

**Final Report and
Recommendations**

*Church of the Epiphany
Washington, DC*

July 2022



AT THE INTERSECTION
OF HERITAGE, FAITH,
& COMMUNITY

Partners for Sacred Places

TABLE OF CONTENTS

Thank You	2
Background and Overview	3
Asset Mapping Outcomes	5
Design Charrette Outcomes	6
Recommendations for Long-Term Sustainability	9
Recommendations for Immediate Improvement for Space-Sharing	11
APPENDIX A: Community Advisory Committee Participants	16
APPENDIX B: Assets	17
APPENDIX C: List of Participating Design Professionals	20
APPENDIX D: Design Charrette Drawings & Notes	21

Thank you!

Church of the Epiphany is a historically significant building in an enviable urban location, enlivened by a congregation of dedicated members. It has been a pleasure for Partners for Sacred Places to serve the congregation throughout a dynamic process that has engaged a range of stakeholders to envision a sustainable future. At every step, the congregation have been thoughtful, enthusiastic partners. We look forward to the next steps in the congregation's work and further success. On behalf of the entire team at Partners for Sacred Places - **thank you** - for the occasion to support the Church of Epiphany and collaborate with you on this exciting process. We wish you further success as your efforts continue to unfold and hope for opportunities to serve you in the future.

Many thanks,



Joshua Castaño, Director, Special Initiatives



Karen DiLossi, Director, Strategic Partnerships



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Blair Horton, Project Coordinator

Background and Overview

The Church of the Epiphany (Epiphany) is a key landmark in the heart of the nation's capital which has served as a home for faith, culture, and ministry for well over a century-and-a-half. Epiphany's early Gothic Revival facade and tower create an architectural ensemble distinct from its modern surroundings. This contrast underscores the abiding presence of this historic congregation's role in the life of Washington, DC. Today, Epiphany actively stewards their historic building in alignment with their passion for social justice and music; Epiphany hosts musical performances, provides residency to community organizations, and offers services to community members facing economic hardship.

As Epiphany considers the continued role of the congregation in the surrounding community, they face concerns regarding the sustainable stewardship of their historic landmark-home. In hopes of engaging the community and civic leaders in this conversation, the congregation hired national nonprofit Partners for Sacred Places (Partners) in late 2021. Working together with Partners, the congregation embraced a multi-part process to build deeper and more collaborative partnerships, identify potential resources, and develop new visions for the property. The following report reflects the findings of this process, and provides recommendations from Partners as Epiphany takes the next steps forward in their pursuit of a mission-aligned and flourishing future.

Project Methodology and Process

Partners offers a scope of services that include tools, best practices, and resources centered around the methodology of Asset Based Community Development (ABCD). The ABCD approach was originally developed as a grassroots strategy for sustainable development which utilizes a strengths-based, relationship-driven approach. For over 30 years, Partners has utilized the ABCD method in order to help religious-property stewards uncover assets, advocate their civic value, and envision change. In collaboration with Partners, the Church of Epiphany utilized the ABCD method to form a Community Advisory Committee as well as complete a Community Asset-Mapping event and Community Design Charrette:

Community Asset Mapping

To begin, Partners worked with Epiphany to identify and convene a Community Advisory Committee of civic leaders and stakeholders throughout the city (Appendix A). This Advisory Committee met throughout fall of 2021 to provide general guidance and strategic advice to the congregation. In addition, the committee helped to develop a stakeholder list and solicit participation in a Community Asset-Mapping event held in-person on November 18, 2021. As part of the event, attendees were given a tour of the facility and generated a list of assets of the church and community. The identified assets were then

connected in clusters to illustrate potential programmatic opportunities, new collaborations, or ideas for the redevelopment and transformation of the property.

Community Design Charette

Following the Asset-Mapping event, Partners facilitated a Community Design Charrette on July 9, 2022. The charrette gathered a group of design professionals at Epiphany and provided the findings of the Asset Mapping, a tour of the facilities, and dialogue with congregation members in attendance. In response, the designers were tasked to work in teams to develop conceptual design solutions for the building which expanded on the themes identified through the Asset-Mapping process. The charrette concluded with a public presentation which provided a synthesis of the designers' process and drawings. At the final presentation, attendees were invited to share their reflections and ask questions in response to the designs presented.

Asset Mapping Outcomes

The event's outcomes reflect the diverse and abundant assets of Epiphany and its community (Appendix B). Through the facilitated conversations, a number of key themes emerged which can broadly be described under two approaches: 1) those that make use of Epiphany's space with minimal or limited adaptation of the existing conditions, and 2) those which are more extensive and would require partial or major modification to the existing parish hall building adjacent to the historic sanctuary. While extending its reach into the community, these new programmatic initiatives also aim to support the vitality of the church and congregation in the long term.

Ideas that would require no or limited modification to the existing space covered a wide range of community and social entrepreneurial possibilities, can be grouped generally into three themes:

Community use for arts and culture – This includes expanding Epiphany's already important role as a performance venue for music, and embracing other performing arts such as theater, arts and heritage programming that aligns with spiritual practice (such as the "Reconciliation Through Music" asset cluster in Appendix B) and other related cultural programming.

Social and human-service related community programming – This includes the possibility of generating revenue through offering existing space for the use of social justice related organizations and other community-serving organizations that provide for the common good. Renting administration, gathering, and storage space to these kinds of organizations could be highly successful since these spaces could be offered collaboratively as shared space, thereby lowering costs for individual organizations while still generating revenue for Epiphany.

Social entrepreneurship – In line with Epiphany's values, attendees also generated ideas for potential uses that represented a range of economic opportunity and social-entrepreneurship. As an example the church's large and well-furnished kitchen struck many as an important and highly underutilized asset that could provide opportunity as an incubator space for food entrepreneurs, while others considered the possibility of a café or other weekday commercial food space that could leverage the large number of local office workers and tourists.



A participant at Asset Mapping building a new programmatic idea from a cluster of assets.

Those ideas which envision radical alteration or, potential replacement, of the parish hall addition reflected the priorities that attendees identified based on emerging trends and needs within the city and neighborhood:

Housing development focused on university/higher education use - Housing development of the church’s existing parish hall property has been considered previously but a number of challenges were identified, and difficulties in finding a full alignment with the congregation’s needs and values. In light of this, attendees generated ideas around housing that were connected to unique trends in higher education where major universities are establishing and looking for new sites within the city’s urban core. This revealed a unique opportunity for Epiphany that can include housing, or focus more on spaces for student learning and gathering.

Housing development focused on providing permanent or transitional housing for those experiencing homelessness - Because of the congregation’s commitment to social justice and its alignment with those working to serve the unhoused in Washington, DC; many attendees highlighted the ongoing needs of transitional and permanent housing. Though it may be difficult to combine this kind of use with other types of programming on site, the layout of buildings and entrances may allow for segregated use programs on site.



Participants and facilitator review assets and discuss potential new ideas for space-use

Design Charrette Outcomes

To establish site context, attendees began the charrette by identifying a common set of strengths and challenges presented by the building. Structural flexibility was agreed to be a major strength: Epiphany has a diverse range of spaces, several of which were noted to contain non-loadbearing walls or a height capable of accommodating construction of an intermediate floor. The open wall space throughout the



Designers, architects, and engineers on a facility tour with Sacred Spaces team during the design charrette.

property also opens numerous possibilities for the addition of modern infrastructure or media exhibits. In addition to flexibility, the designers noted the architectural beauty, outdoor green spaces, and central location in Washington, DC to be strengths in attracting visitors and connecting Epiphany to its surroundings.

In conversation with the congregation, the main challenges presented by the building concerned circulation and accessibility. The narthex, which serves as the main entrance to the sanctuary, was noted to be narrow and non-conducive as a welcoming space for large events, particularly if check-in tables are necessary. Circulation within the facility and the division of spaces were also noted as challenging factors for wayfinding and hosting. Lastly, parking and loading/unloading access are currently limited on the site and could potentially restrict new endeavors.

At the same time, designers worked to identify the parameters of the building as a historic site. The stained glass windows, truss, bells, and ironwork were all identified as character-defining elements. Therefore, the designers wished to ensure any proposed modifications would consider compatibility with these elements in order to preserve the historic and visual integrity of the site.



Design team presentations at the conclusion of the charrette.

In review of the site considerations, the designers divided into teams to explore two design scenarios based on the outcomes of the Asset Mapping:

Design Scenario 1 -- proposed short-term modifications focused on clarifying circulation, adding new infrastructure, and diversifying uses in order to both enhance Epiphany's current work and open possibilities for a larger range of programming (discussed in Asset Mapping Option 1). The designers recommended directing circulation flow through the three main entrances. To do so, the designs reactivated the west entrance to the parish house by adding landscaping in the existing parking lot. The congestion of the nave spurred the designers to remove the second set of doors and alter the configuration of the north wall. Bringing in additional light fixtures was recommended to brighten the space. Design Scenario 1 also focused on opening spaces for multi-purpose use. Their plans included the restoration of the upper floors of the parish house (including the historic entablature and balcony) as well as the removal of the pews in the sanctuary to accommodate a larger range of events. Finally, the discrete addition of solar panels and antennas were included on the roof.

Design Scenario 2 -- envisioned the maximum use of Epiphany’s zoning allowances in height and density. In doing so, the designers aimed to test if a new development of affordable housing units for seniors or permanence supportive housing (from Asset Mapping Housing Option 2) could be a viable option for the congregation. In conjunction with the findings of the Asset Mapping process, the designers emphasized the local need for affordable senior housing and underlying shift of the surrounding market to residential. From their calculations, the team estimated a new development replacing the parish house and annex could accommodate a little over 100 affordable housing units—including residential amenities, church offices, and parking. Although the conceptual drawings represented a development at maximum capacity, the designers emphasized in their presentation that multiple configurations for new development could be possible. Overall, the team concluded Design Scenario 2 offers potential for further exploration, especially if partnered with a developer who aligns with Epiphany’s mission.



Designers, architects, and engineers on the roof during facility tour

Recommendations for Long-Term Sustainability and Programming

The Church of the Epiphany's gifted lay leadership and the bold creativity of its rector are the most critical assets that the parish can leverage for the upcoming decisions around the long-term future and sustainability of the congregation's landmark building. In addition to these internal assets, Partners underscores the incredible potential of civic assets - represented in both public and private institutions - that surround Epiphany in the heart of the capital. Together, all of these assets present a case for strong hope and opportunity.

Throughout the process, Epiphany has engaged with stakeholders representing a wide range of professional expertise and leadership in the community. The next challenge for Epiphany is to continue to steward these relationships and build a network of support and partners for years to come. For the leaders of Epiphany, the most critical next steps will be organizing internal resources carefully, supporting capacity for next steps, and identifying a timeline going forward. The following recommendations represent Partners' guidance following the findings from the Community Advisory Committee, Asset-Mapping, and Design Charrette components of the process facilitated between late 2021 to summer 2022.

Continue to Engage Advisors and External Supporters

1. *Stay connected with the Advisory Committee and leverage their input for the next stages of the congregation's decision-making*

Going forward the Committee can serve as a highly valuable source of guidance as well as a network of connectors and supporters for particular strategies and tasks that the congregation may hope to accomplish. Because Advisors were given a clear sense of the length of their role at the outset, they will need to be invited to continue on in a renewed role that extends past their initial commitment. That invitation should make clear that Committee members are being asked to continue to provide feedback, advice, and assistance (as necessary) to Epiphany's next steps which will emerge from this and the related process of discernment the congregation is undertaking. The invitation to continue should also include a time frame for this new commitment (potentially through the end of 2022), meeting quarterly or at some other appropriate schedule. If there are members who cannot or decline to continue, those slots may be filled by others who were not able to or were not asked to participate earlier. Partners can provide assistance with identifying any new members to fill new seats on the Committee.

2. *Reach out to preservation and design professionals for consultation with follow-up questions*

After the conclusion of the Asset-Mapping and Design Charrette, a few questions

remained open and in need of further discussion. A full understanding of zoning allowances and available air rights will be necessary for any development on site. An updated version of the architectural history from the National Register nomination can both strengthen the church's case for significance and ensure the preservation of the church's integrity. Working with professionals to clarify these details, and other arising questions, will help to delineate the congregation's specific range of opportunities moving forward. The DC Preservation League has already volunteered to assist Epiphany with the necessary evaluation and documentation, and Partners recommends that Epiphany move forward with the DCPL as guides.

Involve the Congregation in Reflection

3. *Communicate the outcomes of the report to the wider membership of the congregation*

In addition to sharing the findings and recommendations, Partners believes that members should also participate in further Asset-Based thinking and conversations that reflect on both the Asset Mapping and Design Charrette outcomes. Providing an opportunity, after worship or in another convenient context, will allow for a deeper chance to help shape the eventual next steps of the congregation and give valuable direction to the leadership as they consider and make important decisions.

Develop a Plan and Timeline

4. *Identify short-term and long-term projects and goals*

The work accomplished through the Asset-Mapping and Design Charrette has highlighted various emerging opportunities for the congregation to consider. After the previous steps have been taken, Partners recommends the creation of a timeline which incorporates a mixture of both short-term and long-term projects and goals. Some new programs and ideas will take time and a dedicated team to initiate and bring to fruition. If the congregation decides to restore the upper stories of the parish house or undergo new development, a detailed timeline will need to consider funding, staff capacity, and project partners. However, the findings produced by the report also include a number of tasks that can be accomplished relatively quickly. Small modifications such as bringing more light into the narthex or adding landscaping in the parking lot can have large impacts on the church's capacity as a venue and open possibilities discussed in the Asset-Mapping Option 1. Therefore, the congregation should not feel limited to one category of design solutions proposed.

5. *Seek mission-aligned partners*

Partners encourages Epiphany to identify and collaborate with mission-aligned partners in future planning. Whether in space-sharing or new development, pursuing strategic partnerships will increase sustainability while enriching Epiphany's mission. The Advisory Committee, either as a whole or the individual members, would be instrumental in helping Epiphany identify potential partners and make the initial connections that would lead to a strong relationship.

6. *Establish a working team*

To continue the work of discernment, decision-making, and planning, Partners suggests creating an ongoing working team that may incorporate members from the current Sacred Spaces Team and/or the other committees that have thus far worked on large-scale plans for Epiphany's future. This team would report to the vestry, provide information to the congregation, and coordinate any of the recommendations in this report or other tasks going forward. A solid team of leaders is necessary to continue momentum, ensure accountability, and provide a central, organized hub for information and planning.

Recommendations for Immediate Improvements for Space-Sharing

While the Church of the Epiphany's leadership and congregation digest the findings of the Asset-Mapping and Charrette events, and continue to discern a long-term strategy for mission-driven building stewardship, Partners believes that the church can immediately enhance its programming and space-sharing practices. Minor improvements in promotion and programming could easily increase the church's presence as an arts venue in the downtown DC neighborhood and open up other opportunities that could lead to long-term partnerships.

1. *Review schedule of any/all individual spaces within your facility.*

First and foremost, a review of your current space occupancies and vacancies should be undertaken. Partners suggests that you take a closer look at Epiphany's day to day schedule for each of the spaces you operate. Create a calendar for each of your spaces that you currently share or expect to share. Determine where there are holes in the schedule that could be attractive to potential renters. Identify where those holes in the schedule also work well with your current administrative capacities.

2. *Improve website space sharing interface*

While it was wonderful to see that Epiphany does include space sharing on their website (<http://epiphanydc.org/>), it is not as user friendly as it could be, aside from the helpful inclusion of a few basic photos of the space and details on what appears to be uniform pricing. Further information such as availability and pricing structures that fit different users and uses are noticeably missing. When competing to rent your space against the many resources that the internet provides, having the most information available to potential renters may result in more rentals. The more steps any renter has to complete typically results in yet another renter lost to another space that is easier to secure. Make sure to note details on accessibility for all of the spaces being offered and listed online. Epiphany's elevator and accessible entryway are prime amenities that should be highlighted for use throughout the entire facility.

Pricing: Epiphany should seriously consider developing a multidimensional pricing model that includes different types of users and uses, for example: 1) for-profit, 2) mission aligned/community minded, and/or 3) open to the general public events. Those in the for-profit or open to the general public categories may be more receptive to some of the existing prices but it stands to reason that a nonprofit organization may balk at considering the current fee for the conference room for their board meeting. Having multidimensional pricing allows potential partners to know that they are welcome in your space and that you recognize their economic circumstances. Along with looking at a multi-dimensional pricing model, Epiphany should continue to gather data on what other congregations (and other nonprofits that might rent space) in the city charge similar categories of use and users. This information will likely provide a good road map for comparable nonprofit property rentals, fees, and the general market throughout the city.

Calendar: After creating operational calendars for each space (the Sanctuary, Mission Center, Community Hall, and conference room) consider using an online calendar (like Google Calendar, Apple's Calendar, or MS Calendar) and embed the specific one directly onto the corresponding page for each room. It will save both administrative and potential renters' time if it's relatively easy to find out whether spaces are available. There are many free online calendar options so it should be relatively easy to include it on the web once a choice has been made that works well for the congregation's current administrative practices.

Amenities & Space information: Create full accounting of amenities for each space

itself including: length, width, height, floor material, columns, natural light, WiFi capabilities, piano, audio/visual equipment, etc. Since this will differ from space to space (like the projector and screen which are an amenity in the Community Room versus in the Sanctuary), each space should have its own unique list. Beyond just listing the room capacities, knowing the specs and technical capabilities of each space is important for potential renters seeking out a space.

3. *Investigate multiple paths to payment and eliminate the “paper trail”*

Currently, in order to rent any spaces at Epiphany, there is a pdf form that must be downloaded, printed, filled out, and either mailed to Epiphany’s office or scanned then attached to an email to Epiphany. Or the potential renter can call the church office to investigate the possibility of their rental. This system is laborious for both the renter as well as the church administrative staff.

Instead, using an online calendar of each space (as mentioned above) as a live, up to date, and embedded on the space’s own page, potential renters can already see if the space is available when they want it. In addition, providing the renters with an online rental portal that automatically calculates the rental amount and charges renter’s cards for the space will make the entire process that much easier and practical for modern sensibilities; hopefully leading to more rentals overall. There is no telling how many rentals may have been missed due to unforeseen or burdensome administrative hurdles.

There are many online venue management systems available at various price points which offer a range of elements that might work best for and meet Epiphany’s needs. Much like AirBnB, the system Epiphany selects should allow for posting rules and regulations for each space, and allow the appropriate staff or volunteers to approve or deny any rentals, and additionally with control over the pricing for each space and type of rental. If you can make your website a one stop shop for the potential renters, the more rentals Epiphany will likely see.

Providing multiple ways for renters to make payments is also crucial in obtaining and keeping happy renters. If Epiphany only offers cash or check, that will be a hurdle, particularly for younger renters who don’t use either very much. Having a PayPal, CashApp, Google Pay, Zelle, or a way to process credit cards would be advisable. Cash and check are also great to include but focusing on these digital money transfers options will be important.

4. *Wayfinding and signage*

It was noted during the Charette that wayfinding was an overarching issue with the space as well as how each of Epiphany's spaces is accessed. Working with some of the designers' ideas from the Charette, it would be great to reach out to the participating designers to ask for their professional opinion on the most advantageous and strategic locations for wayfinding signs throughout the main parts of the building.

Finding the Sanctuary, Community Room, Mission Hall, and Conference room should be given the highest priority. Making the signs high contrast and easy to read as well as placed in easily accessible locations is highly recommended.

5. *Investigate capacity of current renters/space sharers*

It was mentioned during the Charette that Epiphany's own staff capacity is stretched and not likely to take on additional responsibilities. As a response, it is worthwhile to have in-depth conversations with Epiphany's current and/or long-standing space sharers about capacity and their ability to assist in taking over space rentals. Epiphany can explore with these current space sharers about them acting as a booking agent. That can function in primarily one of two ways: 1. Actively seeking out and recruiting space sharers for the spaces and completing the booking process with those renters. 2. Being solely in control of the booking process allows the church to retain its search for renters. There are more ways that this could be arranged, but these are two of the most obvious options.

There are a few things in these scenarios to consider: Epiphany needs to decide how much they trust their longtime/current space sharers and how much they are willing to relinquish in terms of control. The space sharers need to be honest with themselves on what they can handle and their capacity to continue their own operations on top of being a booking agent. Epiphany and the longtime renter also need to think about what is the compensation for this work. Is it 10% of all profits from rentals? Is it a discount on their current rent paid to Epiphany? Either way, it eliminates the strain on Epiphany's staff and the longtime renter would be encouraged to find renters to either gain a little extra income or get a discount on their current space use.

6. *Consider new lighting*

Throughout the process, many have commented positively about how the sanctuary is often used for artistic performances. Following up on this ongoing asset, Partners

suggests continuing conversations with performing arts organizations in the area, focusing especially on conversations with key staff such as production managers, master electricians, or technical directors, to see what lighting would make the space more attractive to artistic renters or others looking for serious presentational space for their event. Performing arts technicians are well versed in transforming alternative spaces into a performance venue and their recommendations and suggestions may be critical for using the balconies more effectively as well as fixing the existing electrical that is not currently available for use in the floor of the labyrinth.

In addition, investigating better lighting options for the Narthex would help transform that space making it more inviting and welcoming. Can it be made brighter? Can some solid doors be replaced to include some that have windows? There are lighting designers (architectural or theatrical) who may be able to make suggestions on adjustments to the lighting to brighten the space.

APPENDIX A: Community Advisory Committee Participants

Reggie Black, Inter-Agency Council on Homelessness

Debra Kilpatrick Byrd, Downtown DC Business Improvement District

Debbie Carliner, Mosaic Theatre

Marc Eisenberg, Bach Consort

The Rev. Canon Leonard Hamlin, Washington National Cathedral

Sahamadeen Hosein, ADAMS

Maryann James-Daley, MLK Library

Terry Lynch, Downtown Cluster of Congregations

The Rev. Sam Rochelle, St. Alban's School

Micahel Shankle, Advisory Neighborhood Commissioner

Debbi Shore, Sasha Bruce Youthwork

APPENDIX B: Assets

The following is an excerpt from that report and represents clusters of assets that were connected by participants in order to build new ideas for initiatives, programs, or other opportunities around specific goals (such as serving a particular population) or identified community needs. A few of the ideas were generally related and have been grouped together to reflect a common theme. **NB** A separate report following the Asset Mapping event was prepared by Partners for Church of the Epiphany.

Clustered Assets ***(Assets brought together to form new ideas)***

Housing Development on-site#1

Universities seeking housing and classroom space (Harvard, Columbia, etc.)
Andy Altman (developer)
Potential for housing development
University partnership
Leonard Zax (attorney)
Georgetown University
Downtown Cluster of Congregations
Outreach Harvest
Garden

Housing Development on-site #2

Empower DC
Location!
Homeless friends
Washington Interfaith Network
Street Sense vendors
F.A.C.E members
ADA accessible
Welcome table guests/unhoused community
Meeting spaces for community
George Washington University
Trust of locally unhoused people

Café/Coffee Shop Open for Lunch/Pop-up

Kitchen with commercial appliances
Access to metro
Parking lots
Bathrooms
Coffee maker

Community Hall
Artwork created by Welcome Table
Parishioners
Proximity to restaurants, hotels, businesses
Gospel Artwork
Garden

Spiritual Center

Labyrinth
Healing
Retreat space
Spiritual development
Chanting
Different music
Yoga in labyrinth
Kitchen
Office space (second floor)
Center of up to 6 public transit connections
Charter School
People are raised up – artist who started drawing and is now selling work
Lots of space
People with a passion for justice
History
Gallery space for social justice arts show

Uses for the 3rd Floor

3rd floor room
Exercise space (yoga, pilates, tai chi)
Meeting space
Library
Archives

New uses of sanctuary and nave

Sanctuary pews=500 seating capacity
Pews that could be sold to free up space
Concert space
Dance performance
Experimental liturgies
Theater space
Exercise space
Happy hours in nave
Large meeting space
Large dinner parties in nave
Attractive seating patterns

Intentional Gathering Spaces for Community

Gym
Open space for group gathering
Diverse congregation
Stairs, glass windows
Air conditioning
Endowment
Keyless entry
Potential to change space
Space for reception after performances
Several hundred seating capacity in nave
Large room on 3rd floor with mini-kitchen
3rd floor bathrooms with showers

Hub for Social Justice Nonprofits

Location
Office spaces (2nd floor)

Performance space for music or talks

Food Incubator

Commercial oven
Kitchen
Roof space

Child care services for local small businesses

Convenience to museums, nearby offices
Elevator
Mission Center
Location of Metro Center
Proximity to new residential neighborhoods
Proximity to Franklin Park

Reconciliation Through Music

Clara Barton Civil War Museum
Organ
Church Acoustics
Historic site
DC Tour Guides and Companions
Diocesan Anti-Racism Work
Archives
Library
Windows that compete with Washington National Cathedral
Bells
Concert Grand Piano
Off Street parking
Gospel and traditional choral music
President and Mrs. Roosevelt and Winston Churchill Christmas Eve Services
Separate 502c(3) Downtown Common
Audience for music programs
Hidden historic ceiling
Visit of Archbishop of Canterbury
Near several historic churches
Street Sense Media
Weekly liturgies
Planet Word Museum
Organist and choirmaster
Near large financial institutions
38,000 square feet
Historic bell tower
History of church's use as Union hospital
Civil War to Civil Rights tour marker
Racially and economically diverse congregation

Un-clustered Assets

The following assets includes all of the assets that participants listed beyond those that were used to shape specific programmatic ideas. They have been gathered into categories (those used during the Asset Mapping Event) to illustrate specific areas of strength where a number of assets are available for further connection and support of Epiphany's ongoing work.

Individuals

Monty Hoffman (developer)
Generous donors / parishioners
Connections with social justice leaders
Rector's organizing experience

Institutions

Johns Hopkins
Episcopal Church
Diocese of Washington
Relationship with St. Margaret's
Downtown Homeless Center at NY
Presbyterian
Downtown BID
Food / Restaurants
Local law firms (Hogan Lovell)
Media org as a tenant
Ford's Theater
Warner Theater
Retail nearby
Downtown BID AA / NA Groups
Religious Action Center
Relationship with NY Avenue Presbyterian
Other churches

Physical Assets

Bells
Stained glass
Near The White House
Near city hall
Commercial equipment
Metro
Space use revenue
Garden view
Meeting spaces of various sizes
Labyrinth
Basement
Open platform chancel (for performance)
Balcony seating
Columbarium
Kitchen oven, refrigerator, serving space
Front desk clerk / receptionist
Gathering space for social justice marches
Security system
Meeting space

Story Assets

Home Church for Women's leadership
National Church
Welcoming
Reputation for music and social justice

APPENDIX C: List of Participating Design Professionals

David Bell, Principal Architect, Bell Architects

Mat Daw, Structural Engineer, SGH

Fay Armstrong, DC Preservation League

Rebecca Miller, Executive Director, DC Preservation League

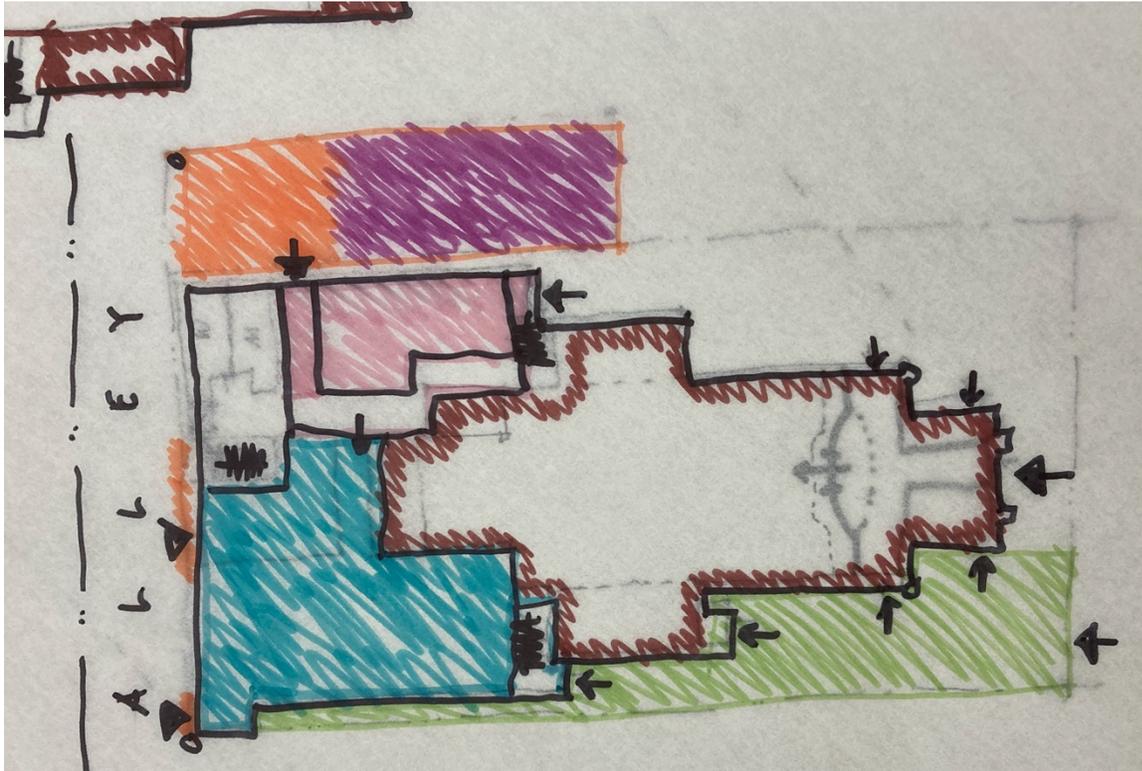
Brad Grant, Professor of Architecture, Howard Department of Architecture

Jim Shepard, Architect, Smith Group

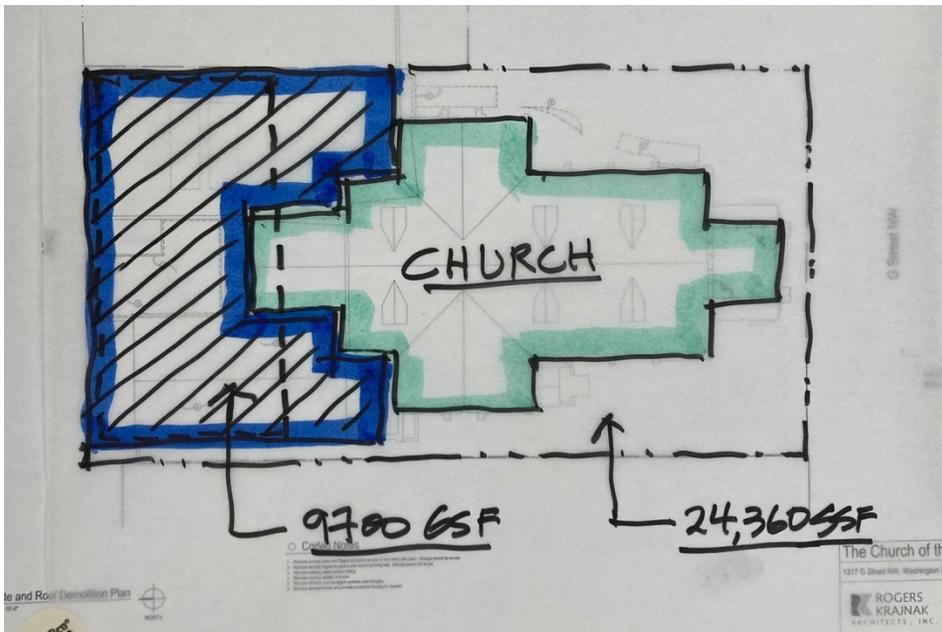
Jack Boarman, Architect, BKV Group

Rob McClennan, Architect, ZDS

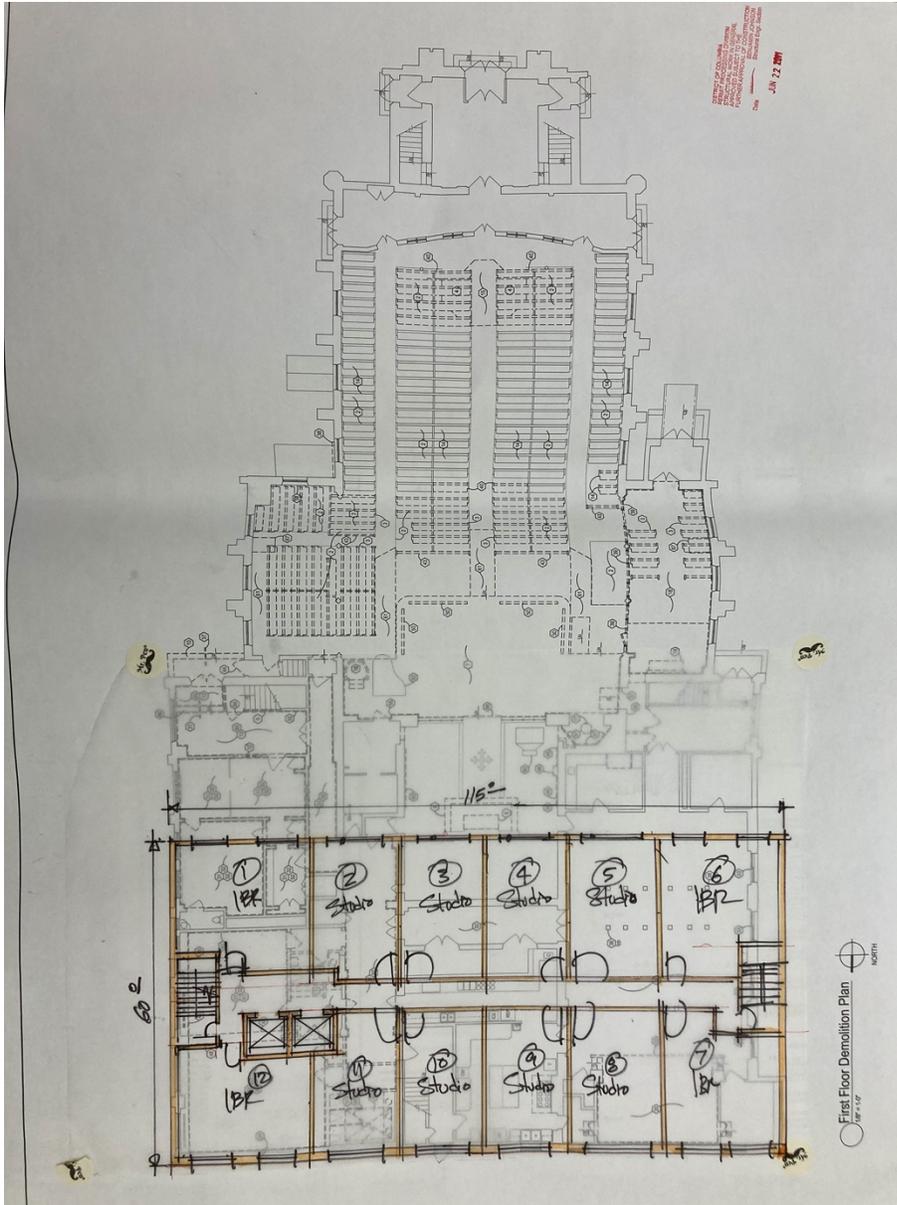
APPENDIX D: Design Charrette Drawings & Notes



ABOVE: Study sketch demonstrating existing entrance/exists and existing breakdown of facility components (e.g. church, parish hall, adjacent outdoor space, including parking etc.) This illustrates the unique challenges of rethinking the best and most efficient use of a complicated building, in addition to condensing welcome and primary entrance space.



LEFT: Illustrating comparable square footage of existing church building with potential maximum square footage for increased parish house/new development footprint.



LEFT: Illustrating typical floor layout for housing redevelopment of space currently occupied by existing parish hall.

The following notes were compiled by Partners staff during the design charrette and include further details and observations from the discussions among participating designers and the concluding presentation. This is attached here as a supplement to the narrative and recommendations in the report above.

ASSETS AND CHALLENGES DISCUSSION:

Q- What are the assets, amenities, and opportunities of the building that Epiphany can leverage?

- Structural flexibility
 - The annex is currently divided by non-load bearing walls
 - The gym's current height would allow for an intermediate floor addition

- Back and side choir offers available space to explore repurposing
- Architectural beauty of the sanctuary
 - Draws in visitors
 - Makes for a venue which stands apart from its surroundings
- Outdoor areas
 - Green area in an urban environment is rare and attractive to visitors
- Location
 - Directly next to main metro line
 - DC's synergy of arts, activism, and reporting
 - DC press club is around the corner
 - Brad Grant suggested it would be ideal location for a broadcasting company/studio space, congregation was intrigued
- Open wall space ripe for retrofitting with tech and/or media

Q- What are the challenges presented by the building?

- Circulation and division of spaces (“labyrinthian”)
 - The narthex feels cramped during large events where welcome tables/check ins are necessitated
- Accessibility
 - Existing loading dock at back of parish house has two steep steps
 - Desire for non-gendered bathrooms
- Security
 - The congregation values its open accessibility to the public, but also notes visitors may not feel safe even in passing by the entrance
 - Especially if daycares are considered, how can separation of spaces and security be ensured?
- Storage
 - Current storage limited to closets in parish house and basement (basement not ideal)
- Unclear which spaces are historic & contributing to NR nomination
- Unclear extent of TDR

Q- What are the key character defining features which we don't want to touch?

- Windows (!)- they can be moved but not discarded
- Truss
- Bells
- Ironwork
- Original circulation/entry through narthex

TEAM 1 FINDINGS: SHORT TERM

Goals: Offer solutions and design inspiration to help the congregation complete their work most efficiently and open the possibility of new/higher income streams

- Clarity of Circulation
 - Direct circulation to 3 main south entrances (parish house, sanctuary, annex)
 - Have more deliberate separation of space use
 - Turn parking lot in front of parish house into landscaped area
 - Pervious pavement/landscaping, still could be parking or spill over event/welcome space
 - Restore exterior entrance to Parish house on South elevation
 - Create larger basement access for ease of storage
 - Widen narthex
 - Remove second doorway
 - Modify east/west doors with glass panels to connect interior to exterior and add lighting
 - Add lighting fixtures
 - “Making it bigger can give more breathing room and the opportunity to make it more elegant”
 - North narthex wall bevels in, flip it so it bevels out towards sanctuary
- Add new infrastructure
 - Solar panels on gabled roof
 - antennas/dishes to tower not visible to street (telecomm would use)
- Restore parish house to theater space-reactivate unused upper floors
 - Get rid of drop down ceiling
 - Restore balcony/entablature/chandeliers
 - Connect balcony to elevator
 - Relocate systems to unused attic space
 - Additionally, an intermediate floor could be added, keeping the ornate details on the upper floor
 - It is thought a space with historic character like the hidden floors will present greater rental opportunities and increase asking prices
- Parking
 - Move parking out of the west lot and focus on solutions in the east lot, parking machine?
- Diversify uses
 - Remove pews to allow for greater flexibility of events in sanctuary
 - Hosting night events/rentals to increase presence on site and increase security

Questions raised:

- How would the narthex wall be repositioned? It would be removed and relocated in pieces

TEAM 2 FINDINGS: LONG TERM

Goals: Envision the maximum use of Epiphany’s zoning allowance for height and density to complete a mission-aligned project for affordable housing

- Roughly 30,000 sqf built today
- 4.5 available density, using 1.5 today
- 80,000 sqf available for new construction