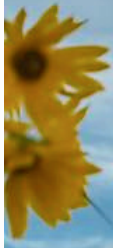


A PLACE FOR EVERYONE

a future for all



FUNDRAISING FEASIBILITY STUDY REPORT

Prepared by Joseph Consulting
April 16, 2026

April 16, 2026



Father Joseph Phung
Feasibility Study Committee
St. Mary Catholic Church
726 218th Place
Pella, IA 50219

Dear Father and Committee Members:

In accordance with your request, we have conducted a fundraising feasibility study to determine the attitudes of the St. Mary Catholic Church membership toward a proposed capital fundraising campaign to secure gifts and pledges to test the first phase of the overall master plan to renovate and expand the faith formation area, increase the parking area, relocate the kitchen, add a covered-up driveway, build a multipurpose room, and increase the worship space, including office areas and other key spaces.

Prior to initiating the study, we worked carefully with the Feasibility Study Committee in preparing a case statement to articulate the rationale for this major fundraising effort. The Committee included:

- Aaron Bohn
- Amber Reed
- Brian Huddle
- Danielle Shuman
- Doug Polking
- Eric Lanning
- Father Joseph
- Nancy Boll
- Paulina Loaiza
- Tara Menke

A total of fourteen informational meetings were held between February 19 and March 3 attended by over 200 individuals. In addition, more than fifty case booklets were emailed to members and three one-on-one presentations were made by Brian Huddle and Tara Menke. The organization and execution of these meetings over such a short time was an outstanding accomplishment. This effort would not have been possible without the leadership and dedication of those on the Committee who put in countless hours of time and effort in preparation for the study as well as the dedication of parish secretary, Cathy Radzinski, who was responsible for communicating with host families, confirming results of those who agreed to attend an informational meeting, mailing confirmation memos to guests, and making reminder phone calls prior to the meeting. These efforts ensured maximum participation and engagement.

Each informational session followed a consistent format, including an opening prayer, introductory remarks by the host, a presentation of the case statement by a trained presenter, a question-and-answer session, and light refreshments. Informational meetings were hosted by twelve parish families. See recap on page 3.

Attendees were provided with a copy of the casebook and were encouraged to review the materials carefully, offer observations, and ask questions. These discussions generated valuable feedback, which has been incorporated into this report. The development of the booklet, including the design and arrangement of all photographs and artwork, was provided by Tara Menke. Tara's work and professionalism in this casebook is one of the finest I've experienced for a feasibility study in the thirty-five years of my work in church fundraising. Thank you very much, Tara.

At all of the meetings, a healthy exchange of information and ideas took place during and following the casebook presentation. A few days after each session, Cathy mailed thank you notes to those in attendance, noting that they may be called for a confidential interview as part of the process. A total of 52 personal interviews were conducted involving 76 individuals with 4 conducted over the phone.

Criteria used in determining potential interviewees included:

- Attendance at an informational meeting
- Cross-sectional representation from different generations
- Past and current parish involvement
- Past and current parish financial support
- The availability to attend the scheduled interview session

To gather input for the feasibility study report, it was explained that the interviews were confidential and none of the answers received would be shared with anyone at any time. It was the intent to maintain a neutral position so as not to influence the interviewee's answers.

In order to obtain valuable input from individuals who attended an informational meeting but were not personally interviewed, 54 surveys were emailed and 32 were returned, 59%, a strong response. A master list of everyone personally interviewed and those who returned surveys can be found on page 15 of this report.

St. Mary Catholic Church
INFORMATIONAL MEETING RECAP

HOSTS	MEETING DATE	PRESENTER	#
Kevin and Erin Gaul	2/19/2026 – 7:00 PM	Tara	11
Danielle Shuman	2/20/2026 – 7:00 PM	Tara	11
Danielle Shuman	2/21/2026 – 6:00 PM	Tara	6
Kate Guess	2/21/2026 – 6:00 PM	Amber	10
Brian Huddle (Church #1)	2/22/2026 – 2:00 PM	Brian	18
Steve and Yvette Schroedl	2/22/2026 – 6:00 PM	Amber	16
Paulina Loaiza and Carlos Cervantes	2/23/2026 – 7:00 PM	Brian	16
Guy and Nancy Boll	2/24/2026 – 7:00 PM	Amber	14
Mary De Jong	2/25/2026 – 7:00 PM	Amber	14
Jessie Mihalovich and Erica Silbernagel	2/26/2026 – 7:00 PM	Tara	16
Brian Huddle (Church #2)	3/1/2026 – 2:00 PM	Brian	29
Brian Huddle (Church #3)	3/1/2026 – 5:00 PM	Brian	18
Paulina Loaiza/Nancy Boll	3/2/2026 – 7:00 PM	Brian	12
Keith and Chrissy Mann	3/3/2026 – 7:00 PM	Brian	11

TOTAL 202

ONE-ON-ONE MEETINGS:

HOSTS	MEETING DATE	PRESENTER	#
Tara Menke		Tara	2
Tara Menke		Tara	2
Brian Huddle		Brian	2

TOTAL 208

In addition, 54 families who didn't attend informational meetings were emailed digital copies of the case booklet with a YouTube video.

RESPONSES TO 52 CONFIDENTIAL INTERVIEWS AND 32 RETURNED SURVEYS

IN GENERAL, HOW DO YOU FEEL ABOUT YOUR PARISH AND THE LEADERSHIP OF FATHER JOSEPH?

1	CONFIDENTIAL INTERVIEWS		RETURNED SURVEYS		TOTAL	%
Excellent	50	+	22	=	72	86
Very Good	2	+	9	=	11	13
Poor	0	+	1	=	1	1
TOTAL	52	+	32	=	84	100

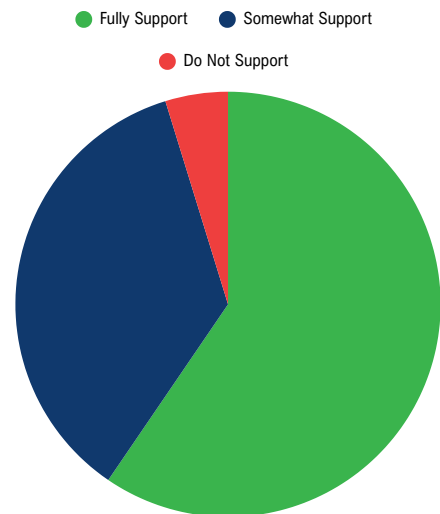
All but one of those responding have a very good or excellent response to this question. This is a truly unique response that will result in a positive effect on securing the maximum financial and volunteer support for a successful project.

HOW DO YOU FEEL ABOUT THE PROPOSED PLANS FOR RENOVATION AND NEW CONSTRUCTION?

2	CONFIDENTIAL INTERVIEWS		RETURNED SURVEYS		TOTAL	%
Fully Support	34	+	16	=	50	59
Somewhat Support	18	+	12	=	30	36
Do Not Support	0	+	4	=	4	5
TOTAL	52	+	32	=	84	100

95% of respondents indicated a somewhat or fully supportive response to the proposed master plan. Overall, there appears to be a consensus that the Faith Formation expansion is most important, and if there needs to be a phased approach, it should be implemented first. However, the overall project should be reduced in scope.

A portion of responses indicated concern regarding physical accessibility, not only for individuals with disabilities but also for those who may have trouble walking distances. A small minority opposed to the plans cited varying reasons, including the perception that the current church and classroom spaces are sufficient for much of the week.



IN YOUR PERSONAL OPINION, IS \$9,500,000 FOR PHASE I AN ACHIEVABLE CAMPAIGN GOAL?

3

	CONFIDENTIAL INTERVIEWS		RETURNED SURVEYS		TOTAL	%
Yes	27 1/2	+	11	=	38 1/2	45
Uncertain	14	+	13	=	27	33
No	10 1/2	+	8	=	18 1/2	22
TOTAL	52	+	32	=	84	100

Our targeted response rate is in the 70% range. More than half of the respondents feel that \$9.5 million is not possible. Factors given to justify that response were generally the goal being so much higher than the past and the small number of families in the parish and youthful age of many families.

IF THE PARISH DECIDES TO MOVE FORWARD INTO A CAMPAIGN FOR PHASE I, THE GOAL IS TO INITIATE THIS SPRING/SUMMER. DO YOU SUPPORT THIS TIMELINE?

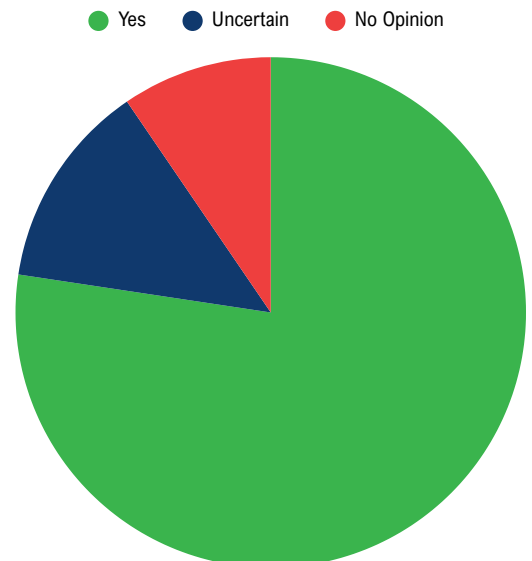
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	CONFIDENTIAL INTERVIEWS		RETURNED SURVEYS		TOTAL	%
Yes	49	+	16	=	65	77
Uncertain	2	+	9	=	11	13
No Opinion	1	+	7	=	8	10
TOTAL	52	+	32	=	84	100

Nearly 80% feel that Phase I should begin this late spring or early summer. Many made comments such as the costs will never be lower, the parish has been planning for years, the need is great, and the excitement and momentum has been established.

A majority of the uncertain responses were personally comfortable with moving forward but wondered if the parish would be able to reach that high of a goal. Again, if the scope and financial magnitude of the overall project were reduced, it is our opinion that an even larger majority of families would be supportive of moving forward as soon as possible.

Based on our recommendations that will be forthcoming, we feel confident that a number of uncertain responses will eventually favor this timeline.



WOULD YOU CONSIDER HELPING YOUR PARISH BY BEING A VOLUNTEER FOR THE CAPITAL CAMPAIGN?

During the interviews, we explained that no one would be required to personally make an “ask” for a financial commitment, but rather, deliver materials to a handful of families of their choice, explain the project, answer questions, present a confidential “sealed” letter from Father Joseph and have them return their decision personally to Father.

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	CONFIDENTIAL INTERVIEWS		RETURNED SURVEYS		TOTAL
Yes	30	+	2	=	32
Uncertain	8	+	5	=	13
No	14	+	25	=	39
TOTAL	52	+	32	=	84

We anticipate the need for 40 to 50 volunteer families in order to appropriately conduct a campaign for a parish the size of St. Mary. With 32 respondents agreeing during the study, the volunteer support is not a concern. The fact that over 50% of families said “yes” to this role in the interviews makes me confident that the goal for volunteer support can be reached if more personal contact is made and the role is explained in greater detail.

IF A CAPITAL CAMPAIGN WERE INITIATED, WOULD YOU MAKE A FINANCIAL COMMITMENT?

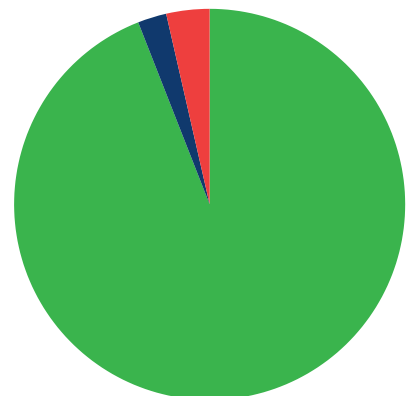
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	CONFIDENTIAL INTERVIEWS		RETURNED SURVEYS		TOTAL	%
Yes	50	+	29	=	79	94
Uncertain/No Answer	2	+	0	=	2	2
No Opinion	0	+	3	=	3	4
TOTAL	52	+	32	=	84	100

This is an amazingly positive response with almost everyone responding yes to making a financial commitment!

In analyzing those who are uncertain or responded no opinion, we feel it is possible to secure a gift from most of these families if the project is revised to a more conservative goal and the explanation on the reasons for Phase I and II have been determined.

● Yes ● Uncertain/No Answer ● No Opinion



GENERAL OBSERVATIONS

The results of the personal, confidential interviews and completed, returned surveys indicate a very favorable attitude toward the proposed master plan and an understanding and agreement with a two-phase approach to accommodate the needs, although there is desire by a minority to reduce the overall scope and size of the plan. In addition, a lesser number were in favor of placing the needs of increasing the sanctuary space ahead of the Faith Formation needs.

Great appreciation was expressed by many toward the leadership of the parish and especially the work of the Building Committee. Almost all participants recognized the thorough planning and development of the proposed master plan and expressed gratitude for the past years of work and the process, which sought their input and feedback. We feel the vast majority of the parish wish to move the master plan forward, even if it is smaller in scope. Fortunately, the phased master plan that was tested allows for this possibility.

JOSEPH CONSULTING PROFESSIONAL OPINION

Based on the answers and input secured through 14 informational meetings and 84 confidential interviews and returned surveys, we believe the giving potential to be in range of \$4,500,000 and \$5,000,000 for Phase I, compared to the tested \$9,500,000. Incorporating \$1 million from your savings will enable you to initiate a Phase I renovation for approximately \$6,000,000.

JOSEPH CONSULTING RECOMMENDATIONS

1. Initiate the capital campaign for Phase I.
2. Modify the proposed plan for Phase I as follows:
 - a. Reduce the overall Phase I project costs to a maximum of \$6,000,000.
 - b. Rework the components of Phase I with the following priorities:
 - i. Renovate the existing Faith Formation space.
 - ii. Incorporate minimal expansion with the anticipation of a future larger sanctuary in Phase II.
 - c. Move most other renovations and additions to Phase II unless the fundraising goal is surpassed or the costs can be reduced.
3. Educate parishioners of the proposed revised changes and rationale.
4. Identify and enlist campaign leadership.
5. Plan an appropriate Launching Event on or around September 15 for all parish members and other prospects with a program to include a keynote address and remarks by campaign leadership and endorsements of the project by select church families.



IN CONCLUSION...

I sincerely appreciate the opportunity to guide your parish in this important feasibility study. In the confidential interviews that we conducted and through the returned completed surveys, we believe that there is a genuine desire to move forward with this major capital campaign to conduct Phase I and bring your parish closer to the realization of the overall master plan.

With the relationships that we have built with your parish families and the experience of over 30 years of managing and directing parish capital campaigns, we are confident that we will help you maximize the financial potential that exists at St. Mary at this time. We are anxious to begin to work with you to help you achieve a resoundingly successful campaign!

Thank you and may God bless you for your dedication to this project.

Respectfully yours,

George L. Joseph
Joseph Consulting



PO Box 1132, Bettendorf, IA 52722
563-349-0589 | gljosephconsulting@gmail.com