, Inc. and The Colonial Quarter, LLC. The board unanimously approved the minutes, as written.

The next action item was a financial report/budget update from Linda Dixon.

- Ms. Dixon reported the Florida Department of State historic preservation grants-in-aid had been received and the Government House rehabilitation began November 5, 2012, with anticipated completion in June 2013. Additional scope of the rehabilitation will include design of Government House lobby interpretive exhibits.
- She also noted that on completion of CQ license agreement, processes will change regarding operation and commissions.
- The maintenance memorandum of agreement with the City of St. Augustine has ended and has switched to private contractors.

- UFHSA did receive a budget reduction of 8.7% in PO&M monies for state buildings only. Mr. Poppell informed the board that the cuts coming from Tallahassee did not specify cuts to be taken. UF may exercise discretion. The buildings leased from the St. Augustine Historical Society (SAHS) were not affected by cuts, they were fully funded. The FY 2012 reduction was restored.
- There was increased contribution for support to UF for Facilities Planning & Construction.
- Operating reserves will be used in the Government House rehabilitation.
- Ms. Dixon noted that less than 5% of the budget was administration costs. This is unchanged from the adopted budget.
- Ms. Dixon noted one significant move within the budget. The rehabilitation of Government House is going to require about \$600,000 more than the current funding, so the funds are being taken from reserves and current year PO&M.

Mr. Gonzalez moved, Ms. Deagan seconded, and the board unanimously approved the budget as amended.

The next action item was a Board resolution approving Ed Poppell, as Treasurer of UFHSA Corporation, authorizing him to expend funds within any board-approved operating budget (subject to the requirements of the Bylaws of the Corporation), and to execute and deliver agreements and other documents within the ordinary course of business. This Resolution would also approve Linda Dixon, as authorized agent on behalf of the Corporation, authorizing her to handle day-to-day operations of the Corporation's activities and personnel, expend funds within the Board-approved operating budget (subject to the requirements of the Bylaws of the Corporation) within the ordinary course of business of the Corporation and to execute and deliver agreements and other documents. This Resolution also authorizes the UF Office of the Vice President and General Counsel as legal counsel of the Corporation, retaining outside counsel as needed and approved by the Corporation with those fees being paid by the Corporation. Mr. Slesnick moved, Professor Hunt seconded, and the board approved this Resolution.

The final action item involved the presentation/approval of two new board members.

- Arva Moore Parks – Professor Hunt introduced Ms. Parks. She is a graduate from UF with honors. She is acting Director & Chief Curator of the Coral Gables Museum. Mr. Slesnick and Mr. Gonzalez both indicated their knowledge of, and association with, her work and contributions in the South Florida area. Mr. Lastinger presented her as a nominee to the Board. She was unanimously approved. Ms. Parks was in attendance and asked to join the Board members, at that time, for the remainder of the meeting.
- The second nominee, Dr. William Proctor, is Chancellor of Flagler College and President of the St. Augustine Foundation, Inc. For 30 years he served as Flagler College President. Mr. Lastinger noted that Dr. Proctor entered politics and served in the Florida House of Representatives for two terms. He is very willing to join the Board, but unable to attend this meeting. Mr. Upchurch noted that Dr. Proctor was instrumental in the passage of the legislation for funding and management of the state-owned historic properties in St. Augustine. Mr. Slesnick noted that Dr. Proctor's interest in historic preservation extends throughout the state. Mr. Lastinger advised the Board that Mr.

Poppell was instrumental in Dr. Proctor's consent to serve on the Board and presented him as a nominee. The Board unanimously approved.

### **Committee Reports**

Development Committee: Ms. Suzanne Lewis, committee chair, stated their strategic plan was in place. The committee is looking at ways to implement their plan and bring in revenues through private donations. The committee would like identify opportunities for new ideas; i.e., a Passport Program, or a way to brand the organization. Ms. Lewis requested board members to be prepared to recommend fundraising and revenue streams at the next meeting. Mr. Orrie Covert, Assistant Vice President for Development, UF Foundation, noted two groups to target: major gifters of \$25,000 and up, and annual gifters of less than \$25,000. He will meet next month with Mr. Poppell and Ms. Dixon regarding the St. Augustine website to include recognition of donors and to raise awareness of major gift prospects with:

- Naming opportunities for major gifters at Government House entrances/galleries/offices;
- Contributors listed on a donor wall.

Mr. Slesnick and Mr. Gonzalez commented that Mr. Covert has been coordinating with South Florida board members regarding donors.

Finance / Audit / Governance Committee: Mr. Slesnick, committee chair, referred the board to Mr. Poppell for the status of the audit of the corporation, which is required. The board previously contracted with a private firm (Carr-Riggs in Gainesville), but the UF General Counsel's Office determined the initial audit could be postponed until the 2012-13 fiscal year, which Carr-Riggs indicated they would perform at the previously agreed-upon fee. Mr. Ponce noted that UF's internal audit team could help, as well.

Education / Interpretation / Facilities Committee: Professor Roy Hunt moved for Board approval of the committee-as "Education/Interpretation/Facilities Committee." Mr. Slesnick seconded. The Board unanimously approved. Professor Hunt indicated the committee has been reviewing and commenting on the content of interpretive panels for the Colonial Quarter LLC (42-43 word limit). In addition to the standing committee members, Buff Gordon, Susan Parker, Barbara Wingo, and Herschel Shepard have worked as reviewers. The committee provided handouts to meeting attendees that chronicled their editing sessions and work on the panels for The Colonial Quarter (CQ). Professor Hunt informed the board that the final language for panels was expected for the next week with the committee aiming for a quick turnaround time for their review. It was noted that Pat Croce, President of Colonial Quarter LLC, is very interested in authenticity, while delivering an entertaining, learning experience for visitors. Included in the License Agreement with Colonial Quarter LLC is the provision for two paid internships and six unpaid internships, which will hopefully begin in the fall of 2013. There are no adopted guidelines at this time. Mr. Lastinger commented to the board that there is a very good working relationship with Pat Croce. Suzanne Lewis noted that this organization will have a huge impact on what the public will see and the rich story to be told.

Cuban Symphony – Dr. Michael Blachly, Director, UF Performing Arts Center, reported on the National Symphony Orchestra of Cuba performance held on November 4, 2012, at the St. Augustine Amphitheatre. Dr. Blachly thanked the board members, particularly, Mr. Upchurch,

for his help in coordinating a luncheon to help create partnerships with the UF Performing Arts Center. The concert was successful. He distributed programs and underscored the importance of the listed community partners who assisted in this concert “gift” to St. Augustine and St. Johns County. He advised the board the cost was \$40,000 and noted the need for fundraising over the next three years to support future performances, and invest in visibility. Mr. Poppell thanked him on behalf of the board. Dr. Blachly said he did not use any existing staff, but borrowed some time from his designer, writer, and marketing director. The *St. Augustine Record* provided printing for the event. Mr. Gonzalez thanked Dr. Blachly for helping break down demographic barriers with this event.

#### Government House Rehabilitation Update

Linda Dixon and Miles Albertson, from UF Facilities Planning and Construction, presented the construction update.

- LM-5080 – Historic Building Rehabilitation and maintenance – October-December 2012
  - 6 state buildings (38 total) \$213,412
  - 3 St. Augustine Historical Society bldgs. (7 total)- long-term lease of these properties \$115,593
- LM-5046 – Government House Rehabilitation
  - \$1.0 m historic preservation-in-aid, Dept. of State, Div. of Historic Resources
  - Construction began November 5, 2012
  - Completion June 2013
  - Pre-qualified hard bid
  - Additional scope: Government House lobby interpretive exhibits

Ms. Dixon noted the following specifics:

- Lighting improvements in the Sala
- Lobby – replicas of postal tables, redoing the exhibit cases, some interpretive exhibits of Government House, space for gift shop
- New restrooms, including a family restroom
- New catering kitchen
- Property storage for exhibits
- Courtyard – rework ramp per ADA requirements w/ability to serve as a stage

Mr. Albertson noted the improvements that the entire rehabilitation will bring to Government House:

- Compliance with ADA codes/fire codes
- Correcting HVAC/mechanical/plumbing

Ms. Dixon reported that the contract was awarded to CPPI, partnered with a local company, A. D. Davis, forming an LLC for this work. She noted an architect had recommended that the original wood floors be restored. Plans are in the works for the corridors and academic facilities. There are no plans for work in the basement, at this time, except for mechanical and elevator shaft.

Mr. Gonzalez inquired if there were any plans for the rest of the exterior rehabilitation at this time. Ms. Dixon responded the use of next year's state budget funds will be used for the exterior work. She also indicated the possibility of enlisting the help of a conservator with the exterior rehabilitation and signage upgrade.

- LM-5056 – First Colony Exhibit
  - Final design began in July 2012
  - Fabrication to begin in December 2012
  - Installation August 2013
- \$1.5 m Historic preservation-in-aid, Dept. of State, Div. of Historic Resources
  - Darcie MacMahon, Director of Exhibits, Florida Museum of Natural History (FLMNH) working on this project.

#### First Colony Update

Mr. Lastinger introduced Dr. MacMahon, who reported on the following:

- Accomplishments:
  - Meetings to develop content and design
  - Finalized exhibit floor plans and coordinated with architects
  - The “Big Idea” – first European settlement in 1565 in St. Augustine – the importance of “science” behind the story
  - Developed design drawings and renderings
  - Developed 3D design and interactive components
  - Developed graphic design style
  - Interactive media – 3D gaming look; 3D model characteristics
  - Planning Phase complete
    - Signature display (teaser and prototype testing)
  - FY 2012-2013 legislative appropriation for full exhibit and Government House museum exhibit space
  - Developing exhibit script and researching images
  - Selected media producers – Richard Lewis Media Group
  - Opens Fall 2013 – installation begins in July 2013, completion end of summer
  - Celebration date to be determined

Professor Hunt noted that the content of the final portion of the exhibit could be changed to be topical to the venue. Dr. MacMahon indicated it could even be made relevant to national visitors with their own photos/information added. Mr. Poppell added the exhibit will be an ambassador as it travels. Thought should be given to a possible theme for when the exhibit travels. Ms. MacMahon agreed that this could present an opportunity for collaborative thinking between UF, the City of St. Augustine, and Colonial Quarter LLC. Dr. Deagan noted that FLMNH has put in hundreds of hours on this exhibit. Mr. Poppell commented on the enormous FLMNH talent invested in this project. Mr. Ponce noted the need to define a methodology to tell the state how much UF talent/resources have come into play in this exhibit. Mr. Slesnick and Mr. Gonzalez inquired whether there is a way to break the exhibit into pieces for smaller venues. Dr. MacMahon responded that that was worth looking into. Ms. Dixon indicated that there was 3,000 square feet of gallery space in the Government House. Ms. Lewis proposed that the board committees help develop a timeline for funding, for suggestions for topics and themes for the

exhibit space. Dr. MacMahon noted the exhibit will stay at Government House through 2015 and then possibly move to Gainesville, after the 450<sup>th</sup> celebration in St. Augustine.

#### Pat Croce (Colonial Quarter LLC) Presentation

Mr. Poppell introduced Pat Croce, CEO of Croce LLC, and his team, Michael Croce, and Roger Smith, as the new operator for The Colonial Quarter. Mr. Croce currently operates the St. Augustine Pirate & Treasure Museum, as well. Mr. Poppell commented on his particular attention to detail and the interpretive experience, using the UF brand and Mr. Croce's expertise in marketing of the project will result in a great partnership.

Mr. Croce expressed his excitement to be in attendance. CQ will consist of four areas interpreting 3 centuries in 24 buildings entitled:

- The First Municipality – 16<sup>th</sup> century Spanish
- The Fortified town – 17<sup>th</sup> Century Spanish
- The Garrison Town – 18<sup>th</sup> Century Spanish
- The 14<sup>th</sup> Colony – 18<sup>th</sup> Century British

Mr. Croce stated that 621 school groups are already signed up. Their mid-February goal for opening will be followed by a grand opening scheduled for March 16, 2013. He informed the board of their strict "green policies" and detailed specifics. Mr. Poppell noted that since UF has implemented high sustainability practices/policies, it was in CQ's contract to practice these, as well. When asked whether he were amenable to a Passport Program between CQ and Government House and/or others, Mr. Croce responded enthusiastically.

Mr. Croce stated that the work at CQ is being reviewed by archaeologists and UF historians for historic accuracy of interpretations. Visitors will be given maps and "treasure hunts" to enhance the learning experience. There will be guided tours, as well as "on your own." There will also be a restaurant in the quarter. The museum will bring back the community volunteer program and make use of local reenactment and living history interpretation groups for educational demonstrations and special events. The interpretive/informative panels, in English and Spanish, will be positioned low for ADA compliance, to further the educational experience.

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

Mr. Lastinger introduced Dr. Susan Parker, Executive Director, SAHS, who gave a brief history of the SAHS. She complimented staff about preservation progress on the buildings, striving to maintain the original look. SAHS is applying for a grant from the Florida Humanities Council, with the application being due December 14, 2012. She noted they are going to offer a series of three individual programs, featuring 20 authors speaking, and a distinguished keynote speaker. She invited UFHSA participation and anticipates scheduling during fall 2013 and early 2014.

#### 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 on the following:

- 450<sup>th</sup> initiatives
  - The Visitor Information Center (VIC) scheduled for completion January 1, 2013
    - Picasso art exhibit scheduled for February 1-May 11

- Baptismal Font – city to city gift from Santervas – April 3
- King & Queen of Spain – Dedication of Bells
- Michael’s Stores – Ancient City Mosaic – April 26-June 22
- Wine & Food festival – October
- Maritime Heritage Festival – week of November 30
- From Shrimp Boat to Caravel
- The Kinsey Collection in 2014
- Infrastructure Improvements
  - Seawall reconstruction
  - National Guard Headquarters
  - Department of Transportation – San Sebastian Bridge
  - Riberia Street
  - Garden
  - St. Augustine Preservation
  - Willie Galimore Center
- Economic Development
  - New air carrier coming to NE Florida Regional Airport
  - St. Augustine Distillery
  - Riberia Point
- UF & 450<sup>th</sup> collaboration – working together on projects for the event

#### Visitor Survey

Mr. Lastinger turned to Mr. Poppell for an update, who reported that the St. Johns County & Visitors Bureau has baseline results now and staff is working with them on this. Information should be forthcoming soon to the board.

#### UF & Flagler College Partnership

Mr. Lastinger called on Mr. Poppell, who advised the board that UF President Machen is instrumental in forging this relationship for collaboration:

- Suggested UF graduate programs at Flagler
- Partner on music, art, and theatre events
- Use of some Flagler facilities by UF students
- Internships for Flagler and UF students
- Flagler faculty that might work w/UF students
- Co-sponsorship of art exhibits/traveling galleries

He noted that Flagler College President Abare is very excited about the collaboration, as well.

#### Digitization Lab

Mr. Poppell introduced Tom Caswell, UF Assistant Architecture & Fine Arts Librarian, and Associate University Librarian. Mr. Caswell is Principal Investor of “Unearthing St. Augustine’s Colonial Heritage: An Interactive Digital Collection for the Nation’s Oldest City,” which was funded by the National Endowment for the Humanities for \$265,000, to set up a lab to digitally preserve a collection of hidden and fragile resources consisting of maps, drawings, photographs and documents which will be available online, a 2-year project, scheduled for completion June 30, 2014. Included among items to be “unearthed,” are archived materials from the Historic St.

Augustine Preservation Board in Government House, St. Augustine Historical Society, City of St. Augustine Archaeology Program, and the Herschel Shepard Collection at UF. Mr. Caswell noted that collaboration with SAHS will avoid duplication. Dr. Kathy Deagan inquired if it would be possible to partner sites to link back to on this project. Mr. Caswell responded this could be possible. This project will be a resource for researchers, historians, archaeologists, architects, and historic preservationists, and will help in telling St. Augustine's unique "story" on a global scale. The lab has been set up on second floor of Government House. The board was invited to visit.

#### Government House-National Landmark Nomination

Dr. Jan Matthews introduced Dr. Antoinette "Toni" Lee, the noted historian who is researching Government House and preparing the nomination for this prestigious designation. Dr. Lee outlined the results of her documentary research in the National Archives, Williamsburg Foundation, Carnegie Institution, the Library of Congress, UF and St. Augustine, which support the history of Government House as nationally significant. National Historic Landmarks are only designated by the Secretary of the Interior. She reported on her projected timeline:

- National Historic Landmarks Committee should meet twice in 2013.
- Committee decisions are then referred to the National Park System Advisory Board
- National Park System Advisory Board recommends to the Secretary of the Interior
- Secretary of the Interior designates NHLs
- Government House nomination process hopefully complete by end of 2013

Mr. Lastinger asked if the Federal 450<sup>th</sup> Commemorative Commission would be taking a position on supporting the nomination. Dr. Gannon responded he thought it would be appropriate that they do so.

#### Legislative Proposal

Mr. Lastinger called on Mr. Poppell for this update, who advised there had been success in obtaining appropriations to do FY 2011-2012 and FY 2012-2013 work. There has been encouragement to come back to the Legislature with anything needed in St. Augustine. The board will be asked what projects have priority. A program or list will need to be put together. Mr. Poppell noted the public restrooms on St. George Street are UF responsibility and need work and expansion. However, a more "interesting" project needs to be presented, such as completing restoration of the Sala, Government House, the Governor's Office, space for research/faculty/student research? Another exhibit while one is traveling? Mr. Poppell noted it takes about 24 months lead time before you can turn a project on from inception.

Mr. Albertson suggested work on the exterior and balcony of Government House. Ms. Lewis added there is something to be said for the completion of an "entire" building. Dr. Deagan inquired if there are other buildings that have urgent needs that could be interpretive? Mr. Poppell suggested possibly turning the Spanish Military Hospital – into a Medical Museum. Ms. Dixon noted the Joaneda House is adjacent to public parking. It is currently a residential lease property that could be repurposed and interpreted.

Mr. Poppell noted that Dr. Bill Proctor would be helpful in this initiative. All important is economic development, projects that increase visitors. Mr. Ponce inquired what kind of jobs

Colonial Quarter will create. Mr. Poppell responded that capital investment exceeds \$1 m and employs local people. Mr. Lastinger requested board members to convey project ideas to Mr. Poppell.

Travel Expense/Donation Forms

Forms were distributed in response to some member inquiries about travel expenditures as contributions potentially relevant to personal tax filings. Mr. Poppell advised that board members could complete the forms, submit to him for certification and return letters back to the board members.

Next Board Meetings

Mr. Lastinger advised that the board has met in the past in May for the spring meeting. The 35<sup>th</sup> Anniversary of Florida Trust for Historic Preservation annual conference is scheduled in St. Augustine, May 16-18, 2013. Mr. Gonzalez is incoming President. There was discussion regarding scheduling UFHSA meeting on May 15, 2013, and targeting some collaboration, such as a sponsored conference session on UFHSA programs and operations. Mr. Lastinger advised staff to poll members to see whether May 15, 2013, would work in terms of a quorum.

Discussion moved to scheduling UFHSA fall 2013 meeting in conjunction with the grand opening of the First Colony Exhibit in Government House. Staff was asked to poll the board for available dates in October and November 2013.

A refreshment reception followed the board meeting, and Mr. Croce invited members to personally tour Colonial Quarter installations progress with him.

There being no further business, Mr. Lastinger adjourned the meeting at 2:30 p.m.

Respectfully submitted,

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