“Marble Collegiate Church is a diverse, inclusive community of God’s people whose faith is led by the life and teachings of Jesus Christ. We welcome, love, and empower all persons to become positive thinkers, filled with hope, making a difference in the world.”
We are completing our 385th year as a Community of Faith on Manhattan Island. In 2014, we will celebrate 160 years of existence in our current location at the corner of 29th and Fifth. Our history is powerful and has had a pronounced influence on the city, the nation, and the world. It is our hope (and prayer) that our future as a congregation will do likewise.

During the past year we have added staff persons with special skill sets designed to help us create that strong future. We have committed ourselves to a process of visioning (the Think Tank initiative) through which, in biblical terms, we have “dreamed dreams and seen visions.” Already many of the visions this congregation articulated are beginning to bear fruit, from church growth programs to virtual ministry offerings to increased mission and outreach commitments. We have moved into new spaces, including The Marble Loft next door to the church (formerly Intersections) which gives us enhanced public visibility. Already that is resulting in increased attendance at programs like WeWo, our Wednesday evening Worship.

Numerous new or enhanced ministries have begun in areas from biblical/spiritual studies to Small Groups, from development programs to emerging coalitions (with institutions of higher education, museums, and helping agencies), from increased dialog with The Reformed Church in America, our denominational affiliation, to a new interdenominational task force designed to birth progressive congregations throughout the five boroughs. Using the area of Worship simply as one illustration of our leaning into the future, we have begun: a new virtual service entitled Worship Without Walls (with a fresh service appearing online every Thursday), a new Sunday afternoon Vespers Service (that was tested throughout Lent and will be re-introduced during Advent), and have made plans for a new Friday evening Jazz Service beginning in January. Virtually every ministry area for all age levels can provide similar data of strengthening existing programs and creating new ones.

The current facility transition presents certain challenges. There is no denying that. But to a far greater degree, the creative, energetic and loving spirit of this congregation presents limitless potential to build on our blessed legacy a future that will continue to be a blessing to the world.
Greetings Sisters and Brothers,

I thought long about the theme of this annual report: *Changing Lives through Faith, Hope, and Love*. When I first walked into Marble I did not want my life to change; I just wanted it restored. I have lost people I loved, struggled through job problems and unemployment, and experienced the collective challenges of 9/11, economic recession and storms. I never wanted my life to change – I wanted my life restored to where it was before the latest unwelcomed event. Unfortunately, life does not have an “undo” button.

I know that God has been at work in me and changing me, yet I am still me. Those unwelcomed events still happen, but I handle them with optimism that good things will follow and the hope that I will be part of the solutions. I think back through my Marble years and am grateful for people who have been part of my support team. I know that my regular attendance at worship and high level of participation in the church have helped me to withstand, to heal, to participate, and to lead. It took faith to trust God to change me, hope for positive outcomes, and love for my family, friends and community for my change to matter. I have heard many of you also tell stories of positive change.

Our church is changing too. We have completed major renovations and are looking forward to the Collegiate Church development project that will surround our building. The Collegiate project will give Marble much-needed new space and provide income to keep our structures welcoming generations to come.

As members and faithful adherents, our support will enable Marble to continue to provide excellent worship services, enriching programs, and new, vibrant spiritual experiences for our community and beyond.

We look to God with faith…hope…love.
Our theme for the program year was “Digging Deeper, Reaching Further,” which was reflected in worship, music, programming, and service opportunities. We emphasized internal growth and external service, learning more about our faith and then intentionally putting those lessons into practice in vital and transformative ways.

**Inspiration**
- 43,527 worshippers participated in Sunday morning and Wednesday evening services, a 13.7% increase in attendance over 2011-2012.
- 17,558 internet connections were recorded for Marble’s live-streaming broadcasts Sundays and Wednesdays. (Actual viewership is higher as each connection may represent more than one person participating virtually).
- 1,770 audience members delighted in exceptional concerts presented by the Sanctuary Choir, Festival of Voices and Gospel Choir.
- 3,316 average weekly website visits, a 33% increase over 2012.
- The ABC-TV network broadcast Marble’s Christmas special “Hope Is Born!” which featured a message by Dr. Brown, music by the Sanctuary and Gospel Choirs, and an appearance by singer/songwriter Ken Medema.
- **Worship Without Walls**, available online 24/7, was launched by MarbleVision offering weekly 20-minute video episodes of scripture, prayer, music, and a message by Dr. Brown.
- We celebrated the life of Dr. Arthur Caliandro, Minister Emeritus and our beloved spiritual leader for 25 years, who passed away December 30, 2012.

**Encouragement**
- Attendance in spiritual growth opportunities throughout the year totaled: 6,290 in fellowship groups for men and women of all ages, as well as artists, committed couples, entrepreneurs, and the LGBT community; 2,455 in Small Groups studying such topics as discipleship, forgiveness, the power of prayer, and more; 6,574 in Sister Carol Perry’s Bible study classes and Spiritual Growth Hour; 3,018 in our CYF Ministry (Children, Youth, Families).
- 31 laypeople received fifty hours of training in one-on-one listening to become Stephen Ministers, offering confidential, Christ-centered care to people who are hurting.

**Service**
- 35% increase in contributions to our Easter Offering from the previous year. All proceeds were given as grants to help 40 not-for-profit organizations serving locally and internationally.
- 1,900 back-to-school items were received to equip more than 600 homeless and at-risk children with school supplies.
- 600 lunches were prepared for Ecclesia Ministry’s outreach to unhoused individuals who worship in open-air services held Sundays in Madison Square Park.
- Dr. Mark King joined the ministerial staff in April 2013 to serve as Senior Associate/Director of Ministries.

The program year also marked the unveiling of much-needed worship and meeting space, including a new **Chapel** with state-of-the-art audio/video equipment, a private room for the **Columbarium**, and a permanent inlaid **Labyrinth** modeled after the 13th-century labyrinth found in Chartres Cathedral in France.
Marble accepts you as you are when you walk through the door, and for most people, “walking through the door” means experiencing Sunday morning worship for the first time. It means entering via Marble’s Fifth Avenue entrance or perhaps clicking a button on our website. Whether in person or online, nearly 1,000 people are drawn into God’s presence each Sunday through Dr. Brown’s inspiring preaching and world-class music led by Kenneth Dake.

“We moved to Florida from New York about six years ago but have yet to find a church that can compare to the welcoming and accepting community at Marble. So when Marble began live streaming Sunday worship through the website we were thrilled. We invite friends to our home each Sunday morning, have a bite to eat, and settle back to watch the service. It’s a way of sharing our faith with others. The spiritual energy in Marble’s Sanctuary really comes through in the streaming broadcast, and the talkback afterwards with Dr. Brown adds another layer to the whole experience – it makes us feel included even though we’re over 1,000 miles away. Because of Marble’s live streaming, we have a church family wherever we go.”

Increasingly, worship at Marble can happen anytime and anyplace. In addition to live streaming of the entire Sunday morning and Wednesday evening experience, our new online program produced by MarbleVision, Worship Without Walls, is available 24/7 offering weekly 20-minute video episodes of scripture, prayer, music, and a message by Dr. Brown.

To worship at Marble is to experience a personal interaction with the Christ-Spirit without feeling pressured to do anything but simply be present. And given that freedom, miracles of change and growth can happen. You experience church like you always hoped it could be.
“For where two or three are gathered in my name, I am there among them.” — Matthew 18:20
Encouragement...Hope...Trust. The words alone can make you feel good, but when encountered in a faith community they take on a profound meaning. We each come to Marble with unique life experiences, and the church's fellowship and Small Groups offer forums for spiritual seekers to share personal journeys and learn from the collective wisdom of others. Sometimes inspiration comes not only from the pulpit or the choir loft, but from the person seated beside you.

“I’ve been ushering at Marble since 1994 and can tell you that the ushers and greeters are a true community. Our goal is to genuinely connect with people as we welcome them to worship each week. ‘Consider the needs of the other person first defines what we do. Little did I know that what I had hoped to do in serving the church would be returned ten-fold. Two years ago I was diagnosed with Stage 4 esophageal cancer. ‘God, You’ve brought me this far,’ I prayed. ‘I am in Your hands whatever comes.’ My name was put on the prayer list and announced each Sunday during worship, and people who knew my face because I’d welcomed them as an usher began asking how I was and if they could do something for me. They gave me hope – a lifeline to whatever happened next. That was a gift that came without asking. I’ve gotten stronger with the prayers and support of my friends at Marble Church and the good news is that the malignancy is gone.”

Attendance in the 2012-2013 program year totaled more than 7,800 in fellowship and small groups for men and women of all ages, artists, committed couples, entrepreneurs, and the LGBT community. Over 4,600 people journeyed through the Scripture with Sister Carol Perry in her popular Bible study classes. Participation in Marble’s CYF Ministry (Children, Youth, Families) came to 7,888. The Puzzle, a new-play festival of the Arts Ministry, received 115 play submissions from twenty-four states, the UK, and Canada and was enjoyed by an audience of over 700 people.
“Therefore encourage one another and build one another up, just as you are doing.” — 1 Thessalonians 5:11
We Serve through Love

Whether sprucing up a city park, tutoring a child, contributing to the Easter Offering, or offering a compassionate ear to a friend in distress, as followers of Christ we are called to grace everyday life by serving others according to our gifts. We are the hands, feet, and voice of Jesus in our world.

“One year ago I was engaged to be married but the relationship suddenly fell apart and me along with it. After months of emotional trauma I finally thought, ‘Enough!’ If I gave God the attention I was giving my broken relationship, where might that take me. So I started attending Marble Church and my healing began with volunteering. First, I joined members of GIFTS: an LGBT Fellowship to clean up the Harlem Rose Garden. Then a couple of friends and I volunteered at an immigration fair helping people from Mexico and the Caribbean feel welcome in a strange city. Recently, I participated in a Hurricane Sandy clean-up in Red Hook caring for a lady whose entire family had walked out and left her. She was so grateful that she made us breakfast from her garden. How have I changed in the past year? My life has become fuller since I stopped putting all my energy into one person. Paying attention to my relationship with God encourages me to reach out to others and my world expands.”

Marble Church is a source of outreach opportunities to suit every skill set and every schedule. Activities this year included helping victims of Hurricanes Irene and Sandy recover from the destruction of homes and businesses; supplying over 600 homeless and at-risk children with school supplies; distributing the Easter Offering of $172,970 in grants to local and international service organizations; preparing and transporting 50 lunches each month for an un-housed congregation worshipping Sundays in Madison Square Park; contributing sweat equity to Habitat for Humanity building projects; cooking and serving Thanksgiving and Christmas meals to the elderly and un-housed of our city; and much more.
“As each has received a gift, use it to serve one another, as good stewards of God’s varied grace.”

— 1 Peter 4:10
Marble by the Numbers

$172,970
Easter Offering
Helping over 40 local & international service organizations.

1,770
Concert attendees
Inspiring audiences through Marble’s music ministry.

43% Increase
Facebook likes
Connecting through social media.

13.7%
Increase
Worship attendance
Growing our faith community Sunday mornings & Wednesday evenings.

1,935
Back-to-School items
Equipping 600 homeless & at-risk children with school supplies.

600
Ecclesia Ministry Lunches
Preparing food for un-housed adults worshipping in Madison Square Park.

1,935
Back-to-School items
Equipping 600 homeless & at-risk children with school supplies.

12,697
Meals served at Marble
Encouraging community-building by sharing food together.

14,000
Cups of Water
Serving marchers in NYC’s Pride Parade.

325 (average each Sunday)
Live-streaming visits
Adding 41% to our gathered community.

6,600 Printed devotionals by Sr. Carol Perry, Bible Scholar
Distributing written inspiration during Advent & Lent.
Whether it is through our gifts for the overall ministry of Marble Church or to our annual Easter Offering, we can be confident that God uses each and every penny to change lives and inspire hearts. In the financial year that just ended, we responded with giving to overall ministry that exceeded the previous year by 5%. And gifts to the Easter Offering increased by 35%.

“I will never forget when Seeds of Peace was a recipient of the Easter Offering and two boys – one Palestinian and one Israeli – stood on the chancel and told their stories. Each from a culture known to despise and even destroy the other, these two young men found forgiveness and friendship through the life-affirming work of Seeds of Peace. I felt such joy that my church was helping change lives around the world. And here at Marble we serve children who are our future, we care for older members who are our heritage, we create programs that bring people together who might never know each other – and we all stand together searching for God. It takes money to make our ministry happen. I want to do my part and respond to what God has done for me – to keep this remarkable church alive, growing and reaching out to help others. So I’ve supported Marble through my annual pledge since I began attending the church in 1996.”

This past year we responded to the challenge to Dig Deeper so we could Reach Further. Thank you!

In the year ahead, we hope you’ll join us in what God is doing in and through us: changing lives through Faith, Hope, and Love. In addition to the ministry you count on, we will see new and innovative worship services emerge as a result of the work of the Think Tanks, virtual small groups that will spring into being, and the people of our congregation offering welcome and hospitality as they have for nearly 400 years.
We Inspire through Faith
We Encourage through Hope
We Serve through Love
Caring for Our Physical Spaces
Communications and Marketing
Stewardship and Development
General Administrative

Operating Results

Revenue
Revenue from Marble Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2012 Actuals</th>
<th>FY 2013 Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts from the People of Marble</td>
<td>1,395,089</td>
<td>1,464,476</td>
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<tr>
<td>Easter Offering (Note 1)</td>
<td>124,300</td>
<td>172,970</td>
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<tr>
<td>Program Revenue</td>
<td>251,154</td>
<td>173,425</td>
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<tr>
<td>Income from the Marble Endowment (Note 2)</td>
<td>850,000</td>
<td>750,000</td>
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<tr>
<td>Rental and Miscellaneous Income</td>
<td>378,311</td>
<td>28,272</td>
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Subtotal 2,688,374 2,589,143

Collegiate Church Appropriation

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<tr>
<th>Source</th>
<th>FY 2012 Actuals</th>
<th>FY 2013 Actuals</th>
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<tbody>
<tr>
<td>2,787,116</td>
<td>2,814,616</td>
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Total Revenue 5,445,490 5,403,759

Expenses

We Inspire through Faith

<table>
<thead>
<tr>
<th>Source</th>
<th>2012</th>
<th>2013</th>
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<tbody>
<tr>
<td>Worship and Music</td>
<td>764,032</td>
<td>764,575</td>
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<tr>
<td>Church Growth and New Members</td>
<td>154,541</td>
<td>168,335</td>
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<tr>
<td>Fellowship over Meals (Note 3)</td>
<td>381,610</td>
<td>44,415</td>
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<tr>
<td>MarbleVision, incl. live streaming of Worship</td>
<td>294,347</td>
<td>347,558</td>
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Subtotal 1,594,530 1,324,883

We Encourage through Hope

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<tr>
<th>Source</th>
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<th>2013</th>
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<tr>
<td>Congregational Care</td>
<td>295,906</td>
<td>302,314</td>
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<tr>
<td>Fellowship Groups</td>
<td>433,643</td>
<td>413,689</td>
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<tr>
<td>Adult Education/Spiritual Growth</td>
<td>195,492</td>
<td>165,508</td>
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<tr>
<td>Children's Ministry</td>
<td>199,254</td>
<td>201,287</td>
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<tr>
<td>New and Developing Programs</td>
<td>149,858</td>
<td>134,645</td>
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<tr>
<td>Live streaming of Educational Programs</td>
<td>98,116</td>
<td>115,852</td>
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Subtotal 1,372,269 1,333,295

We Serve through Love

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<tr>
<th>Source</th>
<th>2012</th>
<th>2013</th>
</tr>
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<tbody>
<tr>
<td>Easter Offering Grants (Note1)</td>
<td>124,300</td>
<td>172,970</td>
</tr>
<tr>
<td>Outreach and Mission</td>
<td>125,307</td>
<td>135,487</td>
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Subtotal 249,607 308,457

Caring for Our Physical Spaces

1,052,193 1,167,057

Communications and Marketing

450,081 476,880

Stewardship and Development

161,902 186,998

General Administrative

584,040 609,151

Total Expenses 5,464,622 5,406,721

Operating Surplus/Deficit

(19,132) (2,962)

Note 1: The Easter Offering is not typically carried in the operating results. 100% of contributions is distributed as grants.
Note 2: The Marble Endowment draw in both years includes $150,000 prefunded in the previous year.
Note 3: The Marble Kitchen was closed as of July 1, 2012.
## Marble Staff and Board

### Ministers & Program Directors
- **Dr. Michael B. Brown**, Senior Minister
- **Dr. R. Mark King**, Senior Associate Minister
- **Rev. Shari K. Brink**, Minister of Strategic Advancement
- **Rev. Kirsty DePree**, Associate Minister
- **Rev. Elizabeth Testa**, Associate Minister
- **Rev. Travis B. Winckler**, Associate Minister
- **Dr. William R. Lutz**, Pastoral Counselor
- **Gayle F. Robinson**, Chief Operating Officer
- **Kenneth V. Dake**, Director of Music
- **Carol Perry, S.U.**, Bible Scholar
- **Catherine Ortiz**, Director of Marketing and Communications
- **Bob Marty**, Broadcast Director
- **Susanah Wade**, Director of Missions and Outreach
- **Dr. R. Mark King**, Senior Associate Minister
- **Rev. Shari K. Brink**, Minister of Strategic Advancement
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- **Bob Marty**, Broadcast Director
- **Susanah Wade**, Director of Missions and Outreach

### Staff
- **John Angello**, Controller
- **Stuart Cole**, Facilities & Events Manager
- **Colleen Cosgrove**, Director of Welcoming Ministries & Hospitality
- **Virgilio Belen**, Maintenance
- **Karie Brown**, Cherub Choir
- **Michael Finke**, Children's Choir
- **Karla Fritsch**, Publications Manager
- **Luis Fumiel**, Maintenance
- **Nick Giardina**, MarbleVision/Audio
- **Brian Hampton**, Director of CYF Ministry; Connection (20s & 30s)
- **T. J. Houlihan**, Development Manager
- **Ashley Johnson**, Marketing and Communications Manager
- **Rev. Gregory Johnson**, Prayer Circle
- **Daphne Kim**, Human Resources Manager
- **Beatriz Llorens**, Finance Manager
- **Greg Lum**, Graphic Design Manager
- **Maxine Mahugu**, Administrative Assistant to Associate Ministers
- **Beatriz Marin**, Accounts Payable
- **John McHugh**, Properties Manager
- **James Mojica**, Receptionist
- **Djoré Nance**, Gospel Choir Director
- **Yvon Plaisimond**, Maintenance
- **Andres Ramirez**, Maintenance
- **Desmond Roberts**, Part-time Receptionist
- **Chanelle Schaffer**, WeWo Music Director
- **Tom Schneider**, Director of Volunteer Ministries
- **Jessica Scovel**, Assistant Director of CYF Ministry
- **Kim Sebastian-Ryan**, Director of Connecting Ministries & Membership
- **Korland Simmons**, Music Administrative Assistant
- **Jaroslav Sorm**, IT Manager
- **Gary Thompson**, Receptionist; Wedding Coordinator
- **Kate Troy**, Executive Assistant to Senior and Senior Associate Ministers
- **Judy Tulin**, Congregational Care Assistant
- **Siobhan Tull**, All-Church Events; MarbleVision
- **Jerry Williams**, Maintenance
- **Shana Wolfe**, Business Office/Data

### Board of Elders and Deacons

#### Elders
- **Stephanie M. Bailey**
- **Dorothy Booker**
- **Marcelle E. Doll**
- **Sheila B. Moses**
- **Eileen A. O'Connell**
- **John E. Rorer, II**
- **Gregory W. Walker**
- **Clair J. Zak**, Elder Emeritas

#### Deacons
- **Peter Barnett**
- **T. Hunter Dare**
- **Sandra Diaz**
- **Ted Gregory**
- **Richard Harper**
- **Wingate Jackson, Jr.**
- **G. Gregory Lozier**
- **Robert L. Williams**

Serving as Deacons to Intersections International:
- **Barbara Costigan**
- **Marcia Fingal**

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Project Manager: Don Piper / Graphic Design: Beth Player-DiCicco
Photography: Jay Johnson, Dave Cross, Karla Fritsch
“For surely I know the plans I have for you, says the Lord, plans for your welfare and not for harm, to give you a future with hope.”

*Jeremiah 29:11*