

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

**Meeting of UFHSA Board of Directors**  
**10:30 A.M., May 8, 2012**  
**Sala de Montiano, Government House, St. Augustine, FL**

Board Members Present:

Allen Lastinger, Board Chair  
Tracy Upchurch  
Danny Ponce  
Michael Gannon  
Kathleen Deagan  
Roy Hunt  
Rick Gonzalez

Board Member Absent:

Don Slesnick  
Suzanne Lewis  
Larry Rivers  
Jorge Hernandez

Staff Present:

Ed Poppell  
Linda Dixon  
Jan Matthews  
Billy Triay  
Sue Cobb

Mr. Lastinger, Board Chair, called the meeting to order at 10:31 a.m. He invited each board member and visitor to introduce themselves.

Mr. Tom Caswell, Curator of Government House resident collections and Associate Librarian at the University of Florida, was introduced. He advised the board of a \$265,000 grant that has been awarded to the University of Florida George A. Smathers Libraries by the National Endowment for the Humanities (NEH). Mr. Caswell is the director for the grant project entitled “*Unearthing St. Augustine.*”

- The \$265,000 NEH Digitization grant provides funding to set up a digitization lab in Government House with staff. This is the second NEH grant awarded UF and Mr. Caswell as project director, and is a 2-year project that will create an interactive digital collection consisting of 10,000 maps, drawings, photographs and documents available freely online. The “Unearthing St. Augustine” will consist of items which date from the 16<sup>th</sup> century to the present, including archival materials from the following:
  - Government House – maps/overlays of the city, architectural drawings of historic structures and related government documents
  - St. Augustine Historical Society – Spanish documents, transcriptions and English language translations

- City of St. Augustine Archaeology Program – records, photographs, and site summaries for 100 excavations conducted over the past 20 years
  - Herschel Shepard Collection at UF – drawings, photos and documents related to Shepard’s restoration and reconstruction of the city’s colonial buildings
- When completed, the project will not only satisfy the needs of a wide variety of researchers including historians, archaeologists, architects and historic preservationists, but will also help in telling St. Augustine’s unique “story” on a global scale.

### **Action Items**

The first action item was approval of the minutes from the September 9, 2011, board meeting. Mr. Lastinger called for corrections. A motion was made (Dr. Roy Hunt) and seconded (Dr. Michael Gannon). The board approved the minutes, as written.

The next action item – terms of service for the board members. The board was presented with a schedule prior to the meeting. Mr. Lastinger asked if there was any discussion or revisions to this schedule. A motion was made (Dr. Roy Hunt) and seconded (Mr. Danny Ponce), and the board approved the term schedule, as presented.

The next action involved a report from the Development Committee. Orrie Covert, University of Florida Foundation, provided the board with a handout for the UF-St. Augustine Awareness and Fundraising Marketing Campaign, FY 2012-2015 and presented a video entitled, “St. Augustine, Protect Our National Treasure” (proposed tagline that would serve as a call to action, and be a common thread throughout marketing platforms). In an effort to preserve the historic properties UF has been granted responsibility for, UF is working with the City of St. Augustine and the State of Florida to increase awareness as to St. Augustine’s historic significance and raise funds to restore and maintain the historic district. The team members involved in this objective include:

- UFHSA, Inc. Board
- UFHSA Inc. Development Committee
- UF Foundation, Inc.
- External Partners:
  - City of St. Augustine
  - Flagler College
- UF Partners
  - College of Design, Construction & Planning
  - College of Health & Human Performance
  - Florida Museum of Natural History
  - Smathers Libraries
  - Whitney Lab for Marine Bioscience

The campaign goal is \$7.4 million in private contributions prior to the 450<sup>th</sup> anniversary of the founding of St. Augustine in 2015. The board was provided handouts indicating the following breakdown with specifics for each phase, as well as other information.

- \$2.5 million Government House – Restoration of Interior Academic Area (2<sup>nd</sup> floor)
- \$1 million – Government House Museum and Lobby Renovation

- \$1.15 million – Government House Exterior and Structural Repairs
- \$1.15 million – Government House Other Interior Repairs and Upgrades
- \$1.5 million – St. Augustine Interpretive Exhibit

How do we get there? Incorporate two overlapping components into a marketing campaign raising awareness and fundraising.

- Objective: Ensure UF has funds to restore and maintain Historic St. Augustine while raising awareness of St. Augustine in the context of American and world history.
- Audience:
  - St. Augustinians and all other Floridians
  - Individuals across the nation interested in historic preservation and Spanish heritage
  - Spanish government
  - Businesses, foundations, and organizations
- Strategy: We need to tell the St. Augustine story. Use storytelling to create an emotional bond. Portray St. Augustine's significance as more than just historical buildings, but as our nation's birthplace, a community where real people experienced joys and troubles.
- Key Messages:
  - St. Augustine is the oldest continuously occupied European-established community in the continental US
  - Historic St. Augustine is a national treasure. Its history is our history. It is our responsibility to take care of it.
  - We have an opportunity to preserve Historic St. Augustine for all generations.
  - Every gift, no matter the size, is important to preserve St. Augustine's historic district.

The committee has developed a proposed timeline – March-December 2012.

- Develop graphic identity, tagline, and messaging.
- Identify and reach out to potential donors
- Create YouTube video
- Provide printed fundraising materials
- Establish partnership network
- Begin formal strategy discussion with partners
- Begin social media outreach
- Identify and contact media outlets
- Debut video message for Government House lobby
- Create radio spot and PSA's
- Launch website
- Begin direct mail campaign
- Begin e-mail messages
- Hold fundraising event

The committee is striving to build a brand identity recognition for St. Augustine that continue well after the 450<sup>th</sup> celebration. It was discussed that the city, as well as the Congressionally-authorized federal commission are involved in fundraising efforts for the 450<sup>th</sup> celebration. Dr.

Gannon is on the federal commission, but indicated there was no concept developed yet. Mr. Covert noted that he and Mr. Regan, St. Augustine City Manager, had been working together on a strategy. The City is concentrating on the 450<sup>th</sup> celebration fundraising. UF will share with the City in getting people involved with the 450<sup>th</sup> celebration, as well as referring interested individuals to the City for their fundraising effort. Mr. Lastinger noted that UF's focus is on the preservation of the historic facilities. Mr. Covert indicated there will be a package that spells that out in marketing for the UFHSA fundraising, a complete separate effort from the 450<sup>th</sup> celebration.

The committee is looking at donors, not just locally, but nationally, and targeting US-based Spanish-owned corporations. Currently, they have 75 individuals identified that are interested in this historic preservation and renovation project.

The committee feels the Government House needs to retain the "Government House" identification – no new naming of the building. There may be a possibility for later discussion for naming options by an individual for an organization within different locations of Government House.

The board was presented with samples of a proposed Government House logo for the fundraising campaign, as well as sample marketing materials (stationery, envelope, business card, note card) using the proposed logo. This logo would also be used on presentations. It was moved (Dr. Roy Hunt) and seconded (Dr. Kathleen Deagan) and the board approved the logo and tagline presented in the video, with the condition to include the University of Florida identifier on all the marketing materials. Mr. Covert noted that this would be added to all materials.

The next action item was the Financial Report, presented by Linda Dixon. Ms. Dixon went over the handouts that were provided to the board prior to the meeting for review (Budget and Actual FY 2011-2012 and Budget FY 2012-2013). She mentioned that lease rates were raised a year ago, which increased the revenues. The length of the leases was also increased.

Mr. Poppell noted that the UFHSA may be asked to contribute back to UF a portion of administrative overhead.

Dr. Gannon inquired if improvements on the facilities were being done "historically." Ms. Dixon indicated that Herschel Shepard was providing oversight for this purpose.

After discussion, it was moved (Mr. Rick Gonzalez) and seconded (Mr. Danny Ponce) and the board approved the proposed budget for year ending 2012-2013.

The next action item was the recommendation of a firm to perform an audit for UFHSA. The board had been provided with the recommended firm's proposal prior to the meeting for review. The proposal was for a 2-year audit. It was moved (Mr. Tracy Upchurch) and seconded (Dr. Kathleen Deagan) and the board approved the recommendation for Carr Riggs & Ingram to perform the audit for UFHSA.

The next action was the authorization of student recognition awards. In furtherance of UFHSA's statutory mandate for historic preservation education, the Education/Interpretation/Facilities Committee requests board approval authorizing eight (8) awards to recognize excellence in research in UF courses directed toward St. Augustine. Dr. Roy Hunt, committee chair, noted that upon establishment of criteria for such recognition, awards may be made by the Committee as often as each semester. In the absence of excellence, no award shall be given. Faculty members would make the recommendations for the awards. There would be no monetary award attached. Initially, it was discussed to only include UF students, but there was discussion to also include Flagler College students, as well. A motion was made (Mr. Tracy Upchurch) and seconded (Mr. Danny Ponce) and the board approved the authorization of the student awards and this would include UF and Flagler College students.

The next action item was the adoption of the Collections Management Policies for the Government House Museum (UFHSA). The board was provided the Mission Statement and Guiding Principles prior to the meeting for review. Dixie Neilson, College of Fine Arts/Museum Studies Program, discussed the information provided. Through the unique functions of collecting, preserving, and presenting authentic artifacts and objects, the museum intends to provide visitors with an educational experience that enhances the St. Augustine community, serves the needs of the State of Florida, and garners worldwide acclaim by preserving St. Augustine's history. The mission statement defines who they are and it is important part of the overall collections plan. It was moved (Dr. Roy Hunt) and seconded (Mr. Rick Gonzalez) and the board approved the adoption of the Collections Management Policies - Government House Museum Mission Statement, as presented. Additional Collections Management Policies will be brought to the board for adoption as they are developed.

The last action item was approval of the Memorandum of Agreement (MOA) between UFHSA and the St. Augustine Historical Society (SAHS). Susan Parker, with the SAHS was in attendance. It was noted that there needed to be one change to Item #12 – to include students w/faculty sponsored student access doing research. The long-term lease will qualify for PO&M monies. This MOA provides a continued relationship/an academic partnership between the UFHSA and SAHS. It was moved (Mr. Danny Ponce) and seconded (Mr. Rick Gonzalez) and the board approved the MOA, as amended.

### **Information Items**

Construction/Rehabilitation Update – Linda Dixon provided a handout to the board for FY 2013 Stabilization Minor Projects. The FY2013 PO&M Allocation is \$864,437 (State \$656,297; SAHS \$208,140). A portion of these funds will target stabilization of 6 more buildings and address parking lot security lighting:

- Parades Dodge House
- Sanchez De Ortigosa House
- Peso De Burgo/Pellicer\*
- Peso De Burgo/Pellicer N Outbuilding\*
- Peso De Burgo/Pellicer S Outbuilding\*
- Florencia House\*
- Parking Lot Energy Efficient Security Lighting (lots 3,4, 5, 6, 8)

\*Pending final CSQ (Colonial Spanish Quarter) ITN (Invitation to Negotiate) negotiations and contract, UF may retain responsibility for building envelope condition.

St. Augustine Historical Society Lease: Expenses will include utilities, grounds/custodial, maintenance/repair, administration, and minor capital projects to be determined in consultation with SAHS.

Government House projects will augment \$2,500,000 in Grant Activities (including First Colony exhibit).

CSQ Update and ITN Results – Ed Poppell reported that the City of St. Augustine had been managing the CSQ until it closed because of continuing financial losses. Under the City’s operation, the CSQ currently is open to school and other scheduled tour groups, but is closed to the general public except for special events. A team from UF that meets with City officials monthly has begun an ITN process to entertain private sector operators for the CSQ with criteria including:

- Feature “authentic” history
- Provide on-site monitoring to ensure historical authenticity
- Be “expense neutral” for the city and the board
- Commit to long-term lease (possibly 10 years)
- Commit enough capital to operate until profitable

The final proposals from Historic Tours of America and Pat Croce & Company (The Pirate Museum) will be entertained and the ITN negotiations/interviews are scheduled for May 22, 2012, and May 24, 2012, if two days are needed. The UFHSA board will need to approve the final contract, and there was discussion among board members to schedule a special board conference call for discussion and approval of the contract. Mr. Poppell noted that the City of St. Augustine will be a party to the contract, but does not have to approve it. He also informed the board that some of the CSQ property infringes on the NPS site for the proposed Visitor Center. Mr. Poppell informed the board that the outlook for the Visitor Center was not as possible as once supposed, due to funding issues.

College Liaison Report and UF Projects – Dr. Jan Matthews, College of Design, Construction & Planning, reported on several collaborative initiatives in the colleges and programs:

- The “First Colony Our Spanish Origins” exhibit design and museum renovations planning team relies on numerous entities: the Museum Studies in the College of Fine Arts; subject matter experts, including Mike Gannon, Kathy Deagan, Giff Waters, and Roy Hunt; Allen Lastinger, Ed Poppell, and the contract managers, Linda Dixon and Miles Albertson; Florida Museum of Natural History exhibit and curatorial staff; as well as Harn curatorial staff regarding collections potential for exhibits, which might follow “First Colony” into the Government House exhibit space.
- Dr. Paul Ortiz, Director of UF Samuel Proctor Oral History Program conducted four interviews this year:
  - Robert H. Steinbach, from 1961-1987 was Historic St. Augustine Preservation Board (HSAPB).

- Herschel Shepard – FAIA, Florida’s premier preservation architect with extensive experience with HSAPB restorations and constructions
- Dr. Michael Gannon, native son and authority on St. Augustine history, who served some 40 years as an appointee to HSAPB.
- Dr. Kathy Deagan, authority on St. Augustine archaeological findings, who also led the state-funded 1990’s project to curate and catalog HSAPB archaeological collections damaged in the Government House basement flood, transferring the collection to UF’s Dickinson Hall, which is publicly accessible on the FLMNH website.
- Among our UF partners are the St. Augustine Historical Society; the City of St. Augustine managerial staff with whom we meet monthly; the St Johns County Tourist Development Council (SJCTDC), which funded a 2011-2014 visitor survey through the St. Augustine Ponte Vedra Visitor Convention Bureau (VDB) and invited our graduate student class to participate with their consultant in the initial survey data analysis software program.
- Dr. Matthews’ St. Augustine historic preservation students are oriented to the colonial town plan, architecture and restorations, beginning with a field trip conducted by Hershel Shepard and study of the 1986 National Register nomination of the St. Augustine historic districts – a six-year HSAPB project producing a 52-page nomination filled with the comprehensive context of St. Augustine’s colonial “walled city.” Each semester, student semester project posters are displayed in Government exhibit spaces.
- Dr. Matthews noted that the state-funded 2011-2012 Government House Historic Structure Report will constitute a valuable reference for a National Historic Landmark nomination contemplated for 2012-2013, which could result in the NHL designation by the Secretary of the Interior for the upcoming commemorative celebration years. She added that NHL designations require significance “to the national as a whole,” and are required by Congress for certain legislative acts – in contrast to National Register significance provided at local, state, as well as national levels.
- Among collaborative efforts with Flagler College, Dr. Deagan is teaching a fall semester course as a Flagler Faculty Affiliate. Dr. Chris Silver, Dean of the College of Design, Construction and Planning, is chairing a cooperative national conference planned for 2013.

UF Center for the Performing Arts – Dr. Michael Blachly, Director for the Center, provided a handout to the board regarding a proposed St. Augustine Festival that would be dedicated to presenting world class artists in music, dance, film, spoken word, narrative programs and theatrical events of all genres. The festival would reference both historic and current cultural presentations in its curatorial offerings for residents and visitors of St. Augustine and The First City Regional of Northern Florida. It would include educational opportunities, stimulate economic growth and development, and encourage artistic and humanistic exploration of the rich cultural history of The First City in the United State of America, while uniting peoples this area of Florida. Partnerships would be established within the community and essential in all collaborative efforts. A Board of Directors would be established to assist in fund-raising, corporate development and curatorial elements for inclusion in the Festival. The Festival would be staffed appropriately to manage the events under its auspices with support from the existing facilities where production, marketing, hospitality and related staff are already in place.

Ultimately, the Festival would be in existence to enhance cultural and artistic statements that exist in the area without supplanting the resident organizations. Mr. Poppell asked if board member Mr. Tracy Upchurch could assist with this, that local sentiments would be very important. Mr. Upchurch responded that the amphitheater there was the #1 venue for under 10,000 seats in the U.S. Mr. Lastinger noted that St. Augustine is an event-oriented community. The board was supportive, but urged conversations with community leaders to avoid infringing on, or competing with, City events. Dr. Blachly noted that there is a National Symphony Orchestra from Cuba scheduled at the Amphitheater on November 4, 2012.

UF & Flagler Partnership – Mr. Lastinger noted it is very important to partner with Flagler College and asked Tracy Upchurch for assistance/suggestions. Mr. Poppell advised the board that UF President Machen and Flagler College President Abare have been meeting and want to collaborate to make a richer experience for students.

WUFT-6 WEB Cam and Promotion – Linda Dixon informed the board that the camera on top of the Wells Fargo bank building is streaming live video on WUFT-TV Channel 6 and online. The St. Augustine, Ponte Vedra and Visitor’s Convention Bureau helped in funding and partnership for this effort so their logo is also on screen with the image of St. Augustine 24 hours a day, 4 times an hour. The TV station airs in Alachua and Marion counties, while the streaming video is presented on both the UF and SAPV VCB websites.

Special presentation to Dr. Bill Proctor – Mr. Lastinger and Mr. Poppell presented Dr. William Proctor a framed certificate and several autographed books, on behalf of the board, in appreciation for his assistance while a member of the Florida Legislature furthering the St. Augustine initiative. Mr. Poppell informed the board that the State Legislature has approved \$2.5 million for the historical properties in St. Augustine. He indicated that Dr. Proctor had been instrumental in this process.

Presentation on First Colony Exhibit – Terry Healy (HealyKohler Design)

The “*First Colony: Our Spanish Origins*” exhibit will debut at the Government House and later be available for use at other museums across the country. Mr. Healy presented the proposed “design” for the exhibit to the board. The exhibit will be presented in English and Spanish.

- Area I Introduction – designed to simulate the look of inside a ship, a ship hull interior, scenic beams, ship audio, scenic hooks, ropes and pulleys. It will be interactive with a touchable cannonball pile and lift, barrels with tactile elements. Scenic porthole scenes, overhead ceiling panels, ship windows, shore audio, child-height look-throughs will be featured. Graphic panels with relevant information will be throughout.
- Area II Life in the New Colony – features:
  - First settlement interactive monitor
  - The world of Timucua – fabric graphics/tactile objects
  - Society/Politics
  - Timucua at the landing site – Timucua artifacts
  - About the settlement
  - The settlers/people – barrel hardware
  - Domestic life – flip book

- Beliefs/Catholicism – flip book
- Soldier’s life/being a soldier – military touchable objects
- Leaving the first settlement
- First Thanksgiving – scenic table with touchable table/chairs. Touchable food and plate interactive – Spanish foods/native foods. Scenic hut with thatched roof. Exhibit wall with scenic painted mural giving a perspective of Thanksgiving table.
- Area III           How Do We Know?
  - Wells – evidence cases with tactile objects
  - The process – analysis (dirt stains and layers), curation/research/excavation. Interactive – tactile archaeological dig tools. Evidence – cataloged artifacts wall and interactive drawers and display cases. Graphic mural panels.
- Area IV           Convergence of Cultures – text rails, rail graphics, panels and cases
  - People and the church – church and social hierarchy, parish priests and missionaries, birth, marriage, and death
  - People and social life – marriage, social identity. Platforms for kids games
  - People and economic life – slave and free, occupations
  - People and daily life – clothing/adornment, leisure, cuisine/foodways – scenic kitchen utensils and stovetop case
  - A military town – panels/posters
  - A town plan – touchscreen monitor
  - The frontier – fabric panels showing:
    - Strategic outposts
    - Frontier missions
    - Frontier farmers and cowboys
    - Frontier native people
    - The frontier
  - Military conflicts – fabric panels depicting:
    - Exodus of 1763
    - Fighting the British
    - Pirates and Pirate fighters
    - Military man
    - Military conflicts
- Area V           Where are We Now?
  - A colonial legacy – introduction
  - Family origins with world map
  - Cultural quilt – interactive – touchscreen with keyboard
  - Blended cultures – film presentation
  - Thanksgiving table – graphics
  - Local story – changeable graphic panels
    - The early years
    - Our city’s growth
    - Our city’s diversity
    - Our community today

The entire exhibit design features graphics of construction for each station, colors/font styles, shots of scenic graphic treatments, graphics on plaster and metal, wood siding, wooden grating, simulated windows, exposed coquina, white plaster walls. Mr. Healy noted that a signature “teaser” exhibit is targeted for completion by June 30, 2013, while the full exhibit will be complete in 2013 funded by the new grant.

Government House Renovations and Historic Structure Report (HSR) – Mr. Joe Walker (Walker Architects, Inc.) and Ms. Susan Tate, AIA (retired UF faculty and historic preservation consultant) gave their presentations on the Government House renovation design and Historic Structure Report. Susan spoke about the history of the facility. Government House was built on the site facing the Plaza in the late sixteenth century. The building has evolved over more than four centuries of the nation’s history. Identified as Government House in the 1821 inventory of U.S. federal properties, the site became the charge of the Treasury Department, through which it served as a courthouse, customs office, and postal service. In recognition of the significance of the building, the heritage of its site, and the important of revitalizing its role as a center of the community and a destination for visitors, rehabilitation is recommended as the appropriate approach to treatment of the property.

Mr. Walker’s presentation included slides of the structural makeup of the facility with suggested renovations and how they were depicted on the existing structural schematics. Prior to rehabilitation, it is essential to identify character-defining features and analyze elements of the property that may be altered to accommodate public safety and accessibility. The features on this list are defined in the HSR:

- Building form and site
- Hardware and wood trim
- Postal lobby and monumental stair
- Customs office and supporting spaces
- Support areas, other government offices and postal work space
- Extant elements of the East section ground level
- Interpretation of the site and building evolution

Mr. Walker discussed their suggestions of incorporating the “post office” look into the lobby of the facility as a way of preserving that piece of the building’s history. There was discussion among board members about interpreting the building within the lobby space, while presenting Government House as a museum with the newly designed exhibit.

City of St. Augustine Update – Mr. John Regan, City Manager, reported on the 450<sup>th</sup> Commemoration. He noted that the CSQ is a major component and living history expression of the 450<sup>th</sup> Commemoration. The City of St. Augustine supports and promotes the Florida Museum of Natural History’s “First Colony” exhibit and views the exhibit as a signature program of the 450<sup>th</sup> Commemoration. The City has three full-time employees working on the celebration. They are concentrating on sponsorship development and the creation of a programming series.

Mr. Regan noted that the City of St. Augustine is a heritage tourism infrastructure partner for streets, bridges, pedestrian corridors, plazas, bay front, sea wall, Aviles Street, etc. Florida

Department of Transportation has accelerated their schedule for completion of the bridge on US 1. The renovation of the seawall is underway. The Visitor Information Center, associated with the parking garage, is being developed into an expo hall. A Picasso exhibit is scheduled for January 2013 and a Spanish food/wind festival is scheduled for the fall. The programming planned is tied to the 450<sup>th</sup> celebration. The maritime program hosted “The H.M.S. Bounty” in April with 5,000 ticketed guests, a viewing audience of 50,000 and more than 2 million media impressions. This was a prelude to the Maritime Heritage Festival in November 2013. The community is becoming increasingly aware with local and regional sponsorship play for the 450<sup>th</sup> celebration.

St. Johns County Tourism Development Council visitor survey briefing – Mr. Poppell advised the board the survey was still in process. It is to target the audience of visitors in this community and to the Museum in a longitudinal study.

Mr. Lastinger discussed the date for the next board meeting in the fall. It had been suggested that the meeting be held on a Friday. He asked that staff poll the board members in the near future for Fridays in October and November in order to get the date scheduled soon.

Meeting adjourned at 3:50 p.m. with departure reception following.

Respectfully submitted,

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