

# Shepherd's Staff Ministries, Inc.

## Facility Expansion Proposal

### INTRODUCTION

First, we ask that you prayerfully consider reading and digesting this Facility Expansion Proposal. Then we ask that you continue to pray for Shepherd's Staff during this time of transition. God has always been faithful to this ministry and we know HE will guide and direct our next steps. If you reach the end of this document, are still engaged and feel the Holy Spirit prompting you to help, we will explain the next steps in the CONCLUSION section.

### OVERVIEW

From our humble beginnings operating out of a garage in 1999 to our existing 3,000 sq. ft. FOOD BANK and 3,000 sq. foot EDUCATION CENTER facilities (7,000 sq. ft. total) located at 76 Bay Creek Road, we have seen many things change over the last 20 years.

In addition to the original "food only" offering we have expanded to offer a wider range of services including housing, utility assistance, glasses for school aged children, financial counseling, a coat closet, continued adult education, community referrals and a large, fairly new targeted nutrition program.

Shepherd's Staff has been at 76 Bay Creek Road, Suites M, N & O for 15 years and currently pay \$2,000/month plus utilities.

### RISK ASSESSMENT

In September 2019, 76 Bay Creek Road was sold and is now currently owned by a company in Lawrenceville, GA. While we have assurance that we will not need to relocate before our lease expiration (March 2021), the planned renovations to the other suites in this location will have a detrimental effect on our overall ministry effectiveness in this location.

First, the renovation plans by the new landlord will target a new clientele for this particular location. Currently, 76 Bay Creek Road has four large buildings housing four individual businesses. One of them is manufacturing, two are lawn care and Shepherd's Staff. While all of these businesses have been very friendly, helpful and accommodating to our ministry, we anticipate a higher-end retail business not necessarily appreciating neighbors who provide services to a lower socio-economic clientele. Our clients may be perceived as loitering (waiting for us to open on service days) and less than desirable to their businesses patrons.

In terms of our physical building, at the end of January, we will decrease the number of parking spaces from 25 to just 6. We will no longer have room for our volunteers to park in our facility but we will absolutely not have adequate parking for our clients. Our volunteers will be forced to park at the Loganville Seventh-Day Adventist Church or in the grass in front of our building. Because of the proposed Downtown Development Authority plans for land acquisition that meets the backside of 76 Bay Creek Road, parking at the church will likely not be a long standing option.

POTENTIAL RISK	WHO IS AT RISK?	HOW IS THE RISK CONTROLLED?	RISK RATING
Premature Termination of Lease	Ministry/Clients	<ul style="list-style-type: none"><li>Maintain communication with landlord</li><li>Ensure auto-draft of monthly rent clears our checking each month</li><li>Maintain a friendly relationship with landlord</li></ul>	MEDIUM
Issues with New Neighbors	Ministry/Clients	<ul style="list-style-type: none"><li>Maintain a friendly relationship with all other tenants</li><li>Communicate with clients about new businesses and to make sure they know not to park in front of their businesses, etc.</li></ul>	HIGH
Limited Parking	Volunteers/Clients/Donors	<ul style="list-style-type: none"><li>Informing all affected parties about limited parking</li><li>Require all volunteers to park off-site</li><li>Acquire additional volunteer staff to help direct parking</li></ul>	HIGH
Facility Integrity	Ministry	<ul style="list-style-type: none"><li>At the present time, there are no options for fixing the numerous roof-leaks that exist in our building. The building is more than 30 years old and has many weather-tightness issues.</li></ul>	HIGH

## NEEDS ASSESSMENT

It is important to understand that we are not only facing several legitimate, unchangeable issues with our current location but have grossly outgrown our current facility and ability to grow. Our current location was originally designed to accommodate the distribution of food to approximately 3,000 people per year. Yet in 2012, we distributed food to more than 19,000 people and will supply over 11,000 people with food in 2019.

In addition, we have five expertly trained intake coordinators who interview each family upon their initial application but only two offices for interviewing clients. This is particularly challenging during high volume days/times. We have more than 25 regular volunteers and more than 200 special project volunteers. We could more than double the number of volunteers serving with us during the year if our facility were larger and we had more parking. Additional identifiable needs are outlined in the matrix below.

NEED	WHO BENEFITS	HOW IS THE NEED DEFINED?	NEED RATING
Larger Food Bank Warehouse	Ministry/Clients	<ul style="list-style-type: none"> <li>• We have many logistics issues during the year and especially during the last quarter of the year. We have so many donations, deliveries and distributions that we are constantly having to pallet-jack items around. Many times we have internal doorways blocked and lose accessibility to various parts of our location during peak giving times.</li> <li>• The local fire marshal does not like how “jammed up” we are certain times of the year and the difficulty we have maintaining fire exits.</li> <li>• We would like to expand our services to a larger population in Walton County. With our recent partnership with the Salvation Army Project Share, we will be serving clients from all of Walton County, not just Loganville. We have expanded from serving approximately 3,000 people in 2012 to over 11,000 in 2019.</li> <li>• We would be able to move the Free Shopping Day from Loganville First United Methodist Church to our facility. We would also be able to store all toy donations throughout the year in our facility.</li> <li>• We could expand our commercial refrigeration system and add coolers to expand our frozen and refrigerated food offerings.</li> <li>• We could maintain optimal cooling and heating in our warehouse with a building that was more energy efficient and weather-tight. This is also a requirement and would allow us to partner with the Atlanta Community Food bank.</li> <li>• We could finally purchase a forklift to help move pallets of food and other heavy items around the warehouse.</li> <li>• We could finally purchase a series of gravity rolling conveyor belts to help move product off of transport vehicles and into the warehouse.</li> </ul>	HIGH
More Interview Offices	Volunteers/Ministry/Clients	<ul style="list-style-type: none"> <li>• We currently have two interview offices and five interviewers. We could increase efficiencies if we were able to interview more people in less time.</li> <li>• We could partner with Atlanta Community Food Bank if we were able to prevent clients from “crossing the threshold” into food prep areas by having offices that were closer to the lobby.</li> </ul>	HIGH
Loading Dock	Ministry	<ul style="list-style-type: none"> <li>• With the addition of a loading dock, we would be able to have our Publix Food for Sharing delivered directly to our offices. Currently, we pick-up at Publix three times a year. We unload each pallet (3-5 each pick-up), load it into pickup trucks and then re-pallet at our facility. It takes approximately three hours per pickup.</li> </ul>	HIGH
Add a “Clean Room”	Ministry/Clients	<ul style="list-style-type: none"> <li>• We could buy and accept more food items in bulk if we had a “clean room” to separate and process food such as beans, rice, and cereal into smaller packages.</li> </ul>	HIGH

Add More Strategic Community Partners	Ministry/Clients	<ul style="list-style-type: none"> <li>• With a larger, more strategically designed facility, we could add more partnerships with larger organizations such as the Atlanta Community Food Bank.</li> <li>• Publix Food for Sharing will delivery directly to us instead of having to pick-up at the local Publix store.</li> </ul>	HIGH
Increase Volunteer Opportunities	Volunteers	<ul style="list-style-type: none"> <li>• We could remove the “cap” on the number of people we have in our facility at any given time. Currently, we max out with about 20 people in the warehouse and 10 people in our prep-room at a time.</li> </ul>	HIGH
Expand Client Education	Clients	<ul style="list-style-type: none"> <li>• Our Client Education Manager is responsible for the education of our clients in every way imaginable. With an increased footprint, we expect to see numbers increase and the need for a classroom style setting to be available for daytime and nighttime training and education.</li> </ul>	HIGH

**COMMUNITY VIABILITY**

Shepherd’s Staff has been an important ministry in the community for 20 years and has faithfully served the people of Walton County in times of plenty and times of lean. We desire to grow and serve this community for many years to come. Over the last eight years, we have seen our overall service numbers become more stable and consistent. We attribute this to our diligence in qualifying all families using current Georgia Department of Community Health Indigent Income levels and validation of client information. Our budget has not fluctuated tremendously over the last eight years but we have consistently adjusted to the needs of the community and made our budget goals every year. We currently have regular support from 15 local churches, 5 local civic organizations, 12 grantors and hundreds of individual ministry partners and donors. Our 2019 grantors are:

- United Way of Walton County
- Walton EMC
- The Walton Foundation
- The Walton County Healthcare Foundation
- The North Georgia Housing & Homeless Council
- The Salvation Army – Project Share for Walton County
- Publix Charities – Food For Sharing
- Walmart Charities
- Woodforest National Bank Charities
- First Baptist Loganville
- Holy Cross Cathedral
- Graystone Church

A 2019 community survey was conducted and results compiled by the Partnership for Families, Children and Youth. The following are the findings which validate and support the need for organizations like Shepherd’s Staff in our local community. Areas highlighted in blue are areas where Shepherd’s Staff has the most impact.

# The Partnership for Families, Children and Youth Community Needs Assessment Results

**INTRODUCTION** The Partnership for Families, Children and Youth community assessment was conducted to provide local quantitative and qualitative information about community issues to inform the annual collaborative strategic plan. A team of collaborative partners representing various sectors of the community worked together to develop and implement the community assessment process. The assessment included identification of needs and resources through a community survey, focus groups and conversations with key stakeholders. These methods were used to identify community needs and highlight potential priority areas.

## Walton County

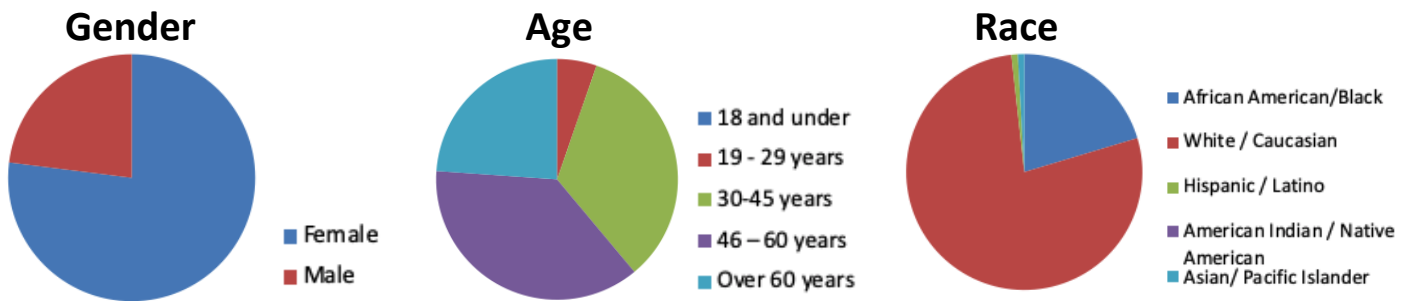
### Profile of Child, Family, and Community Well-Being

Demographics	Walton	Georgia
Total Population	88,695	10,201,635
Children Under 18 (%)	25.4%	24.5%
Population by Race/Ethnicity (%)		
White, Non-Hispanic (%)	75.9%	53.6%
Black, Non-Hispanic (%)	16.5%	30.9%
Asian and Pacific Islander (%)	1.3%	3.8%
American Indian (%)	0.2%	0.2%
Multi-racial (%)	1.3%	1.9%
Hispanic, of any race (%)	4.0%	9.3%
Median Household Income	\$58,028	\$56,117
Individuals In Poverty (%)	12.3%	15.1%



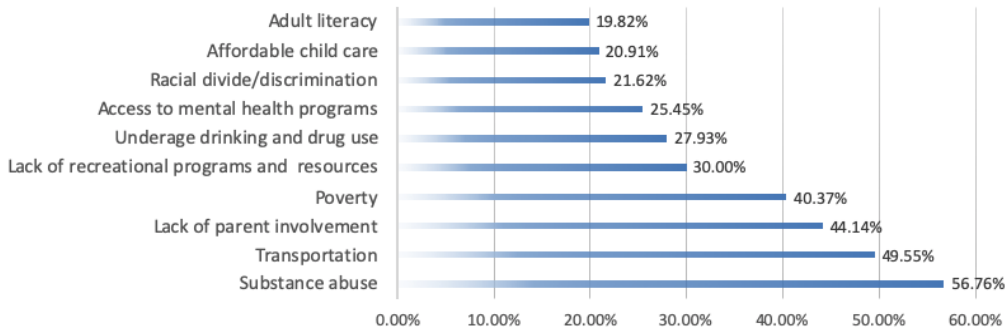
Data from the U.S. Census American Community Survey, 2013-2017 estimates and SAIGE

## Demographic Profile of Survey Respondents



## Community Issues (Focus Groups/Interviews)

## BIGGEST ISSUES FACING OUR COMMUNITY



### Other critical issues that respondents reported:

- Lack of Diversity
- Crime
- Parent involvement
- **Unemployment**
- Lack of youth activities (recreation, mentorship)
- **Lack of resources**
- **Homelessness**
- Metal Health Resources
- Opioids
- **Lack of family foundation**
- Bullying
- Gang violence
- Additional mentoring programs-extension of Team Up and Path Project
- Sexting



## Community Resources (Focus Groups/Interviews)

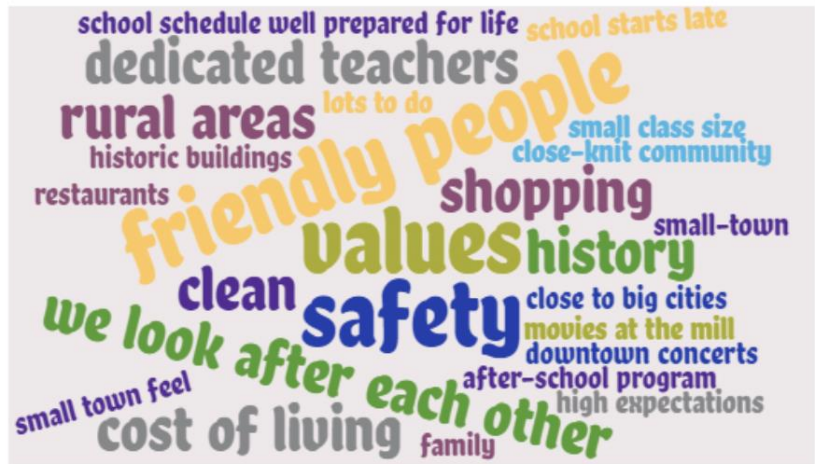
### Community Resources Identified as Strongly Needed

- Public Transportation
- **Education on basic needs**
- Jobs with insurance
- **Additional Resources**
- Programs for Seniors
- Mental Health Services
- Grocery Stores
- **Transitional housing**
- **Wraparound Services**

### Community Assets Identified as Available

- Friendly people
- Small town
- Monitored growth
- Faith centered

- Cost of living
- Laid back
- Country life
- Quiet
- Safe
- People
- Downtown
- Close to Athens
- Farmers Market
- Athens Tech
- Hospital
- Strong School System
- Walkability
- New Restaurant



## Community Resource and Asset Recommendations

- Welcome Wagon Baskets for new home owners
- Parent Advisory Boards
- Social Media Campaign
- Educate Parents
- More support for teachers
- Partner Elderly with Youth for Mentoring
- Shared Resource Guide
- Mass Transit Transportation

## Statements from the Community

*Transportation is an issue in Walton County because we can't get folks to come to the table. Mass-Transit is not a profitable business.*

Cindy Little, FISH

*If we don't reach the parents we can't make a difference.*

*Delineation between Monroe, Loganville, Social Circle and Walnut Grove...the bigger the organization and the longer it has been around, more people know about it.*

Morgan Howden, Sheppard's Staff

*Networks are critical in helping with job placement and navigating the social systems in a community-rising out of poverty.*

Melinda Hollandsworth, Path Project

## Methods & Resources

**Community Surveys Completed: 113**

**Key Informant Interviews: 9**

**Focus Groups Held: 11**

*The Partnership Board of Directors, City of Loganville, City of Good Hope, CIS Walton County, 21<sup>st</sup> Century Programs, A Child's Voice, Walton County Chamber of Commerce, Walton County Development Authority, Action, Inc., City of Monroe, FISH, Walton County Health Department, Boys and Girls Club Monroe, Walton County Sheriff's Office, Alcovy CASA, 4 Winds, Social Circle City Schools, Live Forward, Walton County BOE, Walton County Public Schools, Walton County Extension/4-H, Empowering Young Men, Team Up Mentoring, Walton County DFCS, Piedmont Walton Hospital, Shepherd's Staff, Path Project, Youth Leadership Walton, Leadership Walton Class, Local Pastors, Probate Court of Walton County, Loganville Police Department, Loganville Legacy Lions Club, Parent Accountability Court, Walton County Youth Advocacy Board & Walton Tribune.*

**This assessment was made possible through the efforts of:  
Walton County Community Assessment Committee  
Georgia Family Connection Partnership  
The Partnership for Families, Children & Youth Staff, Board  
and Collaborative Members**

**Completed May 2019**



## **CONCLUSION & NEXT STEPS**

As a ministry, we have been “looking” for property or a building for the last eight years. We have considered options that, in the end, were not the right choices or the right timeline. We have prayed diligently that God’s hand would always be on our ministry and that we would never step out of His plan at any time. We desire God’s Will...nothing more, nothing less, nothing else. We believe that this building is the right building, the right location and the right time. It meets all our criteria:

- Located in Walton County
- Located inside the city limits of Loganville
- Within walking distance of the Whits Inn, Bay Creek Mobile Home Park and other important resources
- Zoned mixed use, light industrial commercial or comparable
- At least 7,000 square feet of mixed warehouse and office space
- Loading dock and drive in roll door
- Clean space for separating bulk foods
- Plenty of parking

Really the only obstacle we have is the price. **The building is listed for \$840,000.** We are exhausting every avenue to help achieve this but will still need support from sources we have not considered or are not aware of yet. That could be you, someone you know well or someone with whom you have a connection. We are talking to several commercial lenders, seeking out capital grantors and have a sizable down payment. That being said, we are still pretty far from reaching our financial goal.

If you would like to talk with the Executive Director or Board Members, please email Megan Herndon at [asbldgadmin@comcast.net](mailto:asbldgadmin@comcast.net) or call 770-842-8392 to discuss. Thank you and God bless you.

Previous years 990’s are available at [www.irs.gov](http://www.irs.gov) or by request.