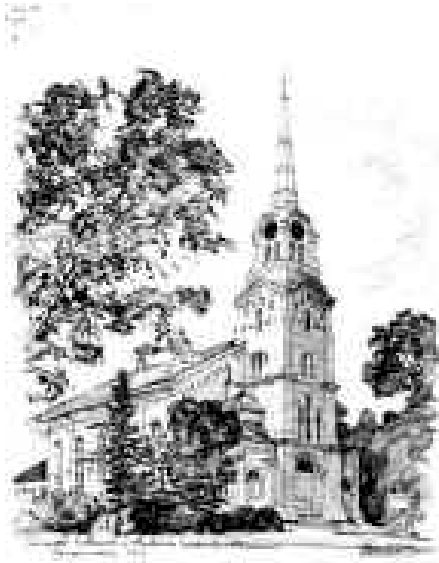


SOUTH CHURCH in ANDOVER



FEASIBILITY STUDY REPORT

Prepared by

Ruotolo Associates Inc.

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Presented by

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and

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Interviews conducted by Jay Caporale, President & COO and
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Ruotolo Associates Inc.

SPECIAL THANKS TO:

- Dave Floreen
- Jay Trageser
- Edie Trageser
- Ward Lambert
- Kit Lambert
- Polly Pyle
- Rev. Cal Mutti
- Study Participants

Their assistance, support and participation during this study was greatly appreciated.....

The Feasibility Study process will help determine the parameters of a capital campaign for South Church, as well as provide the following information:

- Attitudes about the church, clergy and the community in general;
- Receptivity to the Statement of Needs;
- Campaign leadership;
- An indication of the possible level of financial support.

METHODOLOGY

- 26 confidential interviews with 42 individuals were conducted, each lasting 30-60 minutes
- 45 individuals (31 units) participated in four focus groups (including FRAT)
- Total of 87 individuals, 57 pledging units

STRENGTHS OF CHURCH

Please note that there was a strong consensus on the strengths of the church.

- **Parishioners**

- ✓ Welcoming, warm, caring, vital & alive
- ✓ Strong involvement of many talented & skilled members
- ✓ Diversity in age, socioeconomic, theological background
- ✓ Congregation of many opinions—we agree to disagree
- ✓ Family oriented, intergenerational congregation
- ✓ Inclusiveness—accept people where they are
- ✓ Many young families
- ✓ Youth are important aspect of church

STRENGTHS OF CHURCH

- Programs
 - ✓ Many activities
 - ✓ Community outreach
 - ✓ Strong mission church—local and world
 - ✓ Music
 - ✓ Youth ministry
 - ✓ South Winds

STRENGTHS OF CHURCH

- Clergy
 - Great sermons—good message
 - Competent leadership
 - Knows how to bring people together
 - Rev. Mutti is keystone
 - Encouraging of individual talents
 - Enables parishioners & promotes personal growth
 - Clergy “live their faith”
 - New youth minister will be important

AREAS TO IMPROVE

Answers to suggested areas of improvement were more varied, thus greater in number.

- Need to improve facility
 - Facility is limiting growth
 - Class size is too large
 - Organ needs work
 - Pulpit area is not welcoming with steep steps
 - Coffee is delayed because classes are in hall
 - Place speaker in nursery to hear sermons

AREAS TO IMPROVE

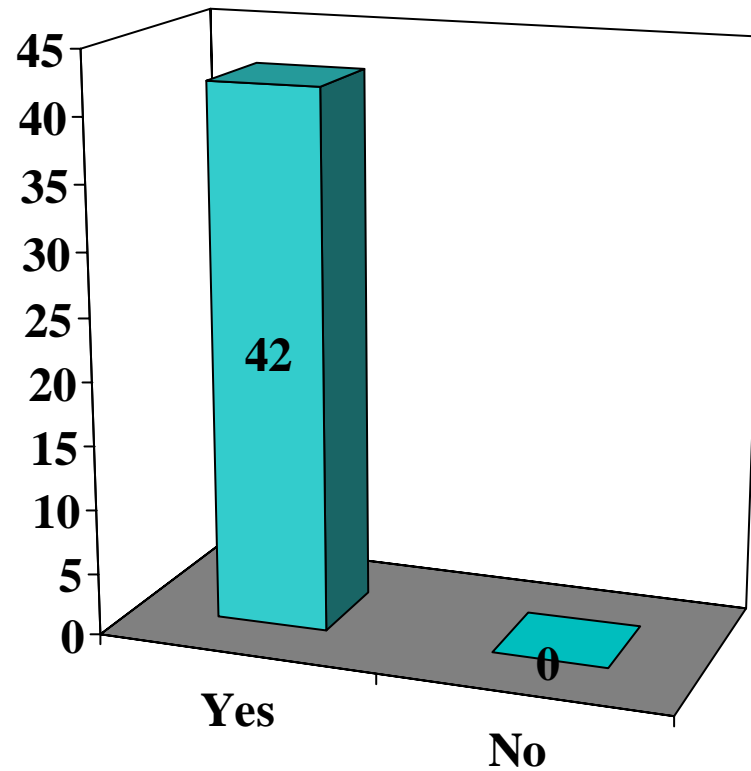
- Spiritual/Programs
 - Need more fundamentals—Bible study, education
 - Sometimes sermons are too political
 - Youth education & youth program needs more energy
 - SS teachers need more training
 - Need more opportunities for youth in music
 - Have SS first and then worship
 - Educate youth in the scripture
 - Music should be more vibrant
 - More flexible times for worship services

AREAS TO IMPROVE

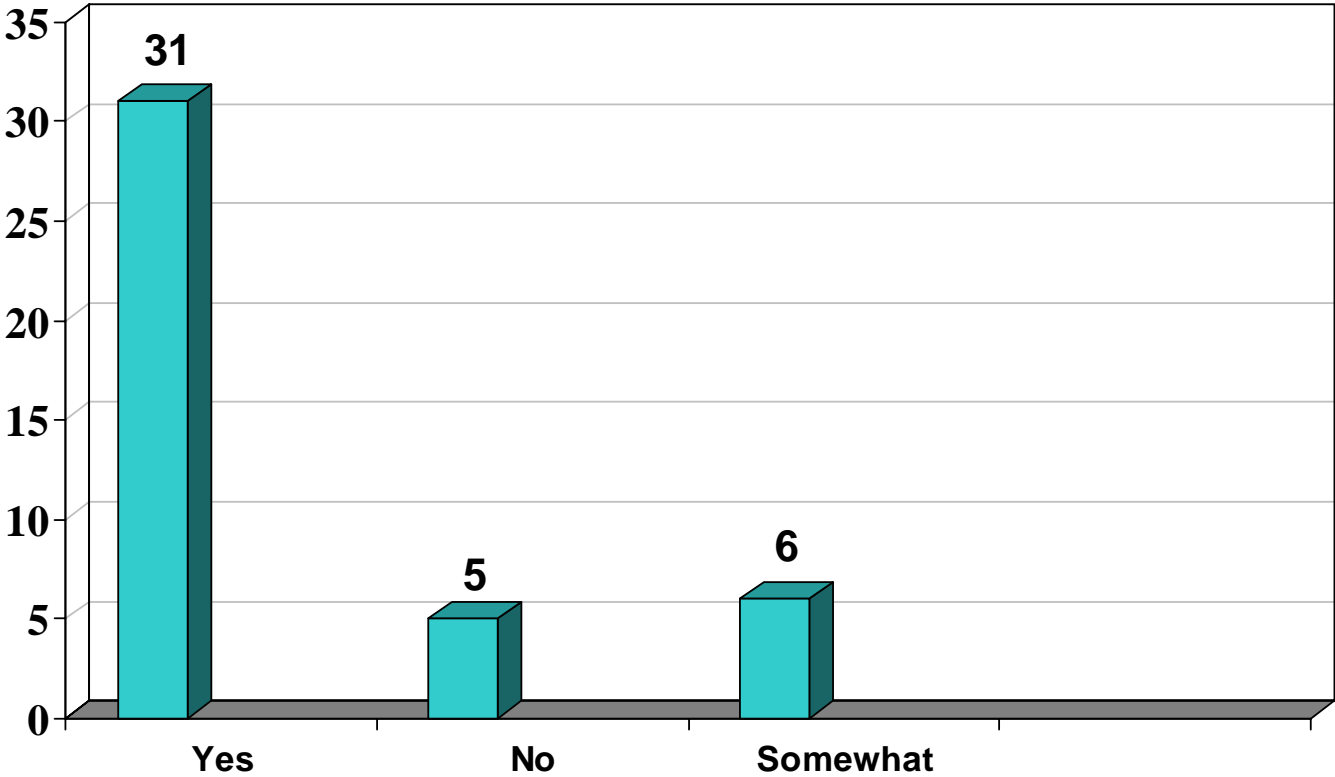
- Other
 - Continue to seek new people for boards & committees
 - Too many inward thinkers—not risk takers

**REACTION TO
STATEMENT OF NEEDS
BY STUDY PARTICIPANTS**

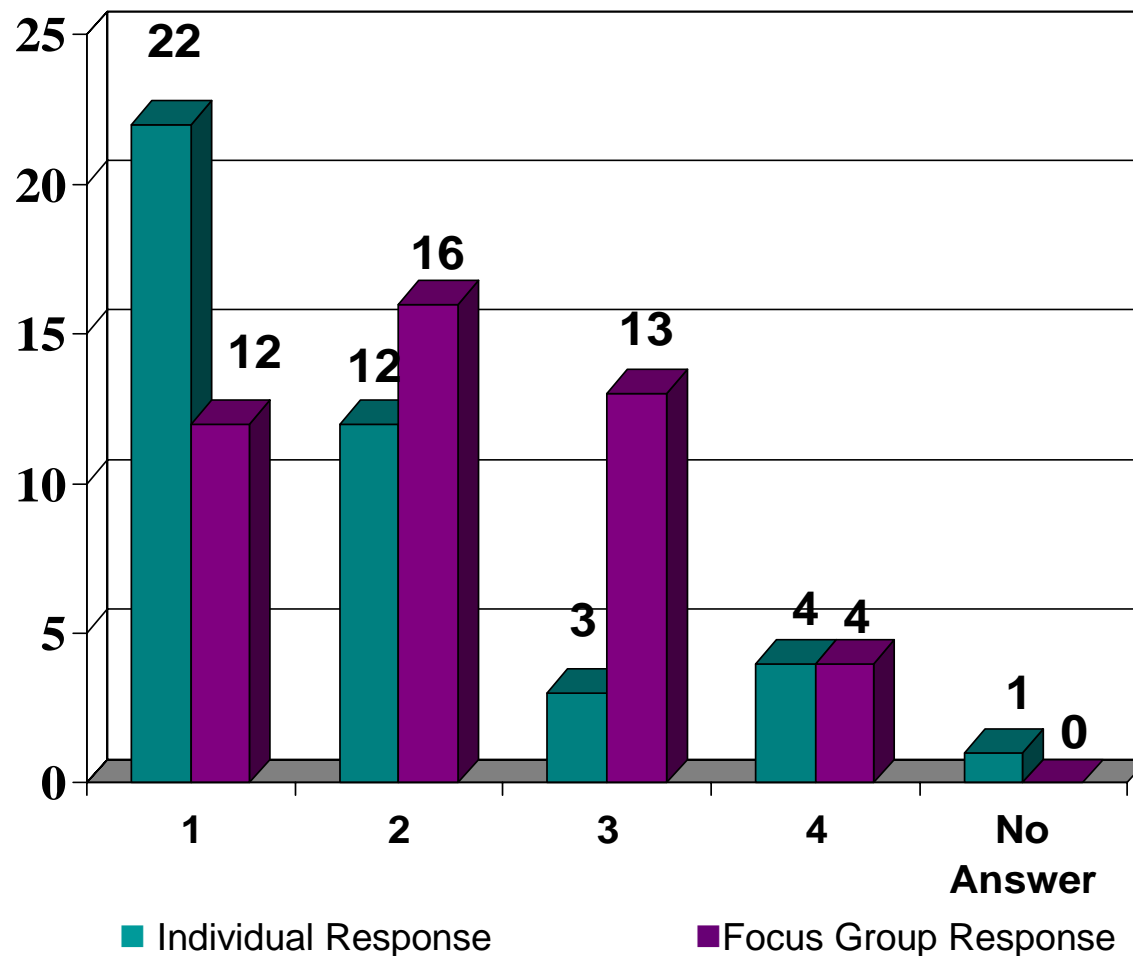
100% of the respondents participating in the individual interviews were aware of a potential building project



74% of participants in the individual interviews said the Statement of Needs adequately reflects the needs of the church; 14% said it somewhat reflects; 12% said it did not reflect.



When asked to indicate their level of support for the project, 71% of all study participants responded a 1 or 2 (1=highest):



In the interviews, when asked to prioritize their support for the projects, the following responses were received:

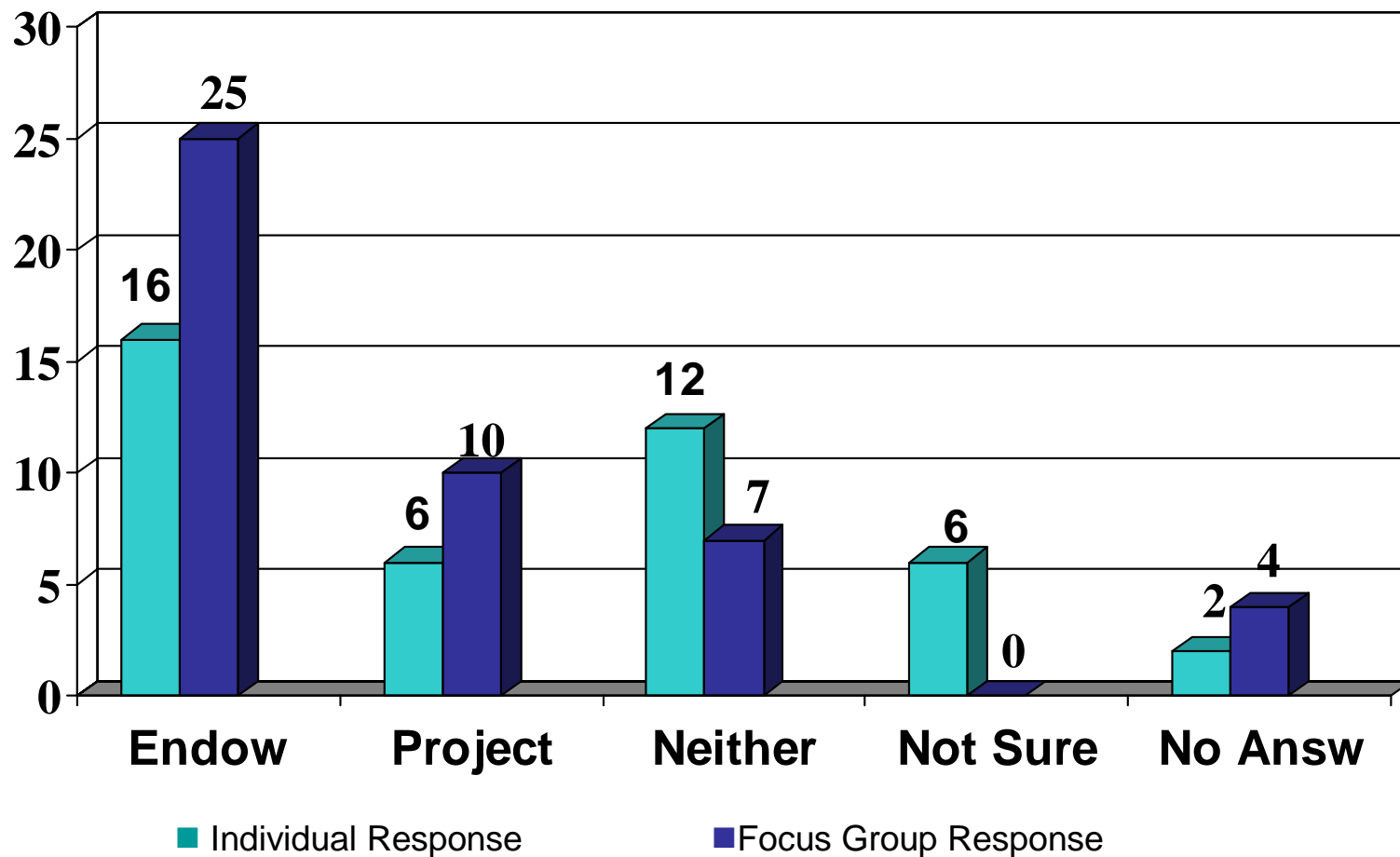
- Personal

1. Parish Center
2. Renovations
3. Building
Endowment
4. Missions

- Group

1. Parish Center
2. Renovations
3. Building
Endowment
4. Missions

When asked about a mission endowment component or a one time project the following responses were received from the interview participants



Comments on Mission Component

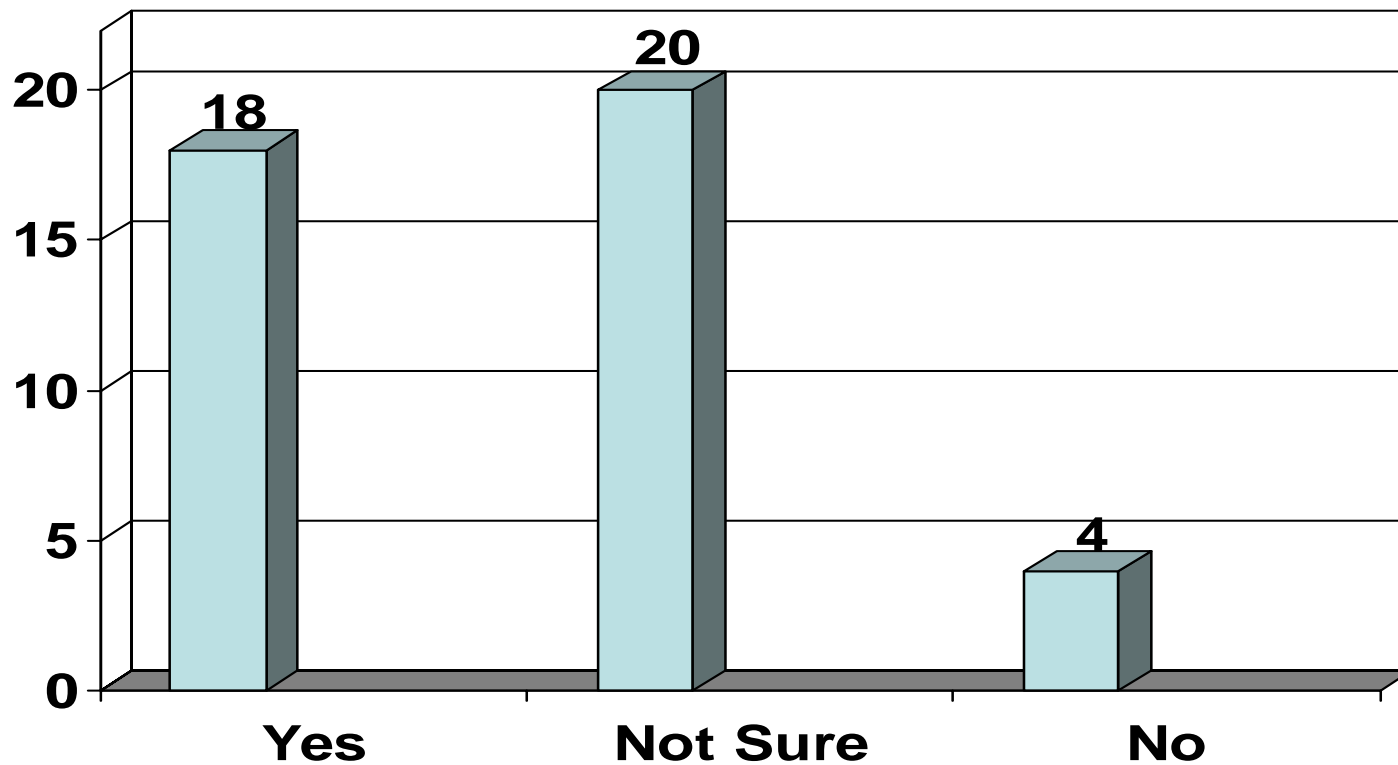
- In individual interviews, 18 of the 26 (69%) had question or comment about why missions was included or size of mission component in building campaign
- In focus groups, there was also some discussion about the reason for including a mission component

CAMPAIGN READINESS

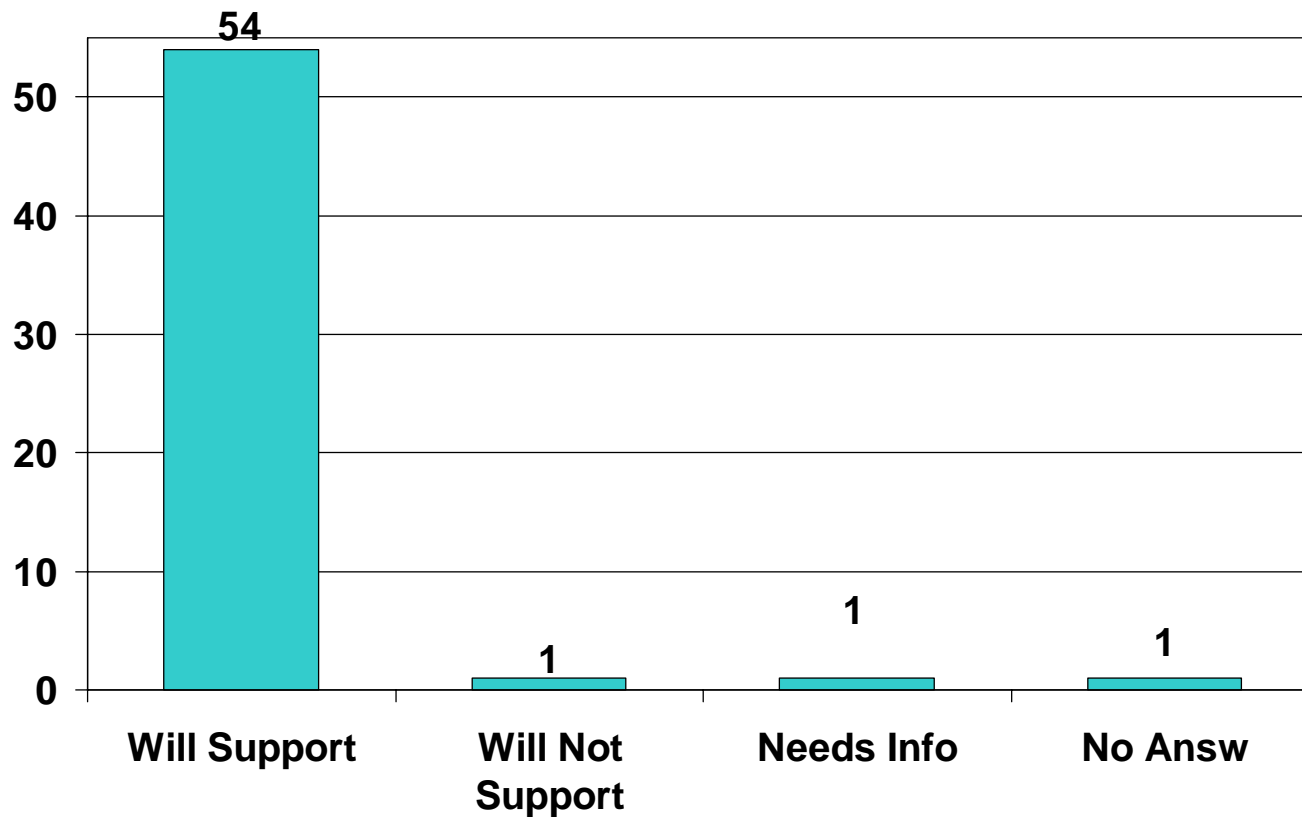
✓ FINANCIAL SUPPORT

✓ VOLUNTEER SUPPORT

When asked individual participants were asked if the campaign goal of \$ 3m could be reached, the following responses were received:



Of the 57 households participating in the study, 95% said they would financially support the project.



Planned Giving Responses

From individual interviews

- 7 individuals have previously made planned gifts to other charitable organizations
- 3 individuals would like information on planned giving
- 9 would consider putting South Church in their will; 4 said maybe; 11 said no

The following is a breakdown of indicated three year pledges from the personal interviews :

1 @ \$75,000-\$100,000	\$75,000-\$100,000
1 @ \$15,000-\$100,000	\$15,000-\$100,000
1 @ \$40,000-\$50,000	\$40,000-\$50,000
2 @ \$25,000	\$50,000
2 @ \$15,000-\$25,000	\$30,000-\$50,000
1 @ \$15,000	\$15,000
1 @ \$10,000-\$25,000	\$10,000-\$25,000
2 @ \$10,000	\$20,000
2 @ \$ 7,500-\$10,000	\$15,000-\$20,000
1 @ \$ 7,500	\$ 7,500
2 @ \$ 5,000-\$10,000	\$10,000-\$20,000
1 @ \$ 5,000-\$ 7,500	\$ 5,000-\$ 7,500
3 @ \$ 5,000	\$15,000
1 @ \$ 3,000	\$ 3,000
21 gifts	\$310,500-\$483,000

Average Gift from Individual Interviews: \$14,786-\$23,000

Average Gift without 2 top gifts: \$11,605-\$14,894

The following is a breakdown of indicated pledges from the focus groups

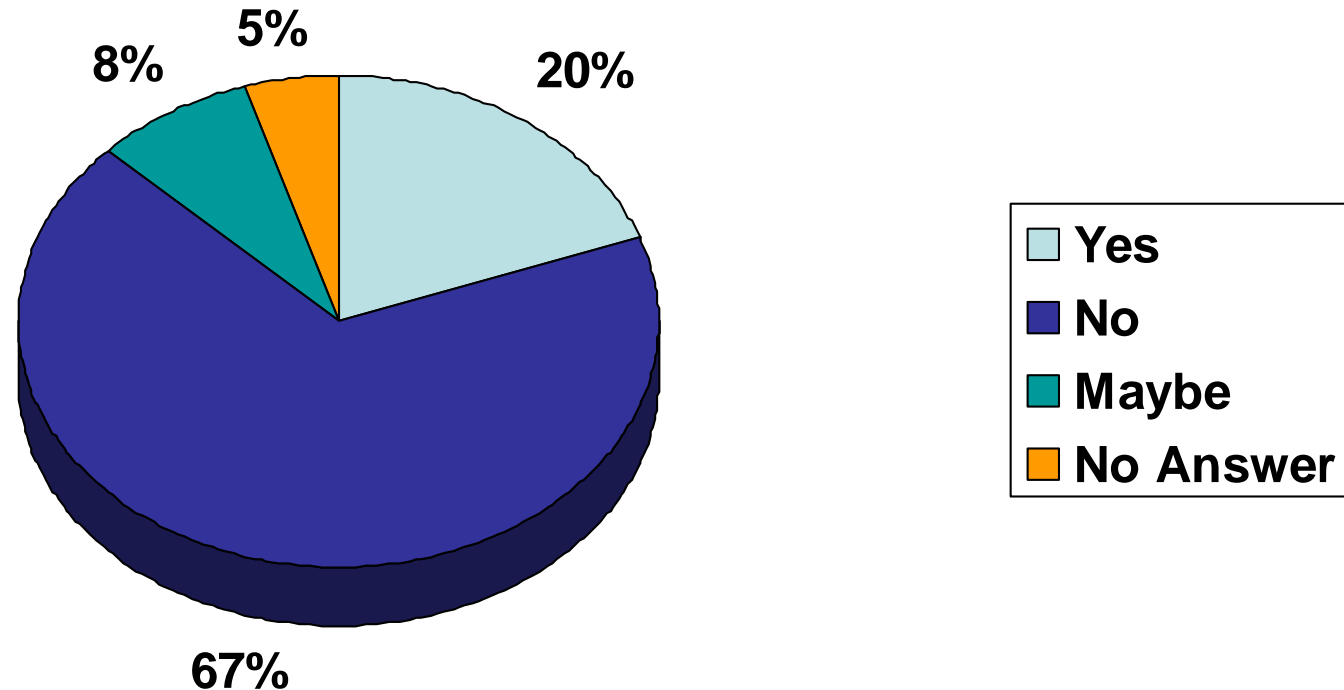
1 @ \$20,000-\$30,000	\$20,000-\$30,000
1 @ \$15,000-\$20,000	\$15,000-\$20,000
1 @ \$15,000	\$15,000
2 @ \$10,000	\$20,000
1 @ \$7,500	\$ 7,500
1 @ \$5,000-\$10,000	\$ 5,000-\$10,000
2 @ \$5,000	\$10,000
2 @ \$3,000-\$ 5,000	\$ 6,000-\$10,000
1 @ \$3,500	\$ 3,500
4 @ \$3,000	\$12,000
1 @ \$2,000-\$ 4,000	\$ 2,000-\$ 4,000
2 @ \$2,000	\$ 4,000
1 @ \$1,095-\$ 5,000	\$ 1,095-\$ 5,000
3 @ \$1,095	\$ 3,285
23 gifts	\$124,380-\$154,285

Average Gift from Focus Groups:\$5,408-\$6,708 (with FRAT)

Average Gift from Focus Groups: \$3,299-\$4,127 (w/o FRAT)

CAMPAIGN LEADERSHIP

20% of the respondents said they would volunteer for the campaign



PROJECTED GOAL

- Based on:
 - The findings of this study
 - The church's annual donor records
 - Our experience with church campaigns throughout the country
- Ruotolo Associates anticipates that South Church is likely to raise \$ 1.5 to \$ 2 million this project

Strategic Issues

- Develop Quantitative Analysis and other documentation to Support Needs
 - ➔ Provide demographics of population numbers, projections, graphs
 - ➔ Include pictures of current furnishings, office space
 - ➔ Strategic plan for congregation including plan for growth
- Address if mission is a component of a building campaign

Strategic Issues

- ➔ Reach consensus on a new parish center
- ➔ Develop/articulate a process to communicate the need for a new parish center with the congregation
- ➔ Once process is concluded, address the following options:
 - Size, placement on site, location of offices
 - Architectural style
 - Consider bus trips to Acton church
 - Purchase of adjacent property

Strategic Issues

- Need Communication Plan to include:
 - ➔ Demographics supporting need for expansion
 - ➔ Plan for Growth
 - ➔ Other options explored (including 2 services)
 - ➔ Why is this a parish project and not just a Christian Education project?
 - ➔ How to address mission component?
 - ➔ Promote mission component of new building

In closing...

Ruotolo Associates believes that the study supports a clear need to improve and expand the facilities at South Church in Andover. After addressing some some strategic issues, consensus will be reached on the size, placement and layout of the new facility. The resources appear to be sufficient to meet your additional space requirements. We know there is also much to pray about. As you process this information, we would like to partner with you in providing for the future of your congregation.