

challenging situations, from referrals to supplemental services to interceding to prevent scams.

The majority of Shepherd's Centers is a combination of both educational and support service. However, during the first few years, many Shepherd's Centers identify one area to start and as the new Center becomes more established, it branches out to include the other area of focus. There is no one right way. The path is determined by the needs of the community and the leadership team.

IMPACT Model

What sets Shepherd's Centers apart is the high level of community engagement of participants, whether through stimulating physical and cognitive activities or social support to remain more independent in one's own home. The outcome is increased connections to life-enhancing services and friendships for a higher quality of life. The model is based on IMPACT, and includes the following six core characteristics:

- I** = inclusion of all people and all faiths
- M** = meaningful programs and services designed by older adults
- P** = power of volunteers to make a difference
- A** = aging well today and tomorrow
- C** = connecting individuals to each other and to community
- T** = team effort with a group of people, congregations and community agencies

Demographics of the Network

There are nearly 60 Shepherd's Centers in 17 states across the country. These community-based organizations represent a range of sizes and services. A few key demographics include:

- Program structure
 - 30% of Centers are education only
 - 5% of Centers are volunteer caregiving service only
 - 65% of Centers are both education and service
- Caregiving services
 - 70% offer transportation
 - 63% offer friendly visitor/calls
 - 58% offer home repairs/handyman services
 - 58% offer shopping
 - 53% offer advocacy and referral services
 - 42% offer yardwork and light housekeeping
 - 32% offer intergenerational activities
 - 80% of Centers provide four or more services to clients
- Staffing
 - 80% of Centers have a paid director compensated for an average of 30 hours/week
 - 70% of Centers have other paid staff supporting operations
 - 75% of Centers have volunteers working routinely to implement programs
- Community partners
 - Average number of congregations involved is 12, ranging from 1-45
 - Average number of community agencies involved is 16, ranging from 1-65
- Financial Information
 - Expense budgets range from a low of \$3,000 to a high of \$1,000,000 with a median budget of \$105,000
 - All centers have three or more funding sources
 - 32% of centers receive at least 50-60% of funding from individuals
 - 50% of centers received at least 10% of funding from congregations

Common Purpose

Though each Shepherd's Center is unique, all are bonded together through our history and our common mission, vision and values.

Mission: To create significant opportunities for service, lifelong learning and healthy living for older adults through an interfaith network of community-based organizations.

Vision: Transforming aging into an empowering experience of personal growth and meaningful living.

Values: Building on nearly five decades of experience serving older adults, our values guide all decisions.

- *Diversity and inclusion:* to celebrate the individuality and contribution of each person regardless of race, gender or religion
- *Empowerment:* to provide resources for older adults to pursue life enriching experiences they value most
- *Compassion:* to treat each person with kindness, dignity and respect
- *Collaboration:* to leverage strengths for the collective good
- *Volunteerism:* to advocate good citizenship
- *Interdependence:* to build community through the mutual reliance on each other

How It All Started

As a minister, Elbert Cole recognized that as individuals were retiring from careers and moving into the next stage of life, they maintained an intense desire to continue growing and contributing to society. Cole also held strong beliefs about personal wellness (physically, mentally and spiritually), lifelong learning, interfaith and interracial cooperation. So in 1971 a community planning team, using concepts of empowerment and participatory decision-making, designed an organization that provided opportunities to meet a range of needs of retired adults. A year later, the first Shepherd's Center opened in Kansas City as a new model for aging that empowered older adults to use their wisdom, skills and talents to create opportunities for themselves and others.

As one of the first organizations to celebrate the power of aging, Shepherd's Centers of America is dedicated to establishing new centers, supporting existing ones and contributing to the national aging network. With nearly five decades of experience, Shepherd's Centers are demonstrating the key to aging well.



You are invited to learn more about the Shepherd's Center model and network. Call the national office (816-960-2022), or visit our website (www.ShepherdCenters.org). We welcome the opportunity to partner with your community!