



THE CHURCH OF THE  
GOOD SHEPHERD



***Reflecting God's Love Through our Faith in Action***  
**Case for Support**  
**Bazaar Barn Capital Campaign**



## Community-The Heart of Good Shepherd

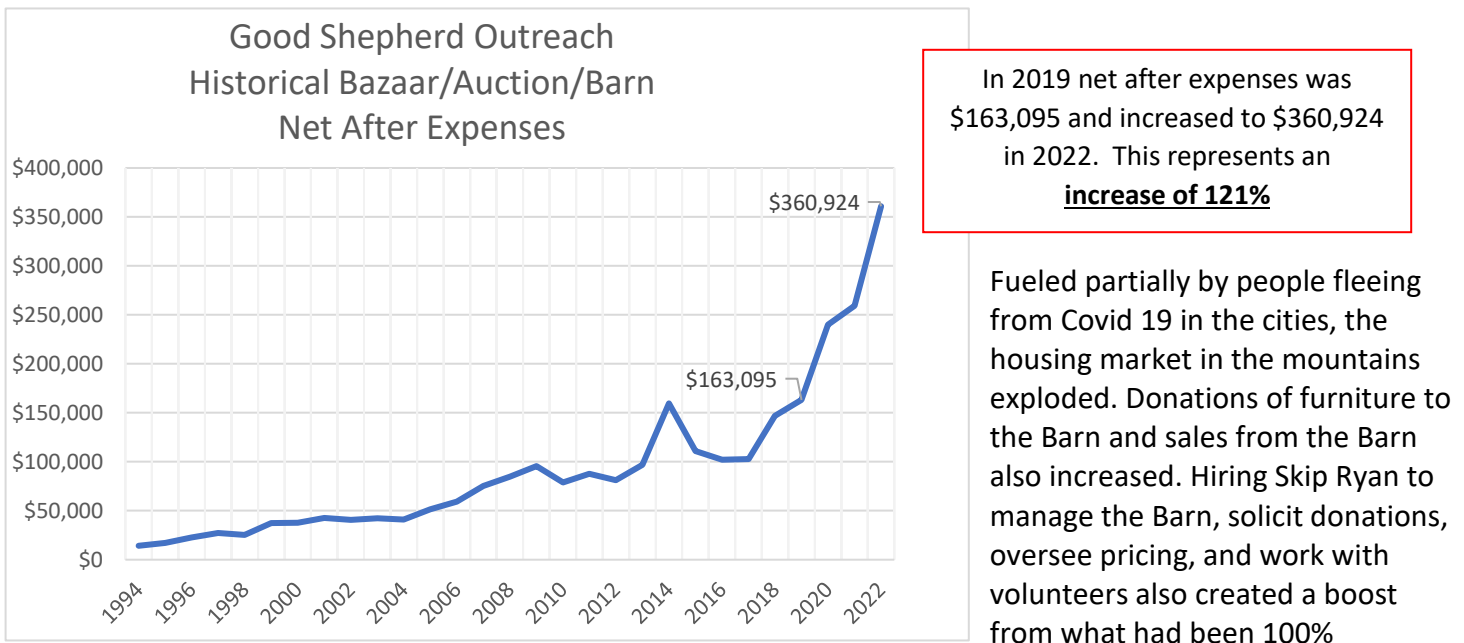
One thing that draws people to Good Shepherd is our reputation for ministry in the community. Ask anyone. They will tell you that Good Shepherd parishioners not only take loving care of each other but also take care of their neighbors with kind and open hearts. That's community. Over the years, we have developed a tradition of embracing all people in and out of church by sharing love and resources in ways that follow the teachings of Jesus. We have been teaching English language learners since 2016, and for more than three decades we have sent more than a hundred local students to college with four-year scholarships. We provide meals and rent for families in need, and we help fund a ministry for incarcerated women. That's community too.

Funds for ministries and more like them these come from the Bazaar Barn...

## A COVID PIVOT

We were slightly fearful when Covid struck in 2020. But doesn't God always have a plan? Our business model had to change. We cancelled the once-a-year event and opened the warehouse every weekend when we could. The name Annual Auction and Bazaar simply became The Bazaar Barn.

## **AND LOOK WHAT HAPPENED?**



volunteers. Now instead of shopping once a year, patrons could shop every weekend—and sometimes more than once! This new model has been incredibly successful, loved by volunteers, and allowed The Church of the Good Shepherd to donate over \$750,000 to local not for profits just in the past 3 years.

However, we were bursting at the seams!

The warehouse was never intended to be a traditional retail space. Behind Shoppes on the Green, it is approximately 5,500 square feet and is very rudimentary. It is prone to flooding, has little ventilation and heating, and it has several structural issues, including dangerous stairs and a lack of parking.

The success of the program meant that the Bazaar Barn is the first choice when homeowners are looking to donate their furnishings. To keep up with the influx of high-quality donations, the Bazaar Barn **rented 5 storage sites** at a monthly cost of \$1,400. Due to the lack of selling space those items were temporarily stored, and later moved to the selling floor when space became available. We even leased some new space, the Shed, but the inventory surplus and limited conditions of both retail spaces became untenable.

With these limitations in mind, we actively and prayerfully began to look for a new, larger space that would give us adequate retail and storage space. We searched for a rental location as well as raw land on which we could build. Given the demand and the current market in Cashiers, suitable space could not be found. Rentals either lacked sufficient square footage, were substandard, had poor parking, were in an area with poor visibility or were outside the budget range. Every undeveloped tract of land was either too expensive, lacking water and sewer, or too far out of town to work. Add to that a two to three-year planning, permitting, and building trajectory (and the time and energy that would take), and you can see why the New Barn site with a 10,000 square foot building and 1.6 acres became so attractive.

## A NEARLY PERFECT PLACE

The two-story retail space at 1846 Hwy 107 N, has great space and super parking. We are currently leasing most of the units until we close on the building. Each unit has windows and doors and an expansive porch with a fireplace is a bonus. We have road frontage on busy Hwy 107, just across the street from Blue Ridge School. It's about 1.5 miles from downtown Cashiers, less of a drive than many other points of interest in the area.

The new facility will allow us to further improve our Barn results by offering:

- a brighter, safer, more customer friendly sales space
- doubling the size of our sales space
- better parking (approximately 50 spaces)
- better visibility will aid both donations, sales, and volunteers
- greater efficiencies (no off-site storage, all inventory visible, less moving expense)
- future possibilities to expand and grow ministry



# DOES BUYING MAKE MORE SENSE THAN RENTING SOMETHING MORE EXPENSIVE?

**YES! We think it does.**

Why? Renting or leasing directs money to landlords and away from outreach. Renting and leasing also limit our abilities to renovate and improve. A long-term mortgage sends funds to the bank, not outreach. Therefore, to buy something and limit the mortgage duration not only directs resources back to outreach but also gives us an asset for ministry...and new possibilities.

## THE NUMBERS AND OTHER DETAILS

The contract price of \$1.5M was accepted by the seller, and diocesan approval for the project was granted. The appraisal of the property met with approval, and our due-diligence period revealed a solid building with a few reasonable fixes needed. Now we are under contract with a closing date of November 30, 2023. This window of time between now and November 30 will allow Good Shepherd the opportunity to raise a large portion of the funding. Positive steps with United Community Bank (our regular bank) have been taken for a mortgage on the building, and we'd like to mortgage as little as possible for as short a term as possible. Soon, we hope, the funds available for outreach grants will increase because we won't have the overhead of rent or mortgage. We were able to move into the new space in May 2023. If May sales are indicative of future sales, this has proved a great move. Sales in the new space increased 108% year-over-year!

## Capital Campaign

Costs associated with Bazaar Barn

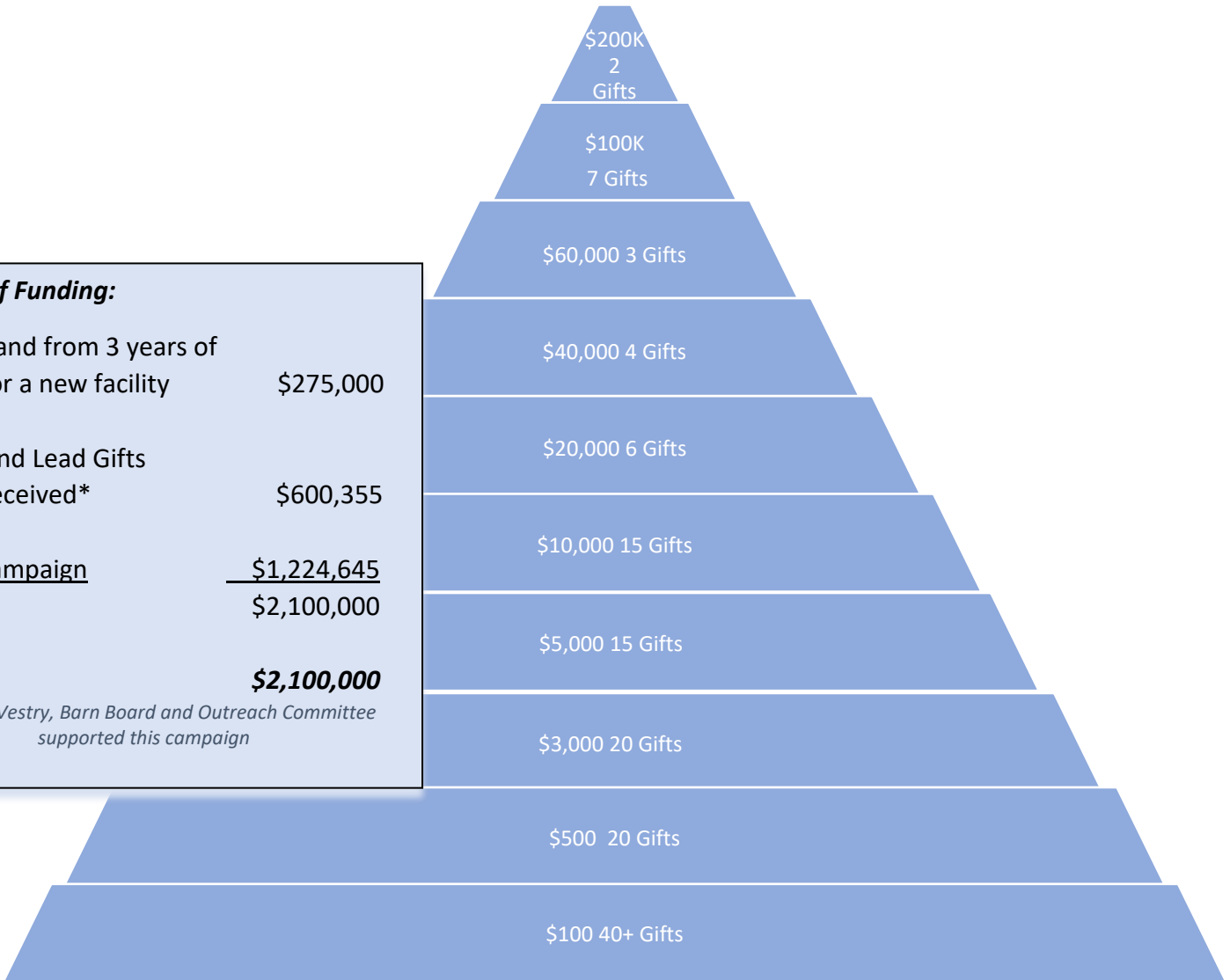
Purchase Price	\$1,491,500
Commission/Closing	\$45,000
Due Diligence	\$20,000
Improvements	\$250,000
Campaign Expenses	\$15,000
Miscellaneous	\$28,500
Major Maintenance Reserve	\$250,000
<b>TOTAL</b>	<b>\$2,100,000</b>

**How will we pay for the new home of the Bazaar Barn?**

**WE ARE EMBARKING ON A CAPITAL CAMPAIGN TO PURCHASE A NEW BAZAAR BARN.**

<b>Sources of Funding:</b>	
Cash in Hand from 3 years of Savings for a new facility	\$275,000
Pledges and Lead Gifts already received*	\$600,355
<u>Capital Campaign</u>	<u>\$1,224,645</u>
<b>Total</b>	<b>\$2,100,000</b>
<b>Total</b>	<b>\$2,100,000</b>

*\*100% of Vestry, Barn Board and Outreach Committee supported this campaign*



## 2024-2026 Projections

		<b>2023 Year 1 of Campaign</b>	<b>2024 Projected</b>	<b>2025 Projected</b>	<b>2026 Projected</b>
Purchase Price/Closing Expenses/Immediate Upgrades		\$ 1,850,000			
Value of projected capital campaign gifts received		\$ 725,000	\$ 725,000	\$ 375,000	
Barn Accumulated Savings Applied at Closing		\$ 275,000			
<i>Estimated Mortgage Balance at Year End</i>		\$ 850,000	\$ 125,000	0 <sub>3</sub>	
Bazaar Barn Projected Sales <sub>2</sub>		N/A <sub>1</sub>	\$ 640,000	\$ 680,000	\$ 704,000
Total Projected Expenses <sub>4</sub>		N/A	\$ 203,410	\$ 140,250	\$ 87,750
Income from Operations		N/A	\$ 436,590	\$ 539,750	\$ 616,250
Church Contribution		N/A	\$ 40,000	\$ 40,000	\$ 40,000
<b><i>Estimated Barn Surplus for Outreach</i></b>			<b>\$ 476,590</b>	<b>\$ 579,750</b>	<b>\$ 656,250</b>

### Notes on the above projections:

1. 2023 you see a blank column. 2023 is a transition year and the numbers will not be representative of our ongoing operations.
2. The increase in Bazaar Barn Sales is due to increased selling space and using the same sales per square foot as was achieved in 2022.
3. In 2026, assuming our building mortgage is retired, the entire amount of Rent/Mortgage will fall to the bottom line and increase outreach grants.
4. Mortgage payment is based on the mortgage balance at the beginning of the year with a 20-year amortization at 6.5%.
5. Major Maintenance Reserve of \$250K will be funded after the mortgage is retired.
6. For additional information please speak with any member of the Capital Campaign Committee.

# Bazaar Barn Building Purchase

Carrying a Mortgage vs. Monthly Rentals



Mortgage Balance Scenarios	Interest Rate	Mtg Monthly Pmt	'23 Rental Expense	Net
\$1,500,000	6.5%	\$11,184	\$5,600	-\$5,584
\$1,000,000	6.5%	\$7,456	\$5,600	-\$1,856
\$800,000	6.5%	\$5,965	\$5,600	\$365
\$600,000	6.5%	\$4,473	\$5,600	\$1,127
\$400,000	6.5%	\$2,982	\$5,600	\$2,618

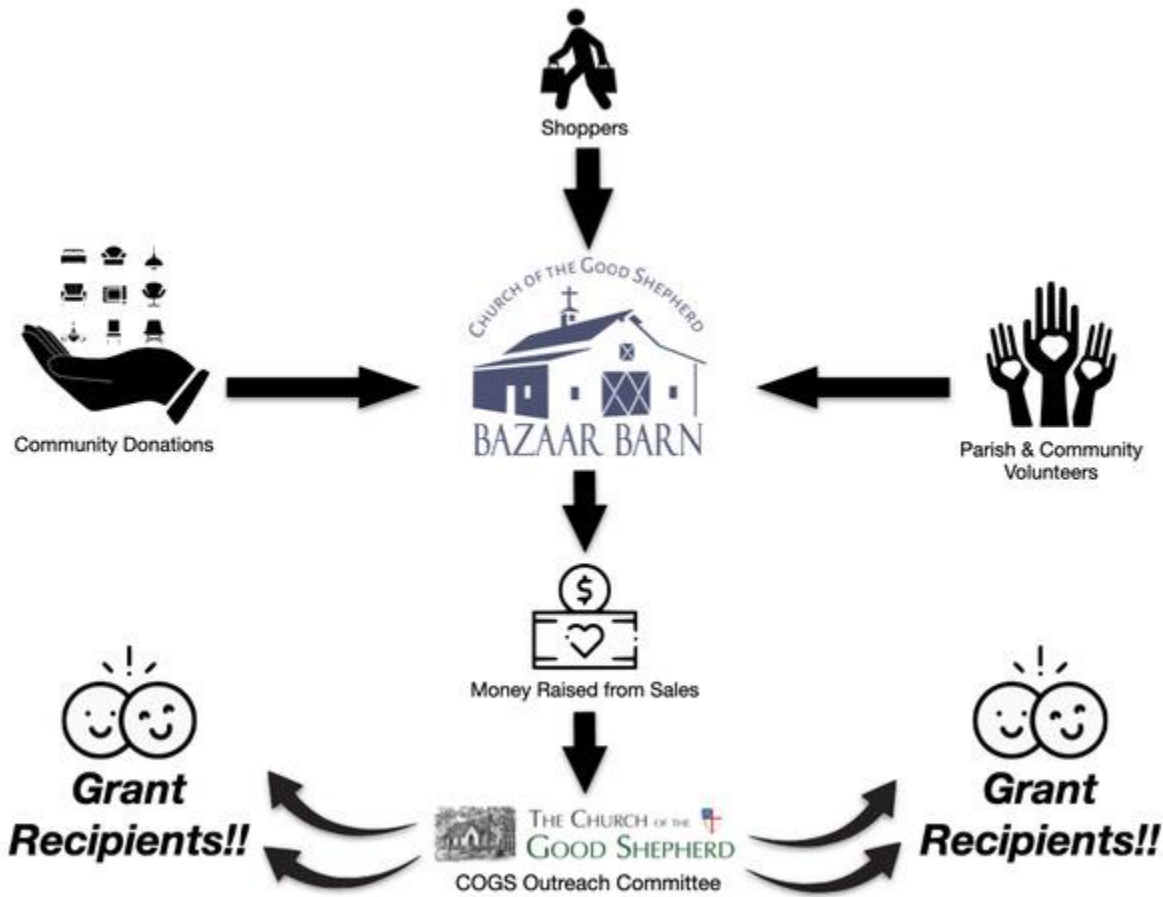
At a mortgage balance of \$800,000 the monthly mortgage is approximately the same as the 2023 rental payments would be in the old facilities (Barn, Shed and Storage Sites)

*We didn't know on that summer day nearly forty years ago where that one little fundraising event would take us. It seems like a miracle that we would be here today. The Bazaar/Auction has contributed nearly \$2 million to local community charities since its inception. More than a third of those contributions have been raised in the last three years. We know we were led by The Holy Spirit, and we must stay vigilant to being led where this next chapter takes us.*

**Please consider this prayerfully.  
Then, make your pledge.**

**Isn't a gift towards this campaign a true manifestation of reflecting God's Love through our faith in action?**





## Outreach Ministry

Because of support from our incredible community and beyond, we have been able to help many local organizations. Listed below are the organizations we have helped in the past year.

- AWAKE
- Big Brothers/Big Sisters
- Blue Ridge Health
- Blue Ridge Mtn Health-Dental Clinic
- Blue Ridge School Education Foundation
- Boys and Girls Club of the Plateau
- Cashiers Historical Society
- Center for Domestic Peace (REACH)
- Conkle-Rowe Scholarships
- Community Care Clinic
- Community Table
- Four Seasons Compassion for Life
- Friends of Panthertown
- Friends of the AC Library
- Glenville-Cashiers Rescue Squad
- Haven of Transylvania County
- HERE in Jackson Co.
- Highlands-Cashiers Land Trust
- HIGHTS
- Hospice House Foundation of WNC
- International Friendship Center
- Jackson County Arts Council
- Jackson Neighbors in Need
- Junior Appalachian Musicians (JAM)
- Life Challenge of WNC
- Literary Council of Cashiers
- Muddy Sneakers
- Pisgah Legal Services
- SAFE
- Summit Charter School
- The Bascom
- The Hampton School, Inc.
- United Christian Ministries
- Vecinos, Inc.
- The Village Green



## **A Brief History of the Bazaar Barn**

### **July 1986**

In 1986 Marie Cranston organized the first Good Shepherd fund-raising Bazaar. Then Rector, The Rev. Steve Hines, endorsed the plan and donated some things from his parent's home to combine with a selection of donated ladies' apparel. Some sandwiches and beverages set the stage and created the atmosphere for the first Auction and Bazaar in the parish hall. The event was a rousing success. It raised \$2,320. Planning began immediately for the 2<sup>nd</sup> Annual Auction and Bazaar.

### **Later...in July 2003**

Some seventeen years later, the Good Shepherd's Annual Auction and Bazaar had grown so much that Hines Hall could no longer contain it. Hines Hall was also under renovation, so under the leadership of Chair Debbie Lassiter, the Bazaar moved (with some trepidation) from the church grounds to the Cashiers Community Center. Tents were raised to house furniture, sporting goods, tools, and other large items. Although increased volunteer effort was needed to stage the Bazaar, proceeds from the 2003 Auction and Bazaar reached \$42,299.

### **Fast forward to 2017**

Once a little fundraiser, the Bazaar was now a destination event. People planned their vacation days to coincide with the event. Shoppers came from all around to be the first in line at the Community Center where lines formed in the early morning. But growth created its own challenges. The church basement couldn't hold all the year-round donations.

Simple solution. Lease a warehouse. Thanks to co-chairs Nancy Pankey and Paige Barnes, we located the warehouse owned by and located behind Christ Church of the Valley. Now, instead of moving furniture and rugs from storage units and the church to the Community Center, the volunteers simply opened the warehouse doors for those items, while other goods were still on display and sale at the Community Center.

**The Bazaar Barn was born.**

### **2020-A Transition Year**

The summer of 2020 would have marked the 35<sup>th</sup> anniversary of the Auction and Bazaar, but like so many things, Covid put a halt to our Auction and Bazaar...for a moment. Determined Barn Chair Sharon Stricker put her head together with Fr. Rob and soon-to-be co-chair Laura Lankford, and with masks on, volunteers began opening the Barn Warehouse a few weekends a month, then every weekend a month as conditions allowed. Eventually, bazaar items like baskets, bric-a-brac, Christmas, and sporting goods made their way into the Barn for sale. Though the Auction remained cancelled, a funny thing happened; sales and net income went up.

### **Who knows what will happen next?**

## **The Church of the Good Shepherd A Legacy of Giving Capital Campaign Frequently Asked Questions**

- 1. Have the Bazaar Barn and the Church been anticipating a need for a new location? What financial resources are they prepared to put into the project?**

Over the past few years, the Vestry and Barn Board have set aside \$275,000 in anticipation of a new location as the need was readily apparent. We researched options, including land-purchase, building design, and available retail space. The new Barn is by far the best option in terms of square footage, road frontage, parking, and expediency.
- 2. Have you accounted for the increased expenses commensurate with a 50-year-old building?**

We have included a capital improvements/major maintenance reserve of \$250,000 from this campaign, and we will include a capital reserve contribution line-item in each annual Barn budget.
- 3. The new space is 2X the size of the old space. Does that imply that your expenses will also be 2X your current expenses.**

We do anticipate our expenses increasing, but not nearly twice as much. Some expenses, like the \$1,400 storage expense, will be immediately eliminated, and mortgage payments are lower than lease payments. When the mortgage gets paid, expenses will likely be less than they were in 2022.
- 4. Once the mortgage is satisfied, how much do you anticipate will be added to community outreach?**

Satisfaction of the mortgage should increase community outreach another \$70-90K annually.
- 5. Who will be the legal owner of the building, the episcopal diocese, or Good Shepherd?**

The Church of the Good Shepherd will be the legal owner of the building. As with all Good Shepherd's physical buildings, they are held in trust for the diocese.
- 6. Did you have to secure diocesan approval for the purchase?**

Yes, the diocese has a procedure for this type of expenditure, and we have approval to proceed. The bishop viewed the new Barn location during his annual visit. He even purchased a piece of furniture!
- 7. Skip Ryan serves as your Barn Manager. What are his feelings about the new location?**

Skip is very excited about the additional space, improved parking, better road visibility, and a brighter space. He is 100% behind the new project.
- 8. How will you staff such a large space?**

Volunteers have been and will continue to be our main labor, and we are so thankful for them! Currently our staff includes the Bazaar Barn manager, the communication manager, and movers who pick up items for the Barn. All are part-time positions. We do not expect to hire more staff people, but time and growth will tell. We will need to hire people for landscape and building care.
- 9. How many parishioners are involved in the Bazaar Barn?**

We estimate over 40% of our congregation has either donated, shopped, or volunteered at the Bazaar Barn.
- 10. Will our gift to the Barn Campaign be over and above our annual pledge?**

Yes, every penny of the funds raised in the capital campaign will go directly toward mortgage reduction, improvement, and maintenance of the new Barn facility. Your annual stewardship pledge to Good Shepherd pays for ongoing church operations.

11. **Does my Capital Campaign pledge have to be paid all at once?**  
No. It can be paid over two or three years. If you can pay your pledge in 2023 or by Dec. 1, 2024, we will be able to reduce the mortgage balance faster, which will, in turn, direct more funds to outreach.
12. **What happens if you do not reach your goal of \$2.1M?**  
We would carry the mortgage further into the future, hopefully at a level consistent with or below our current rent/lease amounts.
13. **Will Barn Sales be used to pay the mortgage payment?**  
We are confident that we will achieve the capital campaign goal which will retire the mortgage in less than three years. We have also budgeted monthly mortgage interest payments until the mortgage is satisfied. Yes, these monthly payments would be from Barn sales, however we do not anticipate they will be vastly different from our rent payment in the current/old Barn location. We are hopeful that the capital campaign gifts will pay down the principle within 3 years.
14. **You have budgeted \$250K for improvements. Can you provide additional details on the improvements and their projected costs?**  
The bulk of this cost will be the installation of an elevator and new stairs providing safe access between the two levels. Additionally, we anticipate the new for a new HVAC system and other interior renovations.
15. **Are there other potential high dollar needs that may be on the horizon? Should we fold those into this capital campaign?**  
We have planned for a \$250K reserve for future needs, however, the Church of the Good Shepherd maintains reserves and has an endowment for major repairs. We do not anticipate a campaign for large church expenditures in the near future. The Vestry and the Barn Campaign task force made a conscious decision to focus on one goal—the new Barn building—as to not dilute the focus or the goal.
16. **What happens in the event of an economic downturn?**  
We have found in times of economic downturn houses are still sold, meaning additional donations. Value conscious consumers are even more likely to consider gently used furnishings. In addition, if we find our space needs have decreased, leasing a portion of the new building to outside tenants would create additional revenue—there is a strong demand for commercial space in the Cashiers area. The church also has emergency reserves for a ‘worst-case’ scenario. We will do our best to maintain current outreach giving, even in difficult economic times.
17. **Will there be an Auction again at the church or at the new facility?**  
We decided to end the Auction as an annual event. The proceeds from the Barn and the energy of time and talent that it takes needs to be our focus.
18. **What percentage of the Bazaar Barn net revenue goes to support The Church of the Good Shepherd?**  
The Church receives zero dollars from the Bazaar Barn. After expenses, all proceeds are donated to the community in the form of outreach grants. In fact, the church adds to the Bazaar Barn’s outreach by allocating \$40K per year from their budget.
19. **I haven’t had time to study all this. What’s the bottom line?**  
To ensure our outreach can grow, the Barn needs more space. Like anyone would when planning an addition to their home, we have been saving money. The \$275,000 we’ve saved plus the parish’s commitment to the capital campaign will allow us to go to closing on the building at the end of November and pay off the mortgage in three years. The best news is WE KNOW through increased Barn sales our outreach to the community will nearly double after the mortgage is retired. And who knows where God will lead us next?

