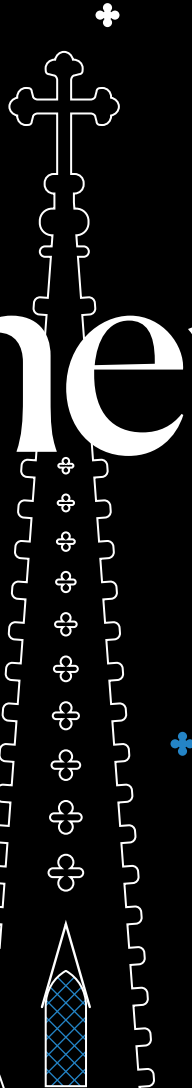
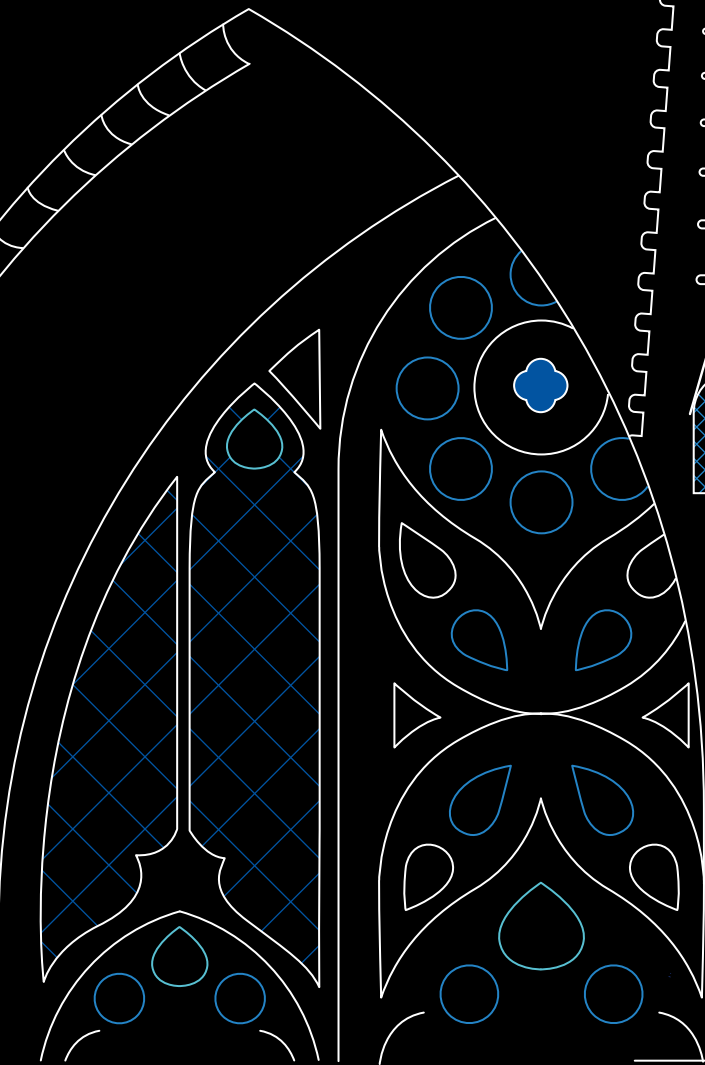
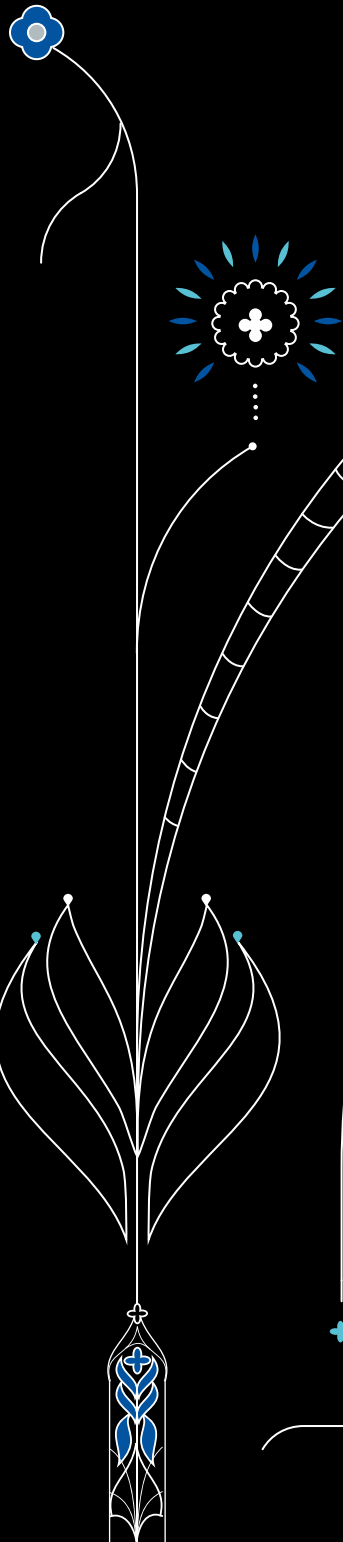




# Come Together





Teens and tweens fill Trinity Commons with energy during Youth Afterschool.

ISADORA KOSOFISKY

# Come Together

2024 Annual Report

A Note from the Rev. Phillip A. Jackson .....p2

Grow in Faith .....p4

- How We Worship
- 5 Questions with Our Vicar
- How We Learn

Serve Our Neighbors .....p14

- Caring For Our Youth
- The New Music Makers
- Welcoming the Stranger

Find Community .....p26

- Meet Our People

Music & Events.....p36

Our Impact .....p50

- A Letter from the Vestry
- Serving Our City
- Giving & Growing
- The Gift of Land
- Building Financial Resilience

Leadership Team .....p64





....  
A Note from Father Phil

### *Why do we come to church?*

We come because things just aren't working very well, are they? Life as we've been living it has left us divided, disconnected, and without purpose. Every day there are new reasons to despair, and we hunger for something — for someone — to make sense of our world.

We come to church because we know we cannot do this on our own. We cannot engineer, curate, or code our way to meaning, connection, and joy. As a community, and more importantly *in* community, we recognize our need for a savior — the person outside of us who changes us.

We come to church because we're people of hope and courage — firmly rooted in the love of God revealed to us in Jesus, the outsider who came to save us. Our hope does not depend on what's happening around us; we come to church to hear the truth that's deeper than our circumstances.

That's what I see in the stories you'll read on these pages. Beyond the individual lives that make up this community, we're part of a larger, more ancient story. And it isn't over. Each day, with God and with one another, we write the next chapter.

Blessings,  
Phil

The Rev. Phillip A. Jackson, Rector

Celebrating the  
30th anniversary  
of Father Phil Jackson's  
ordination.



LEO SOREL





GROW IN

# Faith

Church is the people we become, together. Through worship services that engage our hearts and minds and faith education programs that upend our assumptions, we seek to be a community that hears God's good news and acts on it.

Photograph by ISADORA KOSOFSKY

Candlelight  
Eucharist on  
Christmas Eve.

# HOW WE Worship

The ways we encounter the divine in church — and in one another — according to our vicar, the Rev. Michael Bird.

✿ I WAS BORN INTO THE EPISCOPAL CHURCH — THE son of an Episcopal priest — but even if that weren't so, I'm convinced I would've ended up an Episcopalian eventually. As a child at worship with my family, and as a person who has made this church my life's work, our practices and traditions have challenged me, comforted me, and provided a glimpse of the divine that each of us innately seeks.

How does a church do all that? For me, particularly here at Trinity, it's the way our tradition holds history and the horizon in tandem — and meets us in the present. We carry a collective, passed-on wisdom that means we're not starting from scratch. Our shared journey helps us understand how we can embrace God's kingdom in ways that wouldn't be possible if we were doing this alone. Whatever we seek in coming here, we seek in community with those who join us each week in the pews.

I often use the cross as a visual representation of how our faith is grounded in real relationships: Our vertical connection to God intersects with our horizontal relationships with our neighbors. We encounter God not by having the "right" beliefs or behaving perfectly but by becoming more human together — working to find God among us.

We may not be able to fully explain or comprehend God, but when we join others in our search, we are not limited by our personal experience or understanding. Others show us what we cannot see on our own. And as we learn from and care for one another, we begin to experience the fullness of a God who chose to come to us *as one of us*, in the person of Jesus.

On the next page, you'll find some answers to questions you may have about what we're doing and why. I hope they're illuminating.

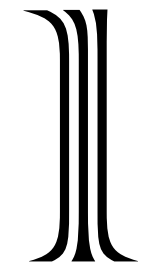
This beloved community has made Trinity Church my home. I hope it might be yours, too.



Father Bird  
baptized a new  
member of our  
community at the  
Epiphany service.



5 QUESTIONS WITH  
**Our Vicar**



## What happens on Sunday?

**Our faith influences** every aspect of our lives, but Sunday mornings are a sacred time. We gather with purpose — to read Scripture, sing hymns, and pray. The practices we follow as a community open us to the wondrous reality of our loving God, gathering and focusing us on what matters.

This is the service of Holy Eucharist, a Greek word for Thanksgiving. The centerpiece of our service is the act of sharing communion. We break bread and drink wine, remembering all that God has done for us and that we are God's body at work in the world.



## Church services at Trinity seem pretty serious!

**It's true** there's a lot of ritual to the way we worship. With soaring hymns, fragrant incense, and an established structure to how we do things, there's no denying we appreciate the beauty of tradition, but that doesn't mean we're stuck in the past. By engaging all the senses, we remember the many ways that God comes to us.

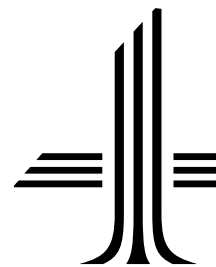
Each time we revisit a prayer, rite, or creed, we experience it anew, right in the present moment. Services follow the Book of Common Prayer, a centuries-old collection of written prayers and instructions that guide our worship. It was first produced in 1548 to allow people to participate in their own language rather than in Latin.

The Book of Common Prayer was ratified by The Episcopal Church in 1789 and most recently revised in 1979. We find freedom in its wisdom and structure that allows us to engage fully and reflect deeply rather than focus on what's coming next. Our common prayer is also a symbol of unity. Although we come from many backgrounds and experiences, our shared language and rituals bring us together.



## What is The Episcopal Church, anyway?

**The Episcopal Church** is a multinational Christian denomination headquartered in New York City. We're part of the worldwide Anglican Communion — a family of more than 46 different national churches — and have our roots in the Church of England. We became Episcopalians during the Revolutionary War when we split from the Church of England rather than swear allegiance to the British monarch. We've mended fences since then and now work closely with our fellow Anglicans around the world.



## What does The Episcopal Church stand for in the modern world?

**We embrace** a legacy of inclusion, exemplifying God's love for every human being, and have long been at the forefront of social change in the United States. The Episcopal Society for Cultural and Racial Unity was organized by a group of Black and white Episcopalians in 1959 to oppose all distinctions based on race, ethnicity, and social class. In 1974, the group now known as the Philadelphia Eleven were ordained as the first women priests in the church. In response to the AIDS crisis, the National Episcopal AIDS Coalition was created in 1988. In 2002, the Diocese of New Hampshire consecrated the first openly gay bishop in the entire Anglican Communion. And in 2015, five days after the Supreme Court ruled that same-sex couples had the legal right to marry, The Episcopal Church voted to permit any couple the rite of Holy Matrimony.



## Is everyone welcome at Trinity Church?

**Yes, everyone.** No exceptions. You're part of God's family, and your wisdom and experience are welcome and valued in every facet of our community. 🙏



“Our shared language and rituals bring us together.”



Summerlee Staten welcomed participants to Into the Word, a boundary-breaking Bible intensive.



Photograph by DAVID DEGNER

# HOW WE Learn

From Sunday school for children to deeply thoughtful courses for adults, Trinity’s faith education programs help us live our beliefs every day of the week.

“WE CREATE SPACES FOR PEOPLE TO ASK THE BIG questions,” said Summerlee Staten, executive director for Faith Formation and Education, of Trinity’s wide-ranging — and free — faith education programming for all ages. In weekly Sunday classes, online small groups, and seasonal intensive courses, the goal is simple: to help people navigate the world today.

“As Christians, we serve others and do justice from an overflow of what we’ve learned — and are learning — about the nature and reality of God,” said Staten. “We’re trying to form full people, which means helping folks have a better sense of who God is and who they are in light of that reality, allowing them to build stronger relationships and find true connection in a community that knows and cares for them.”

Through theologically robust, world-class educational programs that examine context, cultivate curiosity, and build resilience, said Staten, “we’re empowering people to love and serve one another without coming from a place of fear.”



An Into the Word class on the Dead Sea Scrolls and how the Bible came together.



## Into the Word

This 11-week hybrid course digs into the origin and complexities of the Bible. It's more than a self-contained study; participants are grappling with the far-reaching consequences of this ancient text in our lives today. Students learn about Jesus and equip themselves to combat uses of his teachings that harm our neighbors.

Guided by leading scholars from diverse faith perspectives, the classes subvert our inherent tendencies to weaponize the Bible — culturally and politically — to accomplish our own ends. We learn to read the Bible in context, skillfully, inclusively, and with joy.

“The Bible is both wonderful and complicated,” said Staten. “These stories are rich and deep, and I love to help parishioners feel how these texts are alive.”

## Discovery

In this weekly Sunday-morning class, students examine our assumptions about how the world works, what we believe, and why. By embracing complexity and cultivating curiosity,

we reject simple answers that too often lead to the dehumanization of our neighbors. “When we love one another despite our differences,” said Staten, “we make a powerful statement: We are willing to participate in God’s future.”

It’s that future, where everyone belongs, that these classes seek to encourage here and now: At the beginning of the year, we engaged in interfaith dialogue in a series focused on Jewish, Islamic, and Christian readings of the Book of Genesis. Leading up to the 2024 presidential election, we explored Jesus’s call to love our enemies across seemingly insurmountable conflicts.

## Contemplative Practice with Poetry

For those seeking to make sense of the mounting anxiety in our society, Trinity programs explore spiritual practices that cultivate resilience. This weekly online small group uses prayer and meditation to ground participants in our present moment and draw their attention to God’s ongoing good work in our complicated world, giving themselves the time and mental space to consider how they might participate in that work.

THIS PAGE: DAVID DINGER; OPPOSITE: JILL WACHTER

## Being/With

Working in community is central to all our faith education programming. At Being/With, a small group program originally developed at St Martin-in-the-Fields, London, participants learn to pay attention to the sacred in the everyday by sharing their own stories and hearing the stories of others.

## Sunday School and Youth Group

At Trinity, faith education begins early. In weekly Sunday school classes for young children and their families and twice-a-week Youth Group gatherings, we dig into the themes of Christianity in a way that’s accessible for all ages. Once a year, our middle and high schoolers travel to France to spend a week at the monastery of the Taizé faith community, stepping out of their routines to experience the divine through shared rhythms of prayer and service. The heart behind everything we do, according to the Rev. Matthew A. Welsch, priest and director for Children, Youth, and Family, is “to introduce young people to the stories, traditions, and people that will help ground them in the love of God.”

## Foundations

This five-week “Episcopal 101” series is for anyone seeking to know more about the Christian faith, the Episcopal tradition, or Trinity Church. Offered twice a year, the classes cover the basics of who we are and where we’ve been — including church history, the Book of Common Prayer, and the form and function of The Episcopal Church in the United States. Curious? Join us! ●

“We create spaces for people to ask the big questions.”

— Summerlee Staten

# Investing in Faith Leaders

*How Trinity Church is nurturing those seeking to make a difference.*



## Trinity Church believes

faith-driven leadership can heal divisions and disrupt injustice. For the last five years, the church has funded training initiatives to equip both lay and ordained leaders with the practical skills and supportive networks they need to become effective changemakers in their communities.

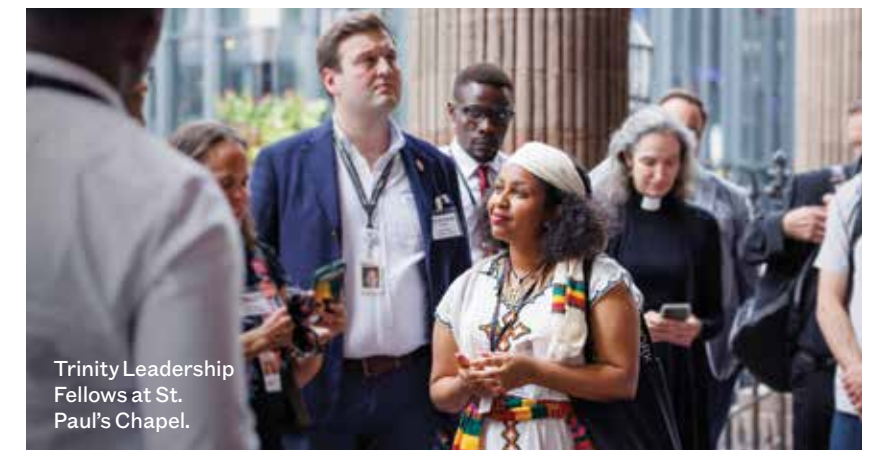
Since 2019, our partnership with **Church Divinity School of the Pacific** (CDSP), an Episcopal seminary, has prepared leaders for the shifting realities of the 21st-century church. In 2023, we announced CDSP’s plan to transition to a fully hybrid education model by 2025, opening new opportunities for students of all backgrounds to learn while they remain engaged in their communities. Seminarians are eligible for a two-year, post-graduation curacy, funded by Trinity, that supports their first parish placements.

“Those first two years after ordination are crucial and formative,” said the Rev. Phillip A. Jackson, chairman of the CDSP Board of Trustees, rector of Trinity, and an alumnus of the seminary. “By funding CDSP’s curacy program, we’re making sure new priests can concentrate on what

matters: receiving the hands-on training and mentorship they need to lead congregations and serve God’s people.”

Trinity’s commitment to leadership development also inspired the creation in 2020 of **Trinity Leadership Fellows** (TLF), a program that educates and connects emerging faith and community leaders. During this two-year, non-residential, fully funded fellowship, participants take eight classes, including change management and social entrepreneurship, while building life-changing relationships with peers around the globe. In 2024, we welcomed 24 fellows, the third cohort to join the program. From sheltering Afghan refugee families to providing spiritual wellness and grief counseling to congregations in crisis, Trinity Leadership Fellows are already creating positive change in our world.

To expand the community of changemakers, Trinity in 2024 launched its digital Faith Leadership Campus. This online platform is the virtual home of the TLF program and training opportunities offered by our Mission Real Estate Development initiative. Faith Leadership Campus is training the next generation of leaders. ●



Trinity Leadership Fellows at St. Paul's Chapel.



SERVE OUR

# Neighbors



When Jesus asks us to love one another as God has loved us, he means it.

At Trinity Church, investing our resources to serve others is how we serve God.



Afterschool is a place to do homework and access free tutoring.

# Caring FOR OUR YOUTH

At Trinity Youth Afterschool, more than 200 teenagers a day have found a welcoming community where they get tutoring and test prep, music and dance, athletics and art.

🌸 AT 2:30 P.M. EVERY WEEKDAY, THE TRINITY CHURCH version of a parish hall — five floors of a high-rise known as Trinity Commons — begins to pulse with activity. Kids stream through the front doors, grab a snack, and head off to play basketball, get homework help from tutors, or take advantage of free music and dance lessons from some of New York City’s finest artists. Or they just find a comfortable spot to hang out in the building’s cozy dedicated lounges.

When Trinity Commons was built in 2020, the dream of providing a place for the youth of our neighborhood was a dream delayed by COVID shutdowns. But on March 14, 2022,

Trinity Youth Afterschool began in earnest — and by 2024, we were serving an average of 222 attendees daily.

Afterschool, as it’s known informally, gives students a safe place to be after classes end, especially if they’re commuting to Lower Manhattan public schools from homes across the city. But more than that, it’s a space where young people can just show up and be themselves, said Trinity’s rector, the Rev. Phillip A. Jackson.

“Maybe they’ll find other students who share their unique interests. Maybe they’ll connect with trusted adults they never would have met otherwise. Or maybe they’ll try a new skill they’ve always wanted to try. Here, they can excel at it — or be bad at it, because there’s space for that, too,” said Father Phil. “More than anything, we just want our kids to feel loved, exactly as they are.”

Attendance at Afterschool has nearly doubled since the program’s first full school year, 2022–2023. This success was only possible because of a decade of foundational work by Trinity’s youth program leaders, according to the Rev. Matthew A. Welsch, priest and director, Children, Youth, and Family. Trinity staff spent years developing close ties to teachers, principals, and guidance counselors serving the schools in our neighborhood.

“Through these relationships, it became clear to us that we needed to prioritize programming for teens specifically, because of the way the pandemic had impacted them socially, emotionally, and cognitively,” said Father Matt. “We also knew that we couldn’t just open our doors without putting in the time we needed to build trusting relationships. We got

“More than anything, we just want our kids to feel loved, exactly as they are.”  
— Father Phil

to know the people closest to the teens in our neighborhood, and they got to know us.”

Trinity’s Afterschool programming, for young people ages 12–18, offers a range of activities led through partnerships with organizations including JAZZ HOUSE KIDS, the Alvin Ailey Extension, and the Downtown United Soccer Club. From 2:30 to 6 p.m. on school days, students can participate in group sports, experiment with different art techniques, attend guided meditations, or learn to play new instruments provided by the church.

Popular classes include Basketball — offered through a partnership with Steady Buckets, an innovative basketball, physical fitness, and leadership skills development program — and Open Art, taught by a staff youth adviser in collaboration with local art teachers.

During the fall 2024 semester, Trinity hired an academic tutor to lead Afterschool’s tutoring and homework help classes. “Hiring an in-house tutor ensured our tutoring program is founded on the same philosophy as the rest of Afterschool,” said Father Matt. “Our tutor has focused on building relationships, giving students personalized support, and encouraging students studying the same things to help each other.” The fresh approach has made these classes more popular than ever: About 178 students came to Trinity for at least one tutoring session last fall, compared to 76 in fall 2023.

Every school day, nearly 70 students hang out in our Youth Lounge. One of the most extraordinary aspects of the program, according to Father Matt, is how it brings kids from a wide range of socioeconomic and religious backgrounds together around the same table.

“These kids wouldn’t interact with each other in any other place, but they’ve become friends here at Trinity,” Father Matt said. “That range of backgrounds is incredibly important to us. It’s what Church, at its best, is supposed to be. It’s what the kingdom of God is supposed to look like.”



OPPOSITE PAGE: EDWIN TORRES; THIS PAGE: ISADORA KOSOFKY

Real community is what sets Afterschool apart.



FROM PRESCHOOLERS JUST BEGINNING TO FIND their voices to recent college graduates seeking to enter the industry as professionals, Trinity is working to build the next generation of musicians. In 2024, we invested in free programs that served over 1,300 students at Trinity Church, Trinity Commons, and at schools and after-school centers throughout New York City, providing high-quality training, performance opportunities, and mentorship that accompanies young people from childhood into adulthood.

In addition to training students, Trinity is committed to revitalizing the field of teaching artistry, which encourages professional musicians to view teaching as essential to their artistic practice. While many New York City organizations have closed their teaching artist programs in recent years, Trinity has expanded, placing accomplished working artists in classrooms to share their expertise and love of music with students. In 2024, we also launched a teaching artist fellowship program for college students studying music education.

By investing in both students and teachers, Trinity is helping more young New Yorkers access the benefits of music education.

Director of Music Melissa Attebury started at Trinity in 2006 as a member of Trinity Choir and a teaching artist for the youth chorister program. As a daughter of music educators, Attebury knows how music can transform a young person's life, fostering resilience and creativity.

"For so many young people in our community, making music is a safe space and creative outlet," said Attebury. "Those of us who have been blessed to teach and share music feel it's our responsibility to pass it on to the next generation."

The Sing, Choirs of Angels holiday concert brought together the voices of all the Trinity ensembles — including Trinity Youth Choir.



# THE NEW Music Makers

Our unique music education programs nurture both students and teachers, promoting lifelong engagement with the arts.

Photograph by AVIVA KLEIN



# Public School Outreach

Trinity Church provides highly interactive educational experiences to nearly 1,100 students in New York City through its music outreach program. Our student-centered philosophy of education caters to the individual goals of each community. We’ve worked with multiple neighborhood organizations to help young people experience the joy of music making.

We specialize in providing music education in locations where access may be unavailable due to funding and resource limitations. Our work focuses on meeting the needs and goals of each individual community to create collaborative and engaging programming.

In 2024, our Music team worked closely with Trinity’s Neighborhood Support staff to identify additional communities that would benefit from music programming. Through that partnership, we added two new sites to our roster, increasing our reach by about 150 students. Both sites already had relationships with Trinity through our Philanthropies team. We also began working with an early childhood program for the first time, offering a course that uses music as a vehicle to help two-to-four-year-olds engage in creative play and develop their fine and gross motor skills.

Trinity is now sending 13 teaching artists and two teaching fellows to 10 sites in the city. All our classes are co-taught by two expert teaching artists, and our lessons are intended for all students, regardless of their music background.

“For so many young people, making music is a safe space and creative outlet.”

— *Melissa Attebury,*  
*director of Music*

One of our longest-running collaborations has been with the Chinese American Planning Council. For the past 12 years, Trinity has provided music classes to over 800 students a year, including instruction in songwriting, ukulele, guitar, movement, and chorus. We’ve also worked with the Henry Street Settlement, University Settlement, the Chinese Methodist Center Corporation, and the New York City Department of Education.



# Trinity Youth Chorus

Currently celebrating its 20th season, Trinity Youth Chorus brings together talented youth ages 5–18 from the five boroughs of New York City. Choristers receive individual and group training in vocal technique, music theory, sight-reading, and performance skills from a group of dedicated professionals led by Attebury and Peyton Marion, assistant director of Music Education and Outreach.

Our 107 choristers provide musical leadership for Sunday 9am family services and offer concerts throughout the season, often performing with Trinity’s professional ensembles, including Trinity Choir. We expanded our music education offerings at Trinity this past year by launching additional weekday choir classes for K–5 students.

Trinity Youth Chorus addressed weighty social and spiritual themes in 2024, in performances ranging from a Lenten presentation of Kim André Arnesen’s *Tuvayhun*, inspired by the Beatitudes; to the world premiere *Number Our Days*, a multimedia oratorio exploring joy in the face of loss; to Gabriel Fauré’s lyrical Requiem in D Minor, a contemplative meditation on hope; and a first-ever cameo in Trinity’s acclaimed annual presentation of Handel’s *Messiah*. The chorus also received its first Grammy nomination, for Best Choral Performance, in Benedict Sheehan’s oratorio *Akathist*, recorded alongside Trinity Choir, Downtown Voices, NOVUS, and Artefact Ensemble.

# JAZZ HOUSE KiDS

Through a collaboration with JAZZ HOUSE KiDS, a New Jersey-based community arts organization, Trinity has created JAZZ HOUSE NYC, a free jazz education program open to all Trinity Youth. Part of the church’s Afterschool program, the initiative expands access to free musical training and jazz education.

Classes at Trinity introduce students from across New York City to group ensembles, improvisation, jazz vocals, and African drumming. Students can choose saxophone, trumpet, trombone, clarinet, flute, piano, or guitar. To reduce barriers, novice learners receive loaner instruments to kickstart their study.

During the fall 2024 semester, 139 students actively participated in JAZZ HOUSE NYC, up from about 110 in 2023. The program conducts an annual college fair to give students interested in becoming professional musicians the tools and confidence they need to pursue their goals long after leaving the JAZZ HOUSE classrooms.

Just three years after launching, the program is already transforming students’ lives. “So far, 16 of our graduating high schoolers have gone on to study music in college,” said Trinity’s vicar, the Rev. Michael Bird. “That’s 16 lives changed forever, 16 voices the world now gets to hear through music. Our biggest hope is that all our students realize just how important their voices are and continue to share their stories and talents.”



# Training Emerging Artists

Two innovative programs focus on early career training for young musicians.

The **Trinity Choral Scholars Program** helps students bridge the gap between graduation and landing a professional job. By embedding early career singers with Trinity Choir and St. Paul’s Chapel Choir, the apprentice program gives them a chance to develop their skills in a supportive setting. The goal is to find and train young musicians at the highest level, while also identifying new artists to add to the ranks of Trinity’s professional ensembles.

“We want to ensure the next generation of church musicians is familiar with the choral canon and learns the art of ensemble singing,” said Director of Music Melissa Attebury. Since the program began in 2022, Trinity has welcomed 24 students as Choral Scholars, a paid apprenticeship that lasts the academic year.

Extending our commitment to musical mentorship, Trinity launched the **Teaching Artist Fellows Program** in 2024. This initiative supports early-career music educators by placing them alongside our in-house team of 13 teaching artists, in classrooms at Trinity Church and our outreach sites across the city. Collaborating with the Borough of Manhattan Community College, we offered two fellowships in 2024. These included one-on-one mentorship and training in the skills needed to provide high-quality musical instruction to students from diverse backgrounds.

“The fellowship shows college students it’s possible to be both a professional musician and a music educator,” Attebury said. “By investing in teaching artists, Trinity is investing in the future of music education in our city.”



# Welcoming THE STRANGER

Trinity is putting its faith into practice by providing support for New York City's asylum seeker community, from offering food and clothing to new arrivals to providing temporary housing and legal aid.

OVER THE PAST TWO YEARS, MORE THAN 200,000 asylum seekers have come to New York City. Their arrival has been the subject of a constant barrage of news and noise, and meeting the needs of this growing community may seem an overwhelming — if not impossible — task. But it's not. In fact, it's the very work we're here to do.

"Jesus instructed his disciples to feed the hungry and welcome the stranger, and that is also what we must do," said the Rev. Phillip A. Jackson, Trinity's rector.

Since 2022, Trinity has supported asylum seekers and their families both by funding community partners and by developing direct programming in our own spaces — a free pantry stocked with fresh food and other essentials, legal support, and classroom education provided by Trini-



Compassion Market provided free groceries and other essentials to our neighbors.

Photograph by JOSE ALVARADO



ty’s Neighborhood Support team, led by Chief Community Impact Officer Lorelei A. Vargas, with direct input from the affected migrant communities.

In 2024, Trinity’s Compassion programs supplied over 2.5 million healthy meals to those in need through our Compassion Meals program and the Compassion Market satellite network of food pantries we support across the city. With the help of our Compassion Space program, we provided migrant families with over 5,000 packs of diapers and 2,500 winter coats. And we directly distributed clothing, hygiene kits, and other necessities to community-based nonprofits, schools, and hotels serving asylum seekers in our Lower Manhattan neighborhood.

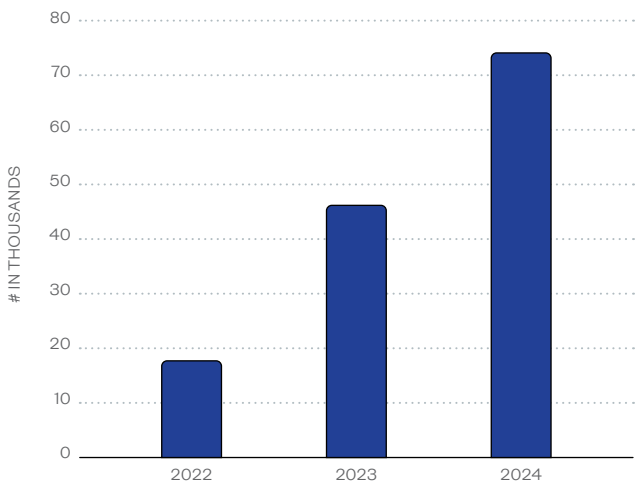
We’ve also developed free programs to equip our new neighbors for life in the city, including English-language classes, workforce development courses, legal workshops, and more. We translated materials for our youth after-school programs into many languages, so everyone can join. We’re developing new ways to serve younger children and their parents — arts and crafts sessions, for example.

We’re also making sure our neighbors feel at home in our faith community. Our K–5 Sunday School programs now have dual-language registration and our 2024 Children’s Summer Program was fully Spanish/English bilingual. Under the leadership of the Rev. Jorge Ortiz, priest and associate director of Community Engagement, we’ve helped asylum seekers observe milestones in their lives — hosting

## Meeting the Moment

*New York’s continuing struggle to house, feed, and process an influx of asylum seekers is evident in the skyrocketing need for Trinity’s direct support.*

People served through Compassion Ministry Programs



Do not oppress  
a foreigner;  
you yourselves know how  
it feels to be foreigners,  
because you were  
foreigners in Egypt.

— Exodus 23:9

weddings, baptisms, and a quinceañera service. During the holidays, Father Jorge and a team of volunteers from our parish purchased and packed nearly 600 Christmas gifts for children of asylum-seeking families. Father Jorge also organized two Christmas dinners, giving families the chance to relax over a festive meal.

“Being part of our church means being part of our family. And this is just what families do — we share meals together, we celebrate life’s special moments together, we’re there for each other in good times and bad,” Father Jorge said. “Our greatest hope is that everyone who walks through our doors, no matter where they come from or what language they speak, knows they are beloved members of God’s family.”

In addition to direct programming at Trinity Church and Trinity Commons, we have awarded grants to nearly two dozen nonprofits providing services and shelter to asylum seekers across our city. Trinity grantees Women in Need (WIN), Providence House, and Coalition for the Homeless are ensuring our neighbors are fed and have full MetroCards. The Mayor’s Fund to Advance NYC, New York Disaster Interfaith Services (NYDIS), and the Interfaith Center of New York are working with faith-based organizations and houses of worship to provide emergency shelter. The Girl Scout Council of Greater New York has expanded Troop 6000, its program for homeless youth, to include young asylum seekers. And African Communities Together is providing gift cards and smartphones, as well as advocating for critical access to language services and space for prayer.

“Trinity is always seeking out the most effective and impactful ways to do good for our neighbors, our community, and our city, and our charitable giving reflects that commitment,” said Father Phil. “The Bible is very clear on our responsibility to serve the strangers who come to our shores, and it is a privilege to continue that work.”

ISADORA KOSOFSKY

Free grab-and-go meals were served seven days a week in front of Trinity Church.



The annual parish picnic on Trinity Sunday, our summer kickoff.

Photograph by LEO SOREL

FIND

# Community

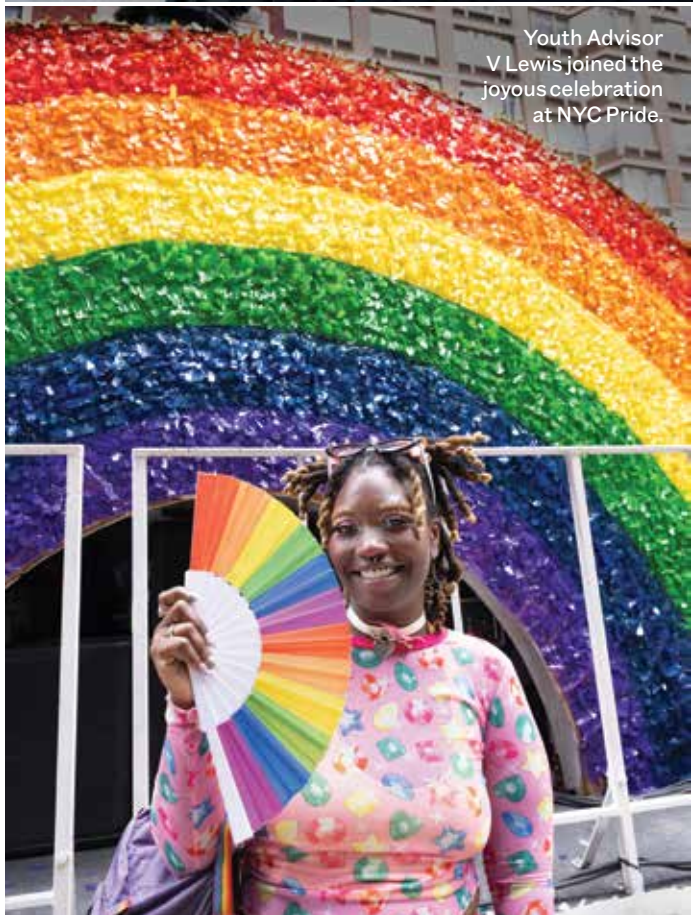


To be a Christian is to belong to a community. At Trinity, that means we show up in church on Sunday, we worship together, and we serve one another. Because it's in gathering that we experience God's love.

show up in church on Sunday, we worship together, and we serve one another.



Assistant Head Sacristan Emily Smith greeted an honored guest at the Blessing of the Animals.



Youth Advisor V Lewis joined the joyous celebration at NYC Pride.



Father Jorge Ortiz blessed a parishioner on Palm Sunday.

THIS PAGE, CLOCKWISE FROM TOP: MELANIE LANDSMAN; LEO SOREL (2). OPPOSITE PAGE: ISADORA KOSOFSKY



Shepherds and angels made their way to the Christmas Eve pageant under the watchful eye of Melissa Attebury, director of Music.

“We are made,  
we are here,  
for one  
another.”

— *The Rev. Kristin  
Kaulbach Miles*

Mother Kristin  
Miles shared  
a moment with a  
tiny parishioner at  
Trinity's Christmas  
dinner for our  
newest neighbors.

THIS PAGE, CLOCKWISE FROM TOP LEFT: CINTHYA BRIONES; LEO SOREL(2), OPPOSITE PAGE: ISADORA KOSOF SKY



Parishioners  
celebrated a sacred  
commitment with  
our community.



The Easter egg  
hunt brought  
new life to the  
churchyard.



Mother Yein Kim  
sprinkled holy water over  
the crowds celebrating  
New York Liberty's  
championship win.





# Meet Our People



## Bob Zack

Member for 35 years

I found Trinity in the early '80s when I worked on Wall Street and would go to the lunchtime concerts. It was like taking a tremendous deep breath, opening my heart and mind to God. I'd feel this big *aaahhh*, like there was something more to life than pushing a pen. I'm not much of a joiner, but finding Trinity got me over that barrier, and 35 years later I've been a lay reader, I like to volunteer at church services, I've served on the vestry, and I've created deep friendships with people from all walks of life and parts of the city.



## Hector Carino

Member for 1 year

My one concern before coming to Trinity was that it might feel entrenched, or a little "dusty," because it's such a historic institution. But that was dispelled immediately when I signed up for the Into the Word Bible course, where I listened to brilliant visiting professors and sat with a thoughtful 25-year-old and an older woman from the Upper East Side and had some incredible conversations. These people were seemingly so different from me, but we recognized what we have in common, and what we don't, and I ended up learning almost as much from them as I did from the speakers.



## Pearl Chin

Member for 16 years

As I've grown spiritually, I've come to love the more mystical side of our church services and have even considered seminary. But the clergy has helped me find a path where I can be part of the worship team and add value without being ordained: I visit parishioners who can no longer make it to church and administer communion, and I co-chair the committee for Discovery, our flagship adult education program. It's wonderful to be part of a welcoming, progressive community that meets people where they are — a place that has morphed with the needs of the congregation, the city, and the world.



## Tina Moya

Member for 10 years

When I walked into Trinity for the first time with my family, I was greeted by a congregation of bright, smiling faces — Mother Kristin was like a glowing light. A couple of children happened to be standing on the pews so they could see better; kids were being celebrated for being kids! We ended up staying, and my youngest was a camel in the Christmas pageant later that year. I've since found that Trinity makes everyone feel loved for being just as God made them. I'm grateful to know that my kids' family community expands beyond the front door of our apartment.



## Kevin Grant

Member for 16 years

It was important to me to find a church that accepts everybody — especially since my sister is gay — and that's Trinity. Honestly, there's a place for everyone, and I love that you don't have to be a church member to volunteer or take communion; you can still feel welcome even if you don't take part in any of that. There's no judgment. I'm a once-or-twice-a-month type of church guy, and I'm still greeted with open arms every time I show up.

"It was important to me to find a church that accepts everybody."





## Marcelo Phillips

Member for 6 years

Trinity has taught me what it means to be welcoming — even my six-year-old daughter gets in on it. When I’m an usher, she loves to hold my hand and help me greet people. This is a church that insists that no one’s getting left behind, that we’re going to help every single possible person we can — whether that’s congregants or people in need in the community — and we’re not going to stop. I’ve learned a lot from that mindset.



## Dolores Osborn

Member for 40 years

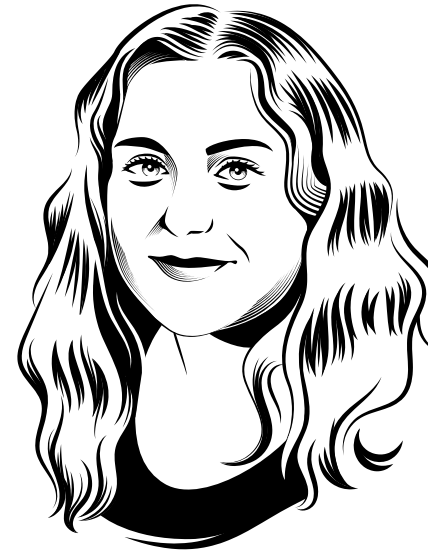
Trinity’s evening workshops and day-time concerts always impressed me, but it was the people I met there who called to me, and that’s why I started to weave my way into the church on Sundays, too. Forty years later, I’m still ushering and greeting, and I am a member of a knitting group and a senior group that worships together and does tai chi and yoga. It’s a mixed-up world out there, and having a place to gather with diverse but like-minded people is a gift. Trinity is a place where we can find solace and love. I had a stroke recently, and the outpouring of caring I received is what got me through it.



## Suzan Armstrong

Member for 4 years

We’re from Birmingham, Alabama, but when we retired, my husband and I took a big leap of faith and moved to New York City. To our relief, we quickly found that Trinity is a place we could find community — and now it’s a part of our everyday life. We love that the doors are always, truly, open to all. Parish volunteers warmly welcome visitors — whether that’s a tourist who wants to snap a photo, a New Yorker who wants to light a prayer candle, or just someone who needs a warm place to sit and rest — and answer their questions. So one of the first things I did was sign up to be an Ambassador, and now I welcome folks from all over. As I’ve learned about the history of the church, I’ve realized that Trinity has always been here for the whole community.



## Erica D’Ancona

Member for 11 years

Being a part of Trinity Youth Choir was extremely inspiring to me, a young person who’d never gone to church. While performing, I felt the joy carried by the music permeate whatever space we were in, and the power of our voices lift the audience. I think a lot of people of my generation were missing community, and being in such an accepting and diverse environment with others who had a similar idea about how humans should move through the world changed me. The sermons I heard, the impact we had, it all gave me a sense of confidence and peace, of being protected by God. To this day, that allows me to feel safe in my choices, my ideas, and my music.



## Kenton Kilmer

Member for 3 years

My business partner is a deeply religious, Orthodox Jewish man, and I admire the way his family uses the Talmud and other teachings to routinely evaluate what’s ethical and virtuous. I wanted to find that in my Episcopalian tradition, but too many places seemed to want to jam “virtue” down your throat. That’s not the case at Trinity, where you can consider these kinds of ideas, not dogmatically but in a spiritual way that is grounded in logic, with clergy who recognize that we live in an evolving world. In Judaism, things are always up for debate, and I think that’s beautiful. Trinity, too, offers room to think and question, often through casual conversation. 🕊

“I think a lot of people of my generation were missing community.”



*emergency  
shelter intake  
form*

October 24

Trinity's contemporary music ensemble, NOVUS, presented the New York premiere of an oratorio by Gabriel Kahane grappling with housing insecurity.

Photograph by NINA BERMAN

# Music & Events



Through revelatory music and groundbreaking conversations with authors and thinkers, Trinity's free concerts and special events deepen our understanding of faith, social justice, and community.



*Messiah*  
December 11–13

Guest conductor Jane Glover led Trinity Choir and Trinity Baroque Orchestra in our exhilarating annual presentation of Handel's masterpiece.



Trinity Youth Chorus celebrated its 20th year with Benjamin Britten's *A Ceremony of Carols*, December 20.



Trinity's lead organist, Avi Stein, performed J.S. Bach's Concerto in D minor, October 8.

CLOCKWISE: ISADORA KOSOFSKY;  
NINA BERMAN; BUNNI ELIAN





Trinity Choir honored St. Cecilia, patron saint of music, at Bach at One, October 30.



Trinity ensembles earned a 2025 Grammy nomination for their world-premiere performance of Benedict Sheehan's oratorio, *Akathist*.



## Tiny Concerts

September 19

In the jewel-box Chapel of All Saints, Johann Pachelbel's beloved Canon in D major was presented in its original instrumentation, with three violins.

CLOCKWISE FROM TOP LEFT: EDWIN TORRES;  
LEO SOREL, JILL WACHTER



Vuyo Sotashe

September 30

The award-winning South African vocalist opened the Jazz at One series, Long Walk to Freedom, inspired by the 30th anniversary of South African democracy.



CLOCKWISE: RICHARD CONDE;  
AVIVA KLEIN; LEO SOREL

Trinity's holiday extravaganza, Sing, Choirs of Angels, featured carols and seasonal favorites, December 21.



Trinity Choir and Trinity Baroque Orchestra performed Monteverdi's *Vespers of 1610*, May 2.





**Billy Childs Trio**

October 13

The six-time Grammy Award-winning pianist and his trio kicked off Jazz Icons, a series highlighting legendary artists.

CLOCKWISE FROM TOP LEFT: RICHARD CONDE;  
EDWIN TORRES; LEO SOREL



Downtown Voices and NOVUS, Trinity's new-music orchestra, presented Gounod's *St. Cecilia Mass*, November 14.



"The Power of Mythology" showcased the early music expertise of TENET Vocal Artists, April 20.





## Ndlovu Youth Choir

October 28

Closing out the Jazz at One season with powerhouse vocals and infectious energy, the choir blended traditional African music and contemporary hits.

RICHARD CONDE



# TRINITY TALKS

In 2024, our speaker series focused on finding hope in a divided and distracted world.

TRINITY TALKS EDUCATE, INFORM, AND INSPIRE — PROVIDING in-person opportunities to engage with writers, artists, and thinkers who deepen our understanding of faith, social justice, and community. In a contentious election year, we brought in speakers and thinkers to answer the questions that were on our minds and hearts: When society feels irreparably fractured, how do we reconnect? How do we hold on to hope? And what can we do to strengthen our communities?

## Marilynne Robinson

The Pulitzer Prize-winning author visited Trinity in April to discuss *Reading Genesis*, her 2024 book about the astonishing and mystifying first book of the Old Testament. Robinson's spiritual and literary insights illuminate God's unwavering loyalty to flawed humankind and a steadfast hope in God's providence.

## Edwidge Danticat

In October, we welcomed the MacArthur "Genius" grant winner to talk about her poignant memoir, *Brother, I'm Dying*. Chronicling Danticat's family's decision to flee escalating violence in Haiti, the book highlights the deadly consequences of U.S. immigration policy — and how a family's bonds of love help them survive distance, loss, and tragedy.

## Frank Bruni

How has grievance defined and shaped America? And what will it take to break free? In May, *New York Times* columnist Frank Bruni and the Rev. Phillip A. Jackson sat down for a conversation about Bruni's book *The Age of Grievance*, considering how we can move forward when the threads that bind Americans together are coming apart.

## Amanda Ripley

The journalist and bestselling author joined us in October to consider how Americans can escape destructive feuds and find common ground. Incorporating her training as a conflict mediator, Ripley's book *High Conflict: Why We Get Trapped and How We Get Out* offers a transformative way of thinking about discord.

## Pico Iyer

In September we featured the acclaimed author, journalist, and travel writer in conversation about his book *The Half Known Life: In Search of Paradise*. Drawing on a lifetime of exploration, Iyer shared wisdom on how we might live more peacefully in times of chaos and conflict. "I think peace is what we all at heart long and ache for," he told Trinity.

## Mirabai Starr

Our final Trinity Talks of the year challenged listeners to discover the extraordinary in the everyday. Author and speaker Mirabai Starr joined us in November to discuss her book, *Ordinary Mysticism*. Grounded in spiritual teachings as well as her own experiences of heartbreak, Starr's lessons offered an antidote to despair in turbulent times.

CLOCKWISE FROM TOP RIGHT: JILL WACHTER; LEO SOREL (2)



*New York Times* columnist Frank Bruni with the Rev. Phil Jackson, May 30.



Author Edwidge Danticat, October 22.



Journalist Amanda Ripley, October 27.





Photograph by DAVID DEGNER

# OUR Impact

How Trinity Church is working to live up to a centuries-old legacy of giving back to our community.





Dear Friends of Trinity Church

Every Episcopal congregation is served by a vestry, a group of advisers and parishioners charged with safeguarding the financial life of the parish to ensure that their church has a long-term future and is operating in a trustworthy way with all the funds that have been entrusted to it.

At Trinity Church, this is a task of particular weight. As many of you reading this may know, our church received a large land grant from Queen Anne of England in 1705. That gift, thanks to centuries of careful stewardship, today exists as a \$6 billion endowment. This is, in the deepest sense of the words, a tremendous responsibility — for our vestry, and for the exacting professionals who lead our investing, our real estate development, and our accounting and finance.

We approach all our financial work from a mission perspective, putting our capital into investments that align with Trinity’s mission of creating a more just and equitable world, and fulfilling the Gospel imperative to serve our neighbors. From expanding the total stock of affordable housing, to assisting other churches in sustainably developing their real estate, to championing racial equity across our city, Trinity’s balance sheet is a reflection of our fundamental Christian values.

Our investment teams are led by Chief Investment Officer Meredith Jenkins, and the work they do pays for all the operations of Trinity Church, as well as funding philanthropic giving and direct support of our neighbors.

Since 2019, under the leadership of the Rev. Phillip A. Jackson, the rector of Trinity Church, we have more than quadrupled our philanthropic support and direct aid to organizations and individuals around the world. In 2024, the majority of our giving and grantmaking was directed to work in New York City. That spending has supported asylum seekers as they begin new lives as Americans, fed and clothed families in need, aided the housing-insecure with legal aid and community resources, provided musical and cultural enrichment opportunities to young people, donated critical school supplies to low-income households, and introduced a new generation of young musicians to the magic of jazz.

For more than three centuries, Trinity’s responsible approach to managing our money has provided us with the means to offer critical support to our parish, our city, and our global community. As the current stewards of Trinity’s finances, we promise we will continue to ground every decision in the Gospel call to love and serve our neighbors. 🕊

John G. Talty  
Church Warden

Dr. Sharon J. Hardy  
Church Warden



Photograph by MYESHA EVON





LOVING OUR NEIGHBORS IS HOW WE FOLLOW JESUS.

And at a time of great and increasing need in our neighborhood, Trinity Church is putting our faith to work through a unique and impactful model that combines giving and doing.

This work is directed through the interlocking efforts of our Philanthropies team, managed by Chief Philanthropy Officer Beatriz de la Torre, and our Neighborhood Support team, run by Chief Community Impact Officer Lorelei A. Vargas. The two work to meld the tools of direct services, grantmaking, and mission investing. They leverage our convening power and build the capacity of our partners to support healthy neighborhoods and advance equity and justice — now and for generations to come. Critical to the approach: long-term strategies and listening to the people we serve.

In 2024, the bulk of Trinity’s overall giving funded programs focused on our neighbors. Our New York–focused grantmaking supports more than 130 nonprofits and community organizations annually, including groups driving impact in such diverse areas as education, youth development, affordable housing, homelessness prevention, and legal services. “We look for organizations with the deep expertise and local community connections to make the most of every dollar we distribute,” said de la Torre.

Through our Neighborhood Support programs, we have served approximately 2.5 million meals, provide a twice-weekly food pantry at Trinity Commons, and support satellite food markets across the city to fight food insecurity. In addition to our after-school programming at Trinity Commons, we also provide free school supplies to over 15,000 students in high-need areas.

In 2022, to expand our capacity to listen to those we serve, Vargas launched the Neighborhood Council. This advisory group of nonprofit leaders, community organizers, policymakers, residents, and other stakeholders works with Trinity and with one another to improve the well-being of children and families in Lower Manhattan.

Guided by the council’s priorities, Trinity funds initiatives that address emotional well-being, encourage academic success, and alleviate families’ financial burdens. We’ve invested in school-based mental health services for students and families in Manhattan’s School District 1, as well as science, arts, and summer enrichment programs. “This work is rooted in a love for New York City and a commitment to building an equitable society in which the allocation of resources, opportunities, and hardships isn’t determined by race,” said Vargas. “Our North Star is an emotionally supported community where people feel a sense of belonging — where they feel safe.”

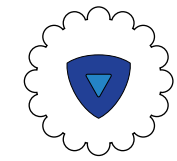
# Serving OUR CITY

Trinity Church takes a unique approach to how we help our neighbors, combining philanthropic giving and hands-on services.

Chief Community Impact Officer Lorelei A. Vargas and Chief Philanthropy Officer Beatriz de la Torre.

Photograph by MYESHA EVON





# Giving & Growing

## In 2024

the myriad ways we served our community included...

philanthropic giving  
to support **130 NYC-based organizations**



educational programs  
that supported **15,000 NYC public school students**



homelessness & housing  
grants and outreach to **alleviate shelter problems** in New York City



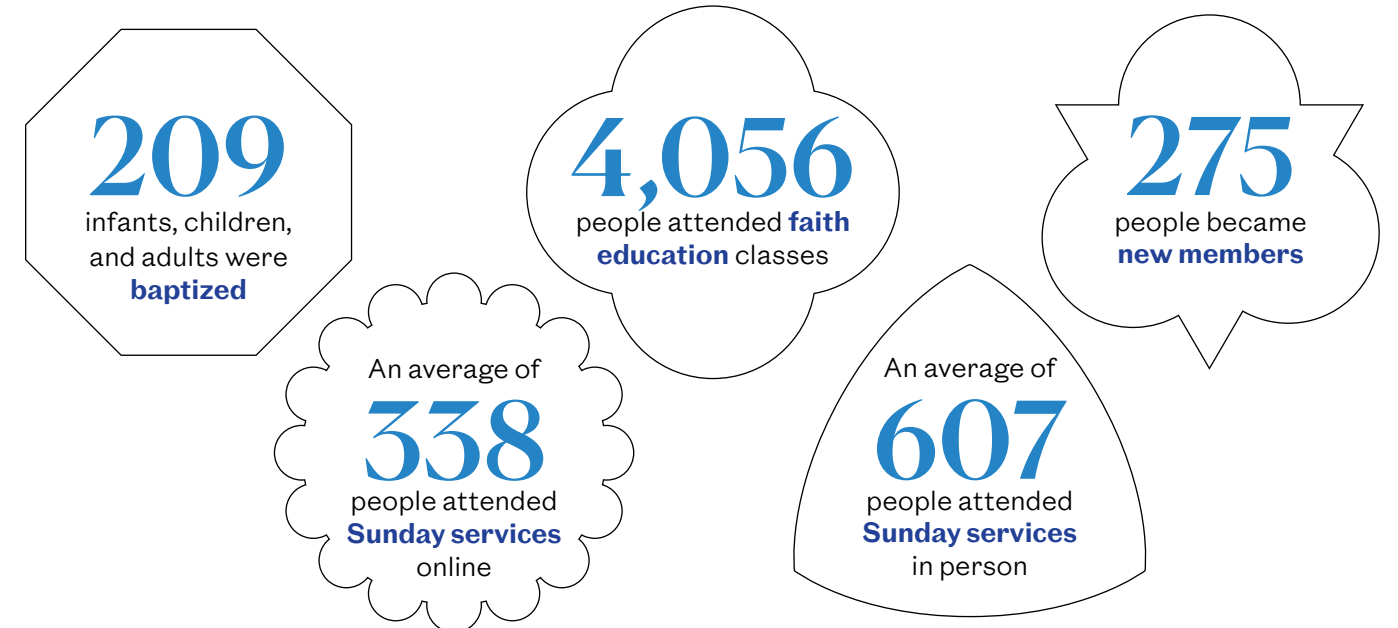
food-insecurity  
programs that served **2.5 million free meals**  
at Trinity properties and satellite locations



after-school programs  
that benefited **515 teens** at Trinity Commons

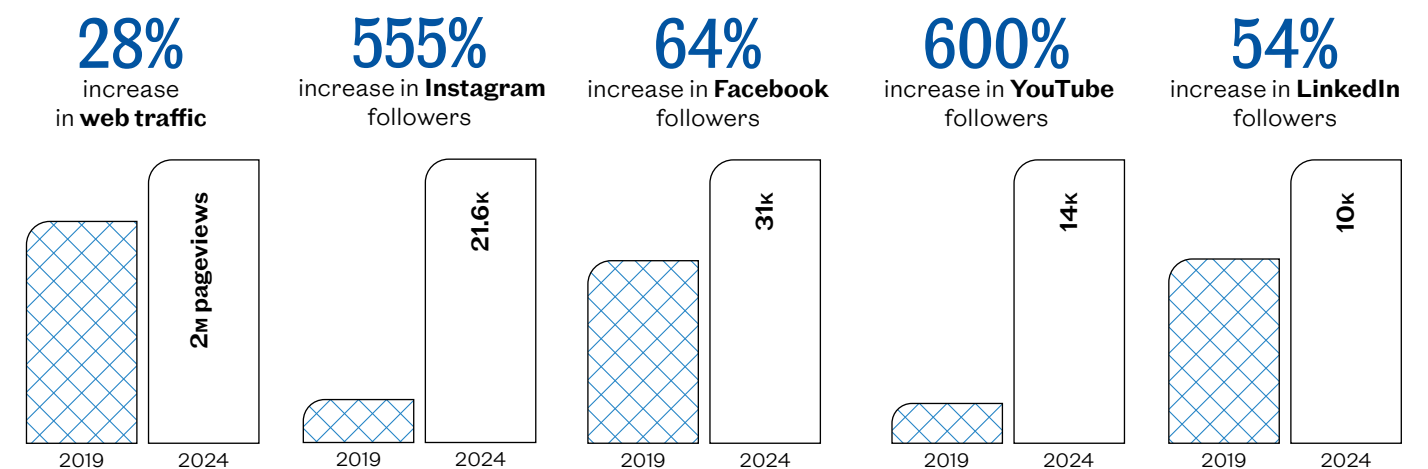
## 1,927 Members

Our church, online and in person, is growing.



## 77,600 Followers

We're spreading God's good word on our digital platforms.



# The Gift of Land

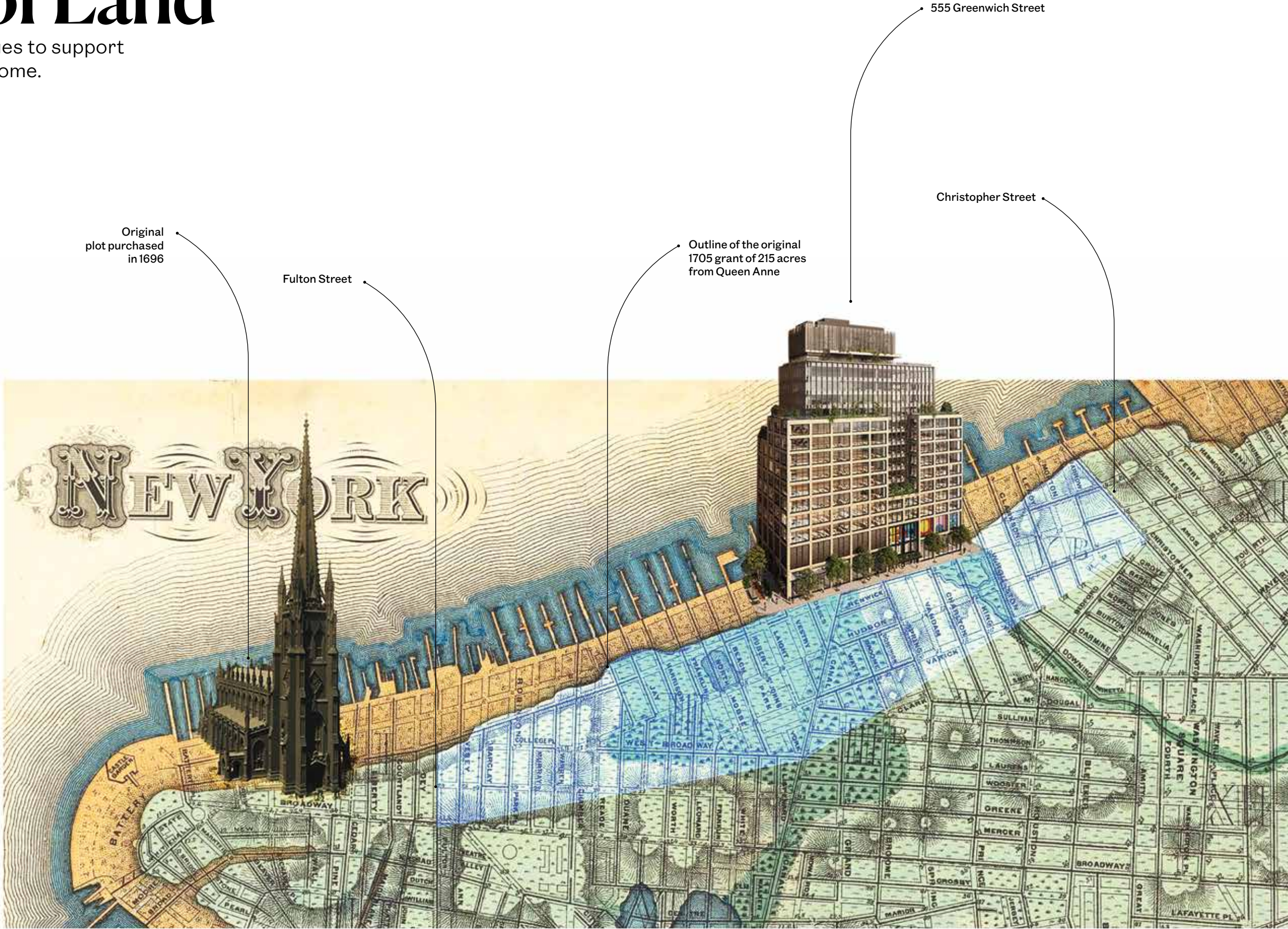
A historic property grant continues to support Trinity’s work in the city we call home.

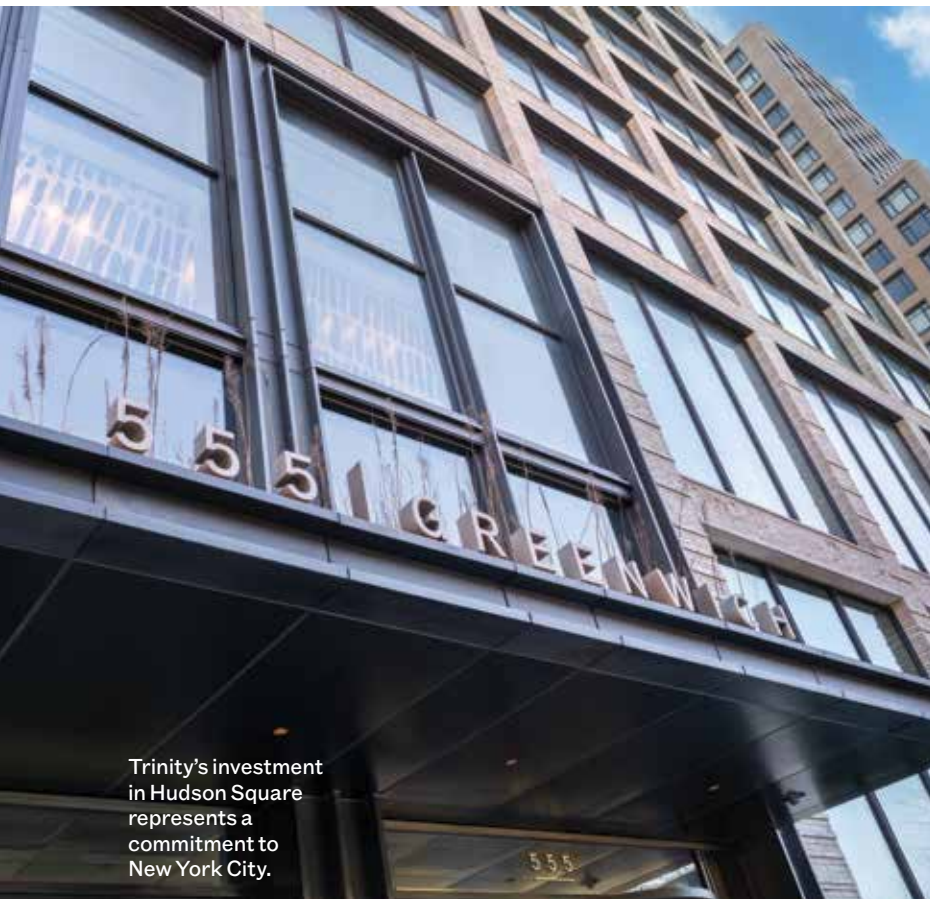
✿ THERE WAS A TIME — FOR CENTURIES, in fact — when Trinity Church was the largest landholder on the island of Manhattan. A 1705 grant of 215 acres from Queen Anne stretched from today’s Financial District up to the West Village. The gift was meant to provide support for the church that would sustain its work for the people of New York in perpetuity.

Over the centuries, Trinity used its land to help build institutions indelibly linked to New York. In 1760, King’s College, now Columbia University, opened on five acres provided by Trinity near what is now City Hall Park. The church also provided property for Trinity Hospital at 50 Varick Street, which existed for nearly a century; for Trinity Mission House; and for some of the city’s first daycares and kindergartens. Those schools provided a blueprint for the city at a time when quality early childhood education was virtually nonexistent.

Today, Trinity’s commitment to leveraging our real estate to advance the imperatives of our faith remains as powerful a driver as it was nearly 400 years ago.

Our property ownership now consists of 15 acres that provide an important new way for Trinity to fulfill our biblical call to be stewards of our community: Through the development of some of the city’s most ambitious new sustainable real estate projects, we are creating industry-leading examples of environmentally conscious engineering and a road map for the future of green real estate in our city.





Trinity's investment in Hudson Square represents a commitment to New York City.

We are creating a road map for the future of green real estate in our city.

This work is part of Trinity's majority stake in the Hudson Square Properties (HSP) joint venture, a real estate portfolio managed by Trinity, Norges Investment Management, and Hines, a global real estate investment manager.

Sustainability experts are taking notice. This year, HSP rose from ninth to first in its peer group for sustainable development, according to Netherlands-based ESG firm GRESB's annual Real Estate Assessment.

The work also marks a commitment to the city's commercial properties undertaken by Trinity when others were divesting. Since the outset of the COVID pandemic, the HSP joint venture has continued its investment in a 13-building, 6.3 million-square-foot commercial portfolio in the Hudson Square neighborhood of Lower Manhattan. That includes the ground-up development of 555 Greenwich Street, an all-electric building totaling 270,000 square feet and rising 16 stories.

The project, the first speculative office development to be completed since the pandemic, is more than a new home for world-class commercial tenants. Our partnership with workforce development program Stacks & Joules also means 555 Greenwich serves as a hands-on learning laboratory for students interested in becoming architects and engineers. Each year, Trinity hosts student cohorts who learn about the science behind 555 Greenwich's sustainable design choices from the architects, engineers, and building managers who brought those ideas to life.

Because Trinity met the real estate industry's pandemic-era pessimism with a recommitment to developing thoughtful new commercial spaces, we have been able to play a leading role in revitalizing Hudson Square. Our tenants include such local businesses as Pure Paws Veterinary Care and Chillhouse Spa, as well as global leaders Adidas, Google, and Squarespace.

Investing directly in new commercial buildings is just one way our Hudson Square Partners joint venture gives back to the community we call home. Throughout the pandemic, our joint venture has supported small businesses and the local artist and creative communities, the lifeblood of Hudson Square and its surrounding districts. That support continues through our collaboration with NASA on a new mural at 350 Hudson Street, which debuted in September 2024.

Assisting the artistic community also enhances the social value of our buildings. By turning the facade of 160 Varick into a dedicated canvas, local artists became an integral part of the tenant experience. Recently, visitors to 160 Varick were able to view an expansive tribute to the 50th anniversary of hip-hop, with other immersive exhibits planned in the future.

Trinity Church's real estate portfolio continues to grow and evolve with our ever-changing city, but our mission of serving the community remains unchanged over the centuries — using the blessing of property to help us care for our neighbors in ways large and small. 🌱

ALEXANDER SPAGHER (2)



Sustainably designed 555 Greenwich Street serves as a hands-on learning laboratory for engineering and architecture students.





MRED Managing Director James Clark III (standing, fourth from left) with a leadership working group in Dodoma, Tanzania.

# Building Financial Resilience

An innovative Trinity program helps churches around the world use their real estate to serve their communities.

THE PROBLEM: IN PURSUIT OF the Gospel imperative to take care of their neighbors, churches often don't have enough money to fund basic services, much less the work that will make a difference in their communities.

The solution: Trinity's Mission Real Estate Development (MRED) strategic initiative, which helps churches make the most of what they've got — building sustainable financial capacity and enhancing their community impact through the creative development of church property.

Launched in 2010 as a series of initiatives with churches in Africa, the

program today provides grants, education, and advisory support to interested churches around the world. Trinity works closely with parishes and dioceses to develop projects that support underserved neighborhoods, empower women and children, build affordable housing, and provide education and social services. MRED also hosts an annual conference, The Gift of Place, offering workshops that deepen knowledge of sustainable real estate practices, as well as a digital education platform, the Faith Leadership Campus, where faith leaders can take any course free of charge. The Rev. James Clark III, managing director of MRED, and his team provide ongoing support for grantees, ensuring the success of their projects.

Case in point: In 2010, the Anglican Diocese of Rumonge in Burundi opened a 16-bed medical clinic to offer basic care and relieve pressure on the province's lone hospital, which served 417 square miles and more than 350,000 people — and had no maternity ward. Eight years later, with the help of Trinity's MRED initiative, clinic facilities were expanded to become the Birimba Amahoro Hospital. Since 2018, the hospital has served 13,000 patients (focusing on maternity and pediatrics), created 43 jobs, and generated revenue to support ongoing ministry.

Trinity provided 76 percent of the

total budget and the Rumonge diocese contributed the remaining 24 percent in land value, in-kind donations, and financial contributions. Trinity continues to support the hospital in an advisory capacity. "That project built the community, and built the church," said Clark, a third-generation preacher's kid who is himself an ordained minister. "In proclaiming the Gospel of Christ, this place is living its values and providing for the people."

In 2021, shortly after Clark joined Trinity following a long career in capital markets, commercial real estate development, and finance, MRED was expanded beyond its original work in Africa and the Caribbean to take on projects in the United States. "We saw this confluence of challenges for U.S. churches — declining congregations, aging facilities suffering from deferred

"Trinity has had 327 years to learn the lessons of managing its real estate to support the community."

— James Clark III,  
MRED managing director

maintenance because there was no money for repairs, and opportunistic developers knocking on their doors," said Clark.

As Clark and his team began studying the problem, it became clear that churches — often geographically well-situated to meet local needs for health care or affordable housing — were under financial pressure that was leading them to make bad short-term decisions with their long-term assets. "We advise churches not to sell their land unless they can fulfill their mission on property elsewhere," said Clark. "I tell people the story of when Peter went fishing and caught nothing, but then Jesus went out in the boat and used it as a pulpit instead. It was still a boat, and it was still for fishing. We recognize the value of sacred space, but developing church property doesn't have to be mutually exclusive."

Today, Trinity works with more than 60 churches across denominations and across the country. A parish outside Seattle is tearing down its whole block to build two affordable housing projects, with its church on the ground floor in one. A small Episcopal parish in Brooklyn, home to two congregations, one Spanish-speaking, the other English-speaking, is working with Trinity to use its buildings to better serve the neighborhood.

"Trinity has had 327 years to learn the lessons of managing its real estate to support the community," said Clark. "It's about putting your mission first, and then looking at how God has equipped you to carry out that mission. We're grateful to be in a position to help." ●



The Diocese of Biharamulo, Tanzania, built retail stalls with funds from an MRED grant.

OPPOSITE: JIM MELCHIORRE; THIS PAGE: COURTESY DIOCESE OF BIHARAMULO, TANZANIA



# Leadership

## SENIOR MANAGEMENT TEAM

- The Rev. Phillip A. Jackson**, Rector
- The Rev. Michael A. Bird**, Vicar
- Kenneth W. Austin, Chief Legal Officer
- Lisa Benenson, Chief Communications Officer
- Beatriz de la Torre, Chief Philanthropy Officer
- Maxine Griffith, Chief Infrastructure and Facilities Officer
- Meredith Jenkins, Chief Investment Officer
- James Johnson, Chief Operating Officer
- Kevin Kirchoff, Chief Financial Officer
- Waaajida Small, Chief Human Resources Officer
- Lorelei A. Vargas, Chief Community Impact Officer
- Patti Walsh, Chief of Staff
- Elizabeth Warnick, Chief Strategy Officer

## CLERGY

- The Rev. Sister Promise Atelon, Priest Associate
- The Rev. Dr. Mark Bozzuti-Jones, Priest and Director of Spiritual Formation, Trinity Retreat Center
- The Rev. Yein Kim, Priest and Associate Director, Sacramental Life and Membership
- The Rev. Alfred Loua, Priest for Pastoral Care and Community
- The Rev. Kristin Kaulbach Miles, Priest and Director, Parish Life
- The Rev. Jorge Ortiz, Priest and Associate Director, Community Engagement
- The Rev. Matthew A. Welsch, Priest and Director, Children, Youth, and Family
- The Rev. Patrick Williams, Priest and Associate Director, Pastoral Care

Worship leaders  
gathered ahead of  
the Christmas Eve  
Family Eucharist.

ISADORA KOSOFSKY





Wall Street

Broadway

We're part of an  
ancient story.  
And that story isn't  
over. Each day,  
with God and  
with one another,  
we write the  
next chapter.