

GAM 005

Executive Council -- Executive Committee

March 16, 2016

Archives Building Project

Resolved, That Executive Council authorizes the chief executive officer to proceed with the proposed development of the Archives as presented to Executive Council on February 27, 2016; *and be it further*

Resolved, That Executive Council authorizes the corporate officers, in consultation with the Canonical Archivist, to appoint a panel of well-qualified archival and construction experts to advise the Canonical Archivist in connection with the development project; *and be it further*

Resolved, That Executive Council authorizes the corporate officers of DFMS, in consultation with the Canonical Archivist, to contract with a construction manager acceptable to the Canonical Archivist and the DFMS, in order to manage the construction and finishing of the archival space in the project; *and be it further*

Resolved, That Executive Council authorizes a fund raising effort sufficient to fund the proper move, equipping, and effective use of The Episcopal Church archival collection; *and be it further*

Resolved, That Executive Council authorizes the development of an endowment sufficient to support adequately the ongoing physical operating expenses of the Archives; *and be it further*

Resolved, That this project ensure adequate space for the program and work of the Archives, as determined in consultation with the Canonical Archivist.

The Archives of the Episcopal Church
Project Planning: Archives Building Project
March 17, 2016

Project Oversight – DFMS Diligence

- Project review body (Council-Archives Board-experts)
- Hire and begin regular work with Project Manager
- Set up Archives-Fundraising Development-Developer team
- Develop budget and controls

Building Program Elements

- Final design and functional assessment for all operations
- Archives storage and operations standards–technical requirements
- Workflow analysis and review for administrative functions
- User/client accommodations
- Church/public space use design specifications
- Technology infrastructure (server farm and telecom)
- Access and security provisions

Acquisition/Siting

- Requirement analysis
- Market evaluation
- Siting Archives bldg. on Block 87
- Environmental sustainability (2012-B023)
- Feasibility negotiations – Letter of Intent
- Contract with top bidder/developer
- Developer’s due diligence (engineering, environmental, financial, conceptual design, permitting, utilities)
- Archives/DFMS due diligence (financial payoff and cash for project execution, final footprint, space/land planning allocation, conceptual design, build-out specs, site placement, parking, landscaping, common areas, condo arrangements, finish out allowance, etc.)
- DFMS, Archives Board, and Council approval
- Closing documents

Design and Construction

- Building Planning Team and Project oversight for Archives/DFMS
- Independent third-party consultants: architect engineers, archivists, etc.
- Final design specifications – exterior shell
- Interior design details and pricing
- Coordination and review of all decisions affecting program space
- Multi-zoned Environment Controls for air flow, temperature, humidity, pollution
- Lighting (exterior and interior; natural and artificial)
- Fire and flood prevention measures
- Common furniture, fixtures, equipment (FF&E)
- Special Archives installation of FF&E (shelving, storage)
- Construction and Punch List sign-off

Preparation and Move

- Staff recruitment and retention
- Pre-move Inventory, database creation, and audit
- Barcoding or other item tracking
- Packing and custom preparation of all media types
- Shipping manifest and receipt controls
- Source to facility stacks mapping: four spaces to one
- Staging logistics
- Transport moving specialist consultation and transit controls
- Physical move-in
- Post-move audit at unit level
- Opening readiness activities: clean-up, systems install, and testing

Fundraising & Communications

- Establish goals, giving opportunities,
- Develop targeted messaging for major donors
- Recruit local talent for long-term donor cultivation and contact management
- 815 coordination and support for national donor pool
- Ongoing fund raising activities by staff
- Communication pieces

**The Archives of the Episcopal Church
Building Project Chronology
Revised March 17, 2016**

July 2006. General Convention adopts [2006-A143](#). The resolution authorized:

1. the Episcopal Archives Strategy Committee (EASC) of Executive Council;
2. relocation decision by the Committee and Board in consultation with Council;
2. the Committee and Board to commence fund-raising and project development;
3. the Board to establish a 501(c)3 entity for the Archives with consent of Council.

June 30, 2008. Council passed [AF064](#) setting apart \$2.45 million to complete full due diligence on Block 87, fund-raising, conceptual design, Texas fund raising, consultant review, and pre-build costs.

April 21, 2009. Council passed [AF102](#) to authorize expenditure of \$9.5 for Austin land purchase.

October 8, 2009. EASC final report recommends re-authorization to continue next stages of the Project. COO Watt proposed an approved substitute to delete the Committee's specific tasks and remove their authority over the funding provided in AF064. Council reversed this vote in **May 2010 ([FFM023](#))** and restored the Committee's authority and accountability to Council.

January 13-14, 2011. Newly appointed **EASC** convened with Joel Cunningham as Chair. Susan McCone's departure as Development Officer for the DFMS was announced at this meeting. DFMS fund-raising consultants presented their fund-raising assessment report. The Committee agreed to:

1. Scale back on development proposal for a facility in Austin or elsewhere,
2. Endorsed DFMS fund-raising consultants for the project
3. Prepare a new development feasibility study with architects
4. Reassess human needs, funding sources, and business plan, and timeline.

January – May 19, 2011. EASC members met twice. Interviews with architects and property developers. All options were vetted. The Committee agreed on a final plan for the Archives on the southeast corner of Block 87. Archives drafted Case Statement but no target amounts. Revenue element left as a surface parking lot. Discussion on final recommendations to Executive Council.

August 16–September 1, 2011. Committee met by telephone to draft their *Blue Book* report that included a budget request of \$730,000 for an Austin-based fund-raising office to be folded into the Archives budget in [2012-A146](#).

October 11–November 28, 2011. Mark Duffy and Elizabeth Lowell made a series of donor cultivation visits to Episcopal dioceses on the west coast and the Diocese of Texas to tap into donor pool and input. The most sobering news came from Texas. Bishop Doyle made a final statement of support, but he was firm that a “real plan” depended on ECC management and development at 815 being in a better situation to support such an undertaking.

December 17, 2011. Representatives of **EASC** met in New York at a meeting called by Bishop Stacy Sauls and Del Glover (A&F) to discuss the financial ramifications of the Archives Project. Presiding Bishop and Elizabeth Lowell were also in attendance. Duffy gave full overview of the history of the project to the attendees including seeming lack of coordination between management and Executive Council throughout the process. He shared the feedback from the recent cultivation visits. Dr. Cunningham reviewed the positive developments stemming from the work of the Committee.

July 2012. General Convention reaffirmed GC2006-A143 by adopting [GC2012-A162](#). The Strategy Committee's budget request for fund raising assistance, after approval by the Stewardship Committee, was removed by PB&F in favor of an increased 815 Development Office allocation.

September 2012–January 2013. Bishop Sauls stated that Austin site would not work. Asked Archivist to meet with the Austin real estate agents Oxford/Cushman-Wakefield to explore options to Block 87. A series of contacts, programming meetings and visits to potential site visits garnered no viable options.

February 2013–January 2014. No movement forward as several independent discussions were held by management on a potential tie-in with a move of the New York headquarters.

February 6–7, 2014. Jennifer Baskerville Burrows' reported to Executive Council noting the lack of progress on Archives Project. In response, Council adopted [2014–AN025](#) to re-established a working group and report relocation recommendations by the end of 2014. At management's request, Council authorized the DFMS Treasurer to identify opportunities to sell the land in Austin ([2014–FFM-041](#)).

April 24, 2014. Consultant Lang Lowrey visited and interviewed the Archivist and Austin consultants at the request of Bishop Sauls to re-examine the property's value in conjunction with a parking concession. Archives prepared copies of 2009 Project documents for Lowrey's Atlanta firm.

February–March, 2015. At the request of COO, Archives met with architects, Studio 8 to revise space requirements for a smaller structure to stay within 47,000 sf. Outreach and programming space were pared back by 7,000 sf to achieve maximum storage capacity.

April–August 2015. Lang Lowrey (i.e. Verta) met with property representatives and legal counsel to update 2009 due diligence reports and prepare a marketing plan. COO stated in May that DFMS would not to seek fund-raising opportunities. Planning and negotiations handled by Lang Lowrey.

September 16, 2015. Verta Group announced marketing website for potential developers. COO issued press release announcing DFMS is accepting bids for development of property to include an archives building. Lang Lowrey began accepting developer's inquiries.

January–February, 2016. Five/six finalists chosen for final negotiation towards a letter of intent (LOI) to prepare a contract. Duffy met with Lowrey to become familiar with the project proposals. Letter of intent with preferred finalist signed on February 16.

February 27, 2016. Lowrey presented LOI pre-contract overview to Executive Council in executive session. Duffy met with Standing Committee on Governance and Administration to describe the impact of latest planning assumptions on Archives and review tasks not covered by Lowrey's presentation. These include **costs**: physical move, adding space through recovery, special equipment not covered by standard FF&E allowance, annual operating/maintenance costs of building; and possible **revenue** sources: parking concession, fund-raising, and DFMS contribution. Executive Council asked Duffy and Lowrey to revise working assumptions before adopting a resolution of support (GAM-005).

March 16, 2016. Executive Committee meets and passes [GAM-005](#). Additional costs are determined to be around \$9.75 million (of which \$5 mil is endowment) to be obtained by fund-raising activities.