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**Bricks and  
Mortals:  
Two Years of  
B&M**

**ANNUAL  
REPORT  
2019-21**



Bricks & Mortals

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Our houses of worship are the crown jewels of our communities. The neighborhoods they serve grew-up around them over decades and today they address housing, hunger, immigration, arts and all of the other enumerable needs of their communities. And notwithstanding all of this generosity and all their strengths, these houses of worship cannot do it alone.

The idea of Bricks and Mortals started almost five years ago - with NYC faith leaders and members of the real property community coming together to ask, how can we save these houses of faith? With so many congregations across New York City struggling to keep up with their expenses, as the cost to maintain their historic property rose and their memberships declined, myriad of heterogeneous groups gathered together to tackle this question, realizing that they were not experiencing this alone, but rather, it was happening to houses of faith all across NYC.

This vision of Bricks and Mortals was formed then, around that table -- to impartially inform, educate and connect FBOs to professionals and resources, and to empower FBOs to plan and make the best decision to achieve their goals with their property. To empower the mortals to manage the bricks to serve their communities.

In June 2019, Bricks and Mortals was grateful to receive its first official funding, from the New York Community Trust, transforming this from a mere idea to reality. Since then, the organization has only continued to grow -- in impact and vision, if not in the size of our still small team.

With funding Bricks and Mortals has conducted regular meetings and outreach, created its first mayoral policy platform, and novel research to understand the depth and breadth of the needs of the faith-based communities' real property. Together with the support and expertise of our staff, Members, Board of Directors, and funders, we've done so much in such a short time; and we have even more potential.

We're gratified that many of the same people in that first conversation continue to walk with us today.

Thank you to everyone that has been with us since that first conversation, and everyone involved in building this organization from its nascency.

We have so much more to do, and so many more people to reach.

**Rev. Dr. Donna Schaper**  
Bricks and Mortals Co-Chair

**Jason D. Labate, Esq.**  
Bricks and Mortals Co-Chair



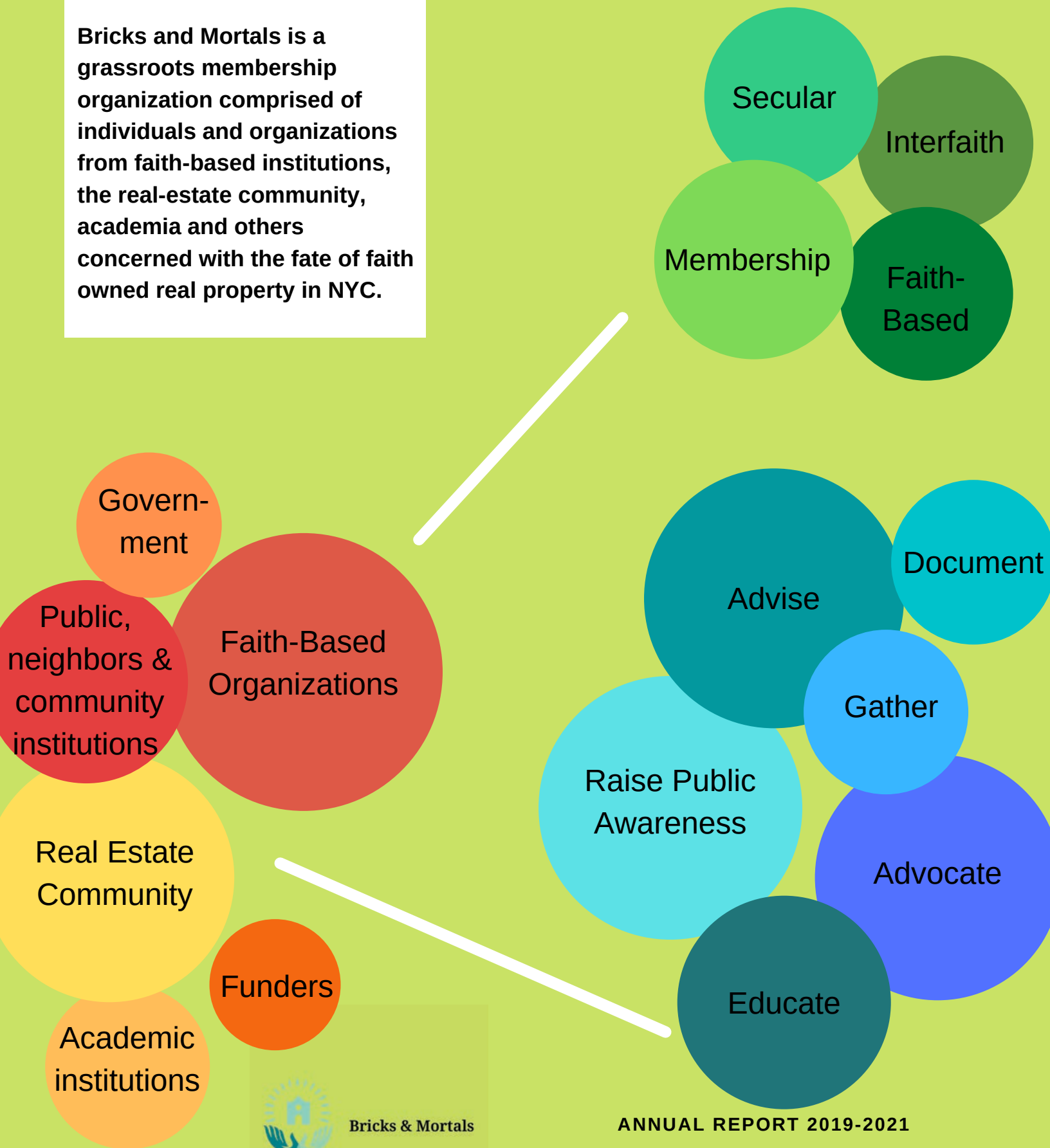
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# WHO WE ARE

## AND WHAT WE DO

Bricks and Mortals is a grassroots membership organization comprised of individuals and organizations from faith-based institutions, the real-estate community, academia and others concerned with the fate of faith owned real property in NYC.



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# STAFFED UP: EXECUTIVE DIRECTOR



**KATE TOTH**

Kate Toth was brought on as Project Director in October 2019, and promoted to Executive Director in September 2020.

With a background in advocacy, program development and fundraising, Kate has more than 15 years supporting and empowering vulnerable communities.

Kate was excited to be brought on as a NYCT Leadership Fellow in 2021, and is an Urban Design Trust Fellow.

She holds degrees from New York University and the London School of Economics.





# STAFFED UP: PROJECT MANAGER



**RHONDA-LEE  
DAVIS**

Rhonda-Lee was brought on as Program Manager (2020-21) with the Partnership for Faith-Based Affordable Housing and Community Development (funded by Trinity Church Wall Street), of which we are a founding member.

She is a trained urban planner who has worked to secure successful housing transitions for young adults who have aged out of foster care.

She is passionate about the role affordable housing and financial inclusion play in promoting livable urban communities for all New Yorkers.

She earned her Master of Urban Planning from CUNY Hunter College.



# STAFFED UP: PROJECT MANAGER



**KEVIN  
RITTER**

Kevin was brought on as Program Manager in December 2021 with the Partnership for Faith-Based Affordable Housing and Community Development.

Kevin is a graduate of Hunter College's Urban Planning Master's program. While there, he participated in the Studio Program with Bricks and Mortals, surveying dozens of congregations and imagining development opportunities to promote long-term sustainability.

He has worked at a range of non-profit organizations, including Lower Manhattan Cultural Council, South Street Seaport Museum, and Common Field.



# STAFFED UP: BOARD CO-CHAIR



**JASON  
LABATE**

Jason is a Partner at Goldstein Hall, PLLC. He is an attorney focusing on faith-based development, not-for-profit law, affordable housing & community development.

Jason is a frequent presenter on faith-based & non-profit real estate issues & is a co-author of "Changing the Paradigm: Creating Scale & Keeping Local Expertise in Nonprofit Affordable Housing Development" in the *Journal of Affordable Housing & Community Development Law*.

Jason has a JD from Brooklyn Law School, an MPA from NYU, and a BA from the University of Chicago.





# STAFFED UP: BOARD CO-CHAIR



**DONNA  
SCHAPER**

Donna is a Co-Founder of Bricks and Mortals, Formerly at Coral Gables Congregational Church in Miami and before that at Yale University, Donna was Senior Minister for Judson Memorial Church where she served for 15 years and helped the congregation develop a model of hyper-use of sacred space. She is also Associate Professor for Religious Leadership at Hartford Seminary and author of 38 books, most recently, *Remove the Pews*.

She lives in Orient, New York, on the Eastern Tip of Long Island, where she is part time Pastor of the Orient Congregational Church.



# STAFFED UP: NATIONAL EXPANSION DIRECTOR



**Starting  
January 2022**

For a duration of three years (January 2022 - December 2024), we will bring on a National Expansion Director for the \$1 million Thriving Congregations grant that we were awarded from the Lilly Endowment in partnership with Partners for Sacred Places in Philadelphia and the Hartford Seminary.

This five-year grant includes cohorts of five congregations in five cities, will develop and offer a training program, a Toolkit on Adaptive Reuse (applicable for congregations of all faiths and suitable to a wide array of needs), and coursework for long-term capacity building for clergy.



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# STAFFED UP: 5 COHORT COACHES



**Starting  
January 2022**

While the five cohorts are active for the Congregational Learning Process for the Thriving Congregations grant, We five (5) Coaches will be brought on for a duration of two years (January 2022 - December 2023).

The Coaches will provide direction for the congregations in their city's cohort. This includes support for the four in-person trainings to be provided in the two years, as well as, building working relationships and providing guidance and advice for individual congregations in their cohort as they pursue their goals and adaptive reuse projects.



# BOARD OF DIRECTORS

We are excited to report that the Leadership Committee elected our first Board of Directors in September 2020. Bricks and Mortals officially Incorporated in June 2021. We have filed for 501c3 tax exempt status and are awaiting designation. Bylaws were created, which include how to apply for membership for General and Faith-Based Members, and voting for the Board of Directors.

*Our Board of Directors now has the following committees:*

*Audit  
Budget  
Development  
Executive  
Governance  
Program  
Policy*

The Board meets quarterly, and Bricks and Mortals Membership meets on a bimonthly basis. Committees meet as needed.

We're proud to announce that **100 percent** of our Board has contributed to the organization, demonstrating a strong commitment to the organization and its mission.



# BOARD OF DIRECTORS

## *Inaugural Board of Directors*



**Taylor Aikin**

ASSOCIATE PARTNER WITH MBB ARCHITECTS

Taylor Aikin is an Associate Partner with MBB Architects where he leads a broad range of project types and scales from cultural and educational to religious and residential.



**Dr. Debbie Almontaser**

EDUCATOR

Dr. Debbie Almontaser is an internationally recognized, award-winning educator, entrepreneur, speaker, authority on cross cultural understanding and author of *Leading While Muslim*.



**Meta Brunzema**

ARCHITECT AND URBAN DESIGNER

Meta Brunzema is an architect and urban designer focusing on socially progressive, culturally rich and climate-neutral design, as a member of the Collective for Community, Culture, and Environment.



**Rev. Peter Cook**

EXECUTIVE DIRECTOR

Rev. Peter Cook serves as Executive Director of the New York State Council of Churches which represents 7,000 congregations across the state of New York.



**Canon Rev. Dr. Audley Donaldson**

PRIEST

Rev. Dr. Donaldson is the Rector at St. Stephen and St. Martin Episcopal Church, before being the Priest in Charge there and at the Church of the Redeemer both located in Brooklyn.



**Rev. Dr. Cheryl Dudley**

REGIONAL EXECUTIVE MINISTER

The Rev. Dr. Cheryl F. Dudley is the Regional Executive Minister of the American Baptist Churches of Metropolitan New York, serving since May 1, 2015.



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# BOARD OF DIRECTORS

## *Inaugural Board of Directors*



**Rev. Dr. Patrick  
Duggan**

EXECUTIVE DIRECTOR OF UCC  
CHURCH BUILDING & LOAN FUND

Rev. Dr. Duggan has amassed nearly two decades of economic and community development expertise through his work in government and the public sector on Long Island.



**Marc Greenberg**

EXECUTIVE DIRECTOR

Marc Greenberg is the Executive Director and co-founder of the Interfaith Assembly on Homelessness and housing.



**Jason Labate**

ATTORNEY

Jason Labate is an attorney focusing on faith-based development, not-for-profit law, affordable housing & community development.



**Gianfranco Grande**

NONPROFIT EXECUTIVE

Gianfranco Grande brings over 25 years of experience in management of nonprofit organizations and capital campaign fundraising to his role as Executive Vice President of Partners for Sacred Places.



**Rev. Joseph Holland**

ATTORNEY

Rev. Joseph Holland is an attorney, entrepreneur, government official, writer and ordained minister with over thirty-five years of experience of serving the community.



**Roger Leaf**

CHAIR OF BUDGET AND FINANCE

Roger Leaf is an elder of The First Presbyterian Church in the City of New York, where he has served as President of the Board of Trustees, Church Treasurer, and Chair of the Finance Committee.



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# BOARD OF DIRECTORS

## *Inaugural Board of Directors*



**Pastor Gilford  
Monrose**

PASTOR

He currently serves as a Board member for the Flatbush YMCA, and on the Advisory Board for Boys Town. Furthermore, Pastor Gil served as Vice President of various organizations; The St. Lucia House Foundation, Church of God 7th Day Pastor's Network, Inc., and, Churches United to Save and Heal.



**Bishop Angelo  
Rosario**

CEO - BRONX CLERGY TASK FORCE  
- ARCHBISHOP

The youngest member of Assembly of Christian Churches ordained at the age of 20. Studied at Mizpa University in PR, and professor of religious studies at Assembly of Christian Churches.



**Rev. Dr. Donna  
Schaper**

PASTOR

Rev. Dr. Donna Schaper was a Senior Minister for Judson Memorial Church for 15 years. She is Associate Professor for Religious Leadership at Hartford Seminary and author of 38 books, most recently *Remove the Pews*. She is part time Pastor of the Orient Congregational Church.



**Ira Schuman**

EXECUTIVE VICE PRESIDENT AND  
DIRECTOR

Ira Schuman is an executive vice president and director at Savills. Since joining in 1978 (then Studley), he has represented countless clients in a number of industries while specializing in the legal, nonprofit and educational sectors.



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# BOARD OF DIRECTORS

## *Inaugural Board of Directors*



**Rev. Dr. Bill Shillady**

PASTOR

Rev. Dr. Shillady is on the Mayor's Faith Leaders Advisory Council and Executive Director of the United Methodist City Society.



**Rev. Dr. Damaris Whittaker**

UNITED CHURCH OF CHRIST  
MINISTER

Rev. Dr. Whittaker is the first woman to serve Fort Washington Collegiate Church and the first Latina to serve The Collegiate Churches of New York in their 400 year history.



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# MEMBERSHIP

**In Fall 2021, the Leadership Committee officially transitioned into Bricks and Mortals Membership.**

Leadership Committee meetings began in Fall 2019 with 34 invitees and have grown to 78 invited to the last meeting held in 2020-21 (June 2021). Over this time, 10 meetings have been held.

There are now officially 34 official Members signed on.



## SELECT ACCOMPLISHMENTS

Quarterly events

Convening: Building consensus and opportunities for networkings

Nomination and election of Inaugural Board of Directors

Manhattan Borough President's Religious Facilities Task Force: Public Testimony and Policy Recommendations

Policy Platform for NYC's Next Mayor

COVID-19 Relief Sign On Letter



# MEMBER BENEFITS

## *Join Bricks and Mortals*

***This is just a selection of the benefits you will gain as a B&M Member***



- Pro bono 30 minute one-on-one diagnostic / assessment
- Network of New York City faith-based organizations and real estate community
- Bimonthly Membership Meetings, including case studies and resources
- Events throughout the year relevant to faith-based organizations and the real estate community, on on-going and new issues
- Newsletter
- Information on grants
- Businesses providing discounts to members
- Exclusive webinars
- Listserv for discussion, questions, and to share your organization's updates and events with a wide network
- Citywide vulnerability mapping of houses of faith
- Citywide property report





# MEMBERS

Taylor Aikin, Murphy Burnham & Buttrick Architects

Rabbi Elan Babchuck, Glean Network, Clal

Braham Berg, BBB3RG LLC

Meta Brunzema,  
Collective for Community, Culture and Environment

Stephanie Chan,  
Office of the Manhattan Borough President

Rev. Peter Cook, New York State Council of Churches

Lopez-Joël Dautruche, Judson Memorial Church

Beverly Dempsey, The Avenue Church

Karen DiLossi, Partners for Sacred Places

Patrick Duggan, UCC Church Building & Loan Fund

Matthew Dunbar, Habitat for Humanity

Rev. Robert Foltz-Morrison, Presbytery of NYC

Mark Gornik, City Seminary

Marc Greenberg,  
Interfaith Assembly on Homelessness and Housing

Rev. Joseph Holland, 400 Foundation

Ted Houghton, Gateway Housing

Breanna Hudson, Enterprise Community Partners

Ali Kaba, Muslim Community Network

Rabbi Irwin Kula, Clal

Jason Labate, Goldstein Hall

Roger Leaf, Presbytery of NYC

Myers Mermel, Tenant Wise

Pat O'Connell, West Park Presbyterian Church

Ugochi Onyeukwu, The Riverside Church in NYC

Rev. Dr. Nigel Pearce,  
Grace Congregational Church of Harlem

Rev. Valerie Ross,  
United Church of Christ, NY Conference

Rev. Dr. Donna Schaper, Judson Memorial Church

Ira Schuman, Savills

Rev. Dr. William Shillady,  
The United Methodist City Society

Rev. Dr. Scott Stearman, Metro Baptist Church

Rev. Phil Tom, The Riverside Church in NYC

Randall Toure, Riseboro Community Partnership

Richard Van Deusen, Ethical Culture

Rev. Schuyler Vogel, Senior Minister,  
Fourth Universalist Society in the City of New York



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# ACCOMPLISHMENTS



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# ACCOMPLISHMENTS

We have accomplished so much over the past two years - here are a few highlights!

## Events:

**11/20** *Sharing your sacred space now and post COVID*

**1/21** *Making room: A discuss of property predevelopment consultation question for Presbyterian Churches in NYC*

**3/21** *Theologies of Bricks and Mortals*

**5/21** *Real Estate 101 for Faith Communities*

**6/21** *Assessing Tax Exemptions for Houses of Faith - with French Interpretation*

**10/21** *Assessing Tax Exemptions for Houses of Faith - with Urdu Interpretation*

## OVERALL

- Events, with co-sponsors
- Launched website with multitude of online resources
- Data analysis on all of NYC's houses of faith
- Focus on diversifying and expanding membership



# ACCOMPLISHMENTS

We have accomplished so much over the past two years - here are a few highlights!

## OVERALL

- Incorporated
- Submitted for 501c3
- Hunter College Urban Planning and Policy Graduate Studio
- Expand imagination on using space for community / neighborhood needs

B&M was Hunter Graduate Studio's client in Spring 2021 and produced the "Faith in Place" report

*Read the full report:*  
[bit.ly/faithinplace](https://bit.ly/faithinplace)



# ACCOMPLISHMENTS

## SUSTAINABLE SOLUTIONS FOR SACRED SITES

Helping to restore and revive Sacred Real Estate so congregation can live another day to pray another way - and continue to serve their communities.

S4 grant is a five-year grant (2021-25) funded by the Lilly Endowment Thriving Congregations Initiative. We are partners with Partners for Sacred Places and Hartford Seminary.

## OUTCOMES

Training program that is nationally applicable

25 case studies and leaders

Seminary Coursework

National database

Toolkit on Adaptive Reuse

[www.s4program.org](http://www.s4program.org)





# ACCOMPLISHMENTS

## POLICY INITIATIVES / PROMOTING PUBLIC POLICY SOLUTIONS

Manhattan Borough  
President's  
Religious Facilities Task  
Force Public Testimony

Religious Facilities  
Task Force Policy  
Recommendations

Policy Platform for NYC's  
Next Mayor

COVID-19 Relief Sign On  
Letter

You can find these on  
the Bricks and Mortals  
blog and Resources  
section of the website



# ACCOMPLISHMENTS

## PARTNERSHIP FOR FAITH-BASED AFFORDABLE HOUSING AND COMMUNITY DEVELOPMENT

We advise faith-based institutions on how to maximize their New York City real property to support their mission, benefit of the community and continuation of their good work - with an emphasis and depth of resources in the areas of housing and homelessness alleviation.

The Partnership is funded by Trinity Church Wall Street and is a partnership of B&M, NYC Council of Churches, Interfaith Assembly on Homelessness and Housing, and Interfaith Affordable Housing Collaboration

\$100,000 in pre-development funding for affordable housing development in NYC

Events and Outreach

Development of Request for Proposals/ Qualifications for FBOs

Qualified Experts

Policy

[www.thepartnershipny.org](http://www.thepartnershipny.org)



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# ACCOMPLISHMENTS

## EDUCATION & CONVENING

Bimonthly Membership  
Meetings

Program / committee  
update(s)

Resources (for  
example: Local Laws,  
funding, meeting City  
agencies)

Events providing  
resources

You can find  
recordings of all our  
past events on our  
website:

[bricksandmortals.org](https://bricksandmortals.org)



# ACCOMPLISHMENTS

**All of these resources  
can be found on**

[www.bricksandmortals.org](http://www.bricksandmortals.org)



## RESOURCES DEVELOPED

Data on NYC Houses of  
Faith, including maps and  
visualization

11-Point Stressor Index for  
NYC Houses of Faith

Qualified Experts to  
Develop Affordable Housing

Case studies

Citywide Survey of NYC  
Houses of Faith



# FUNDING

We're so grateful to all of our individual and institutional funders:

**01**

## Collegiate - Benevolence Fund

Only a small percentage of those in need will ever pass through the doors of a Church. To carry out its mission in making a Christian witness, the Church must reach beyond its walls to meet people in the places where they actually live the challenges of everyday life. Through centralized and local benevolence giving, the Collegiate Church casts a wide net to support church-based and nonsectarian programs that embrace a strong sense of mission, compatible with our own, in serving those in need. We especially welcome applications from programs and projects where Collegiate funding can significantly further the program's mission at the time, and where there are opportunities for our Church members to engage in volunteer service.

**02**

## Lilly Endowment

### Thriving Congregations Initiative

The "Sustainable Solutions for Sacred Sites" program - a partnership between B&M, Hartford Seminary, and Partners for Sacred Places - will demonstrate adaptive, revenue producing, and sustainable uses for sacred sites, in five US cities.





# FUNDING

**03**

**New York City Council**

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Discretionary Funding is awarded two years in a row by Speaker Corey Johnson.

Our current funds are allocated towards Quarterly Learning and Education Events.

**04**

**NY Community Trust: 2019-21**

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NYCT awarded Judson Memorial Church a grant to establish Bricks and Mortals. This included hiring a coordinator, surveying needs of houses of faith across NYC, and establishing 501(c)(3).

This was a two-year grant, which ended in June 2021.

**05**

**NY Community Trust: 2021-23**

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B&M was awarded a second NYCT grant, in partnership with Partners for Sacred Places, for a term of 24 months that begin after our first grant expired, in June 2021.

This project supports the development of a website for houses of faith to list their spaces to rent, particularly for artists, but also to other mission-driven groups, and more.



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# FUNDING

**06**

## Trinity Church Wall Street

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Housing and Homelessness grant portfolio.

The Partnership for Faith-Based Affordable Housing and Community Development aims to address homelessness by engaging NYC's congregations through the use of their property, influencing public policy, and leadership in their neighborhoods. Partners on this grant are: B&M, NYS Council of Churches, Interfaith Assembly on Housing and Homelessness, and Interfaith Affordable Housing Collaborative.

**07**

## UCC - Genesis Fund

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The Genesis Fund, established in 1996 from funds raised through the Make a Difference Campaign, provides seed money for faith-based projects that are innovative or experimental, represent a new initiative in Christian mission, or that may be deemed controversial.

**08**

## Membership Contributions

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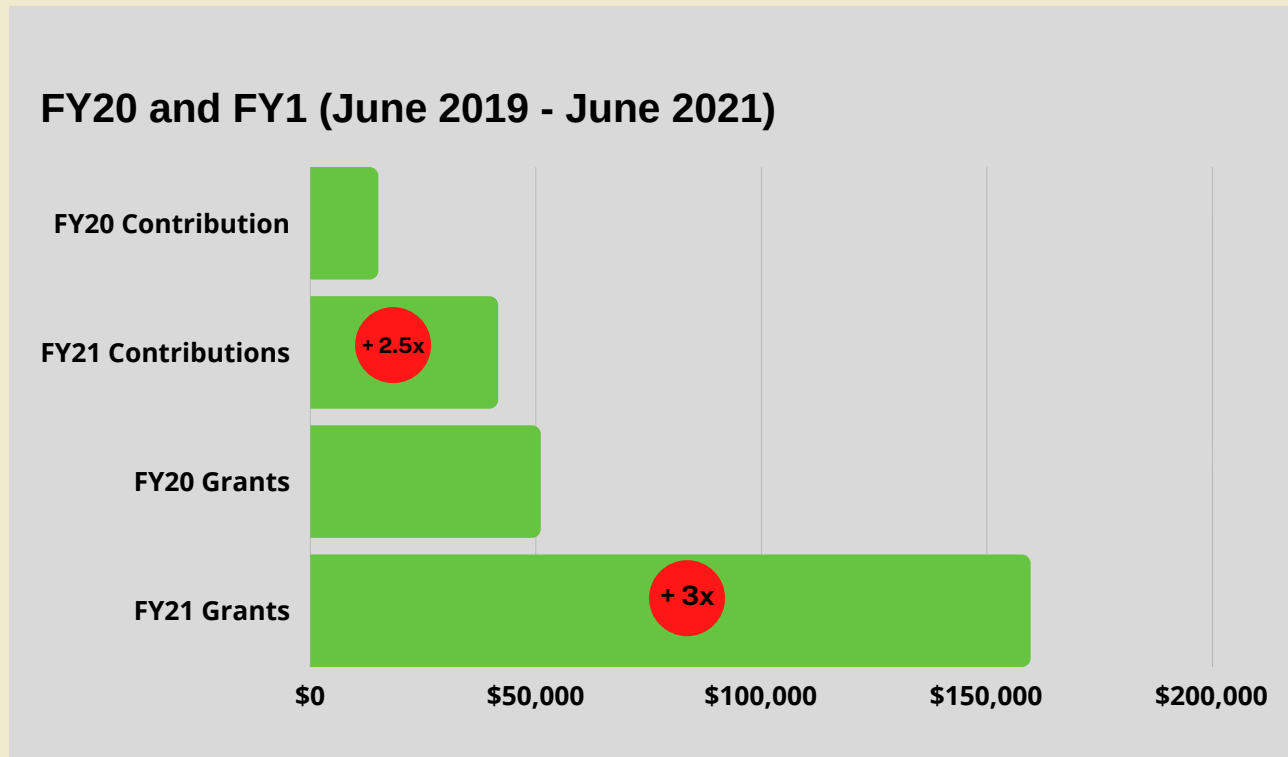
- City Seminary of New York
- Goldstein Hall - Attorneys at Law
- FXCollaborative
- IAHH
- Presbytery of New York City
- Savills
- Society for Ethical Culture of NY
- UCC Church Building and Loan Fund
- United Methodist City Society



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# GRANTS AND CONTRIBUTIONS



**97k**

New York Community  
Trust Grant

**78k**

Trinity Church Wall  
Street grant

**6k**

New York City  
Council Discretionary

**30k**

Lilly Endowment  
grant

**1m**

TOTAL  
Lilly Endowment  
Grant Awarded

**+56k**

Membership Contributions



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# IN PROGRESS / LOOKING TO THE FUTURE

We have achieved so much since launching the organization only two years ago - and we have big plans for the future. Here are some of our goals:

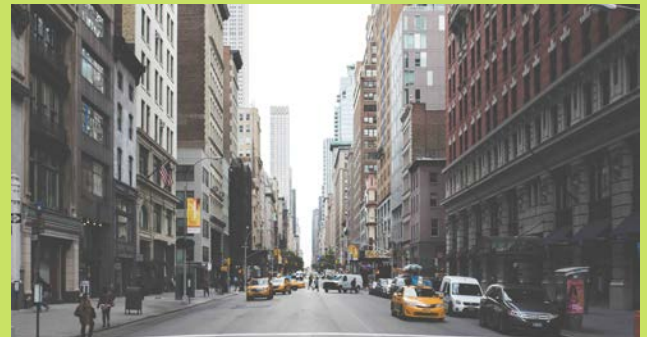
## Short Term Goals

- **Create** a list of experts, vendors and resources for Faith Based Organizations
- **Launch** space rentals website
- **Expand** available data on houses of faith
- **Survey** membership
- **Focus** on diversifying and expanding membership



## Resources In Progress

- **2022:** Space rental website
- **2022:** Adaptive reuse expert list
- **2023:** National Database of organizations involved in adaptive reuse
- **2025:** Toolkit on Adaptive Reuse



# ACKNOWLEDGEMENTS

Thank you to everyone who has joined Bricks and Mortals and contributed to its success. We look forward to continuing to engage you and expand so that we can serve more houses of faith in NYC.

**Thank you:**

Individual contributors

Institutional, ecumenical and government funders

Our Board of Directors and Board Co-Chairs

The Leadership Committee

Our Staff and Interns

Our Partner organizations

Judson Memorial Church for launching and hosting B&M

**We thank you for your continued support of Bricks and Mortals.**

## Contact

**Bricks and Mortals**

239 Thompson Street

New York, NY 10012

[www.bricksandmortals.org](http://www.bricksandmortals.org)

[bricksandmortals@judson.org](mailto:bricksandmortals@judson.org)

twitter @ bricksmortalsny

instagram @ bricksmortalsny



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