



Options for Homeless Residents of Ashland

Strategic Plan 2017-2022



Mission Statement: OHRA helps low income people build better lives. By offering hope and access to social service resources, we encourage those in need on the path to self-sufficiency.

Vision Statement: By helping people move from crisis to stability, OHRA builds more capable individuals, stronger families and a better community.

Options for Homeless Residents of Ashland

ABOUT US



Options for Homeless Residents of Ashland (OHRA) was formed in June, 2012 to focus on residents who were

homeless or had been pushed to the verge of homelessness. In February, 2014 OHRA opened the Ashland Community Resource Center (ACRC) in partnership with ACCESS using a \$100,000 grant from the City of Ashland. Since then, ACRC has become a key resource for people experiencing long term poverty or immediate financial need.

Who We Serve: Poverty has as many faces as the people who experience it. While many of ACRC's guests are homeless, 43% of the people who sought our assistance in 2016 were housed but facing serious economic stressors.

What We Do: For people who are unhoused and/or who have substantial barriers to a good quality of life, we work with partner agencies including the St. Vincent de Paul Society, the Jackson County Fuel Committee and local faith communities to provide access to necessities of life.

For individuals who are economically stressed but have more stable situations, we provide help finding employment, housing and other resources. In all cases, we provide ongoing follow-up and case management.

While these services are critical, the needs of Ashland's low-income population far exceed the combined capacity of all the organizations that seek to help them. The depth and breadth of need makes it critical that OHRA expand its services and become more effective.

OHRA 2017 - WHERE WE ARE NOW



During its first four years, OHRA grew from an all-volunteer start-up to an organization with a center open five days

per week with two part-time employees. However, limited resources mean that many key functions have continued to be performed by volunteers. All concerned recognize that OHRA's capabilities and capacities need to grow. To that end, OHRA obtained support from the Ford Family Foundation for a year-long strategic planning process with the aim of ensuring OHRA's long-term, sustainability and capacity to serve low-income residents of Ashland and Talent.

OHRA's Values

Safety: We seek to ensure that people feel and are safe from physical, psychological or emotional harm.

Confidentiality: We treat all private communications and written records as confidential.

Respect: We treat all people including our guests; staff; volunteers; community partners; neighbors; and members of the public with respect and courtesy.

Integrity: We always operate with integrity, recognizing that our donors entrust us with their contributions; and those we help entrust us with their wellbeing.

A Positive Attitude: We are constructive and encouraging, saying "yes" to requests whenever possible, practical and ethical.

Compassion: We always take an attitude of compassion for those with whom we interact including guests, staff, volunteers, our neighbors, our partners and members of the broader community we serve.

OHRA STRATEGIC PLAN 2017-2022



FIVE-YEAR VISION: Within the next five years, we see OHRA taking an expanded role in the Ashland community; striving to serve the needs of all people who come to us whether they are homeless, housed but under chronic economic stress, or experiencing a serious but temporary economic challenge.

We aim to operate an expansive center providing a “one-stop shop” where people can be connected to services with a focus on ensuring that people have “Housing First.”

The ACRC will be unique in the fact that its guests will recognize their vested interest in its success.

The entire organization, including the ACRC, will be fully staffed by well-trained professional staff and a dedicated corps of volunteers.

It will be led by a diverse board of directors that vigorously pursues OHRA’s mission while representing the Ashland community’s many interests and points of view.

The board and other supporters will develop a multi-faceted fund development program that reliably delivers sufficient revenue to sustain OHRA, the ACRC, and all of its programs.



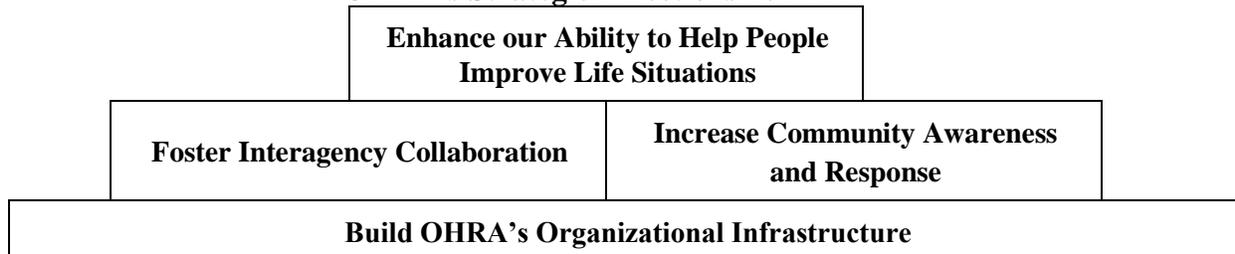
STRATEGIC DIRECTIONS: To reach this long-range vision, the board identified four **Strategic Directions** to OHRA’s development over the next

five years.

- Direction I:** Enhance our Ability to Help People Improve Their Life Situations
- Direction II:** Foster Interagency Collaboration
- Direction III:** Increase Community Awareness and Response to Issues Involving Poverty and the Working Poor
- Direction IV:** Build OHRA’s Organizational Infrastructure

The relationship among these four mutually reinforcing directions is represented in this pyramid. At its base, we are building a modern, professional organization. In the middle is work to support the entire community web of services designed to help people in poverty improve their life situations and at the top are the services OHRA’s programs deliver to help people.

OHRA’s Strategic Directions 2017-22



Facts About Ashland Poverty in Ashland

- 18.7% of Ashland residents (3,901 people) live in poverty*.
- The 2014 median rent was \$926/mo.**
- Ashland’s rental vacancy rate hovers around 1%**.
- Ashland’s cost of living is about 130% the national average°.
- In 2015 about 100 households per month received 72-hour electricity shut-off notices°°.

*US Census Quick Facts 2015

**So. Oregon Rental Owners Assn.

°AreaVibes.com

°°City of Ashland Utilities Dept.



STRATEGIC GOALS 2017-22: To bring about the vision described above, the OHRA Board has set eight strategic goals for the next five years.

1. **Continue to Enhance OHRA's Existing Services** to low and extremely low income Ashland residents with a focus on housing and jobs
2. **Convene an Interagency Collaborative** to promote information sharing and collaboration among the many community agencies that help the community's people in need.
3. **Expand activities to educate and encourage** the public's understanding and response to the issues of people living in poverty.
4. **Establish standards of governance for OHRA** to ensure that it operates in a professional, efficient and effective way.
5. **Convene a Community Advisory Council** to be a sounding board and liaison between OHRA and the community it serves.
6. **Build upon OHRA's existing fund development plan** to ensure OHRA's sustainability and fiscal responsibility.
7. **Enhance OHRA's brand** to make the community aware of its services and to support fund development efforts.
8. **Move toward an OHRA-owned ACRC Facility** specifically designed to meet Ashland's at-risk population.

Accomplishment of these goals will place OHRA in a much stronger position as an organization and, more importantly, help Ashland's community-wide effort on behalf of the very low-income and extremely low-income residents of Ashland.

Facts About Ashland

Homeless People

In January, 2016 volunteers surveyed 53 homeless people. Here is what they found.

- *The age range was 22-66 and the average was 43.*
- *25% were women.*
- *91% had at least one long-term disability that impaired their ability to live independently.*
- *The most common conditions were mental illness (57%), a chronic health condition (40%), and physical disability (36%).*
- *42% had slept unsheltered on January 25, 2016. (The low that night was 25°F).*
- *64% had been homeless for at least a year and 25% had been homeless for five years or more.*
- *Only two said they were homeless by choice.*

Options for Homeless Residents of Ashland is an Oregon nonprofit organization
Federal Tax I.D. #61-1693223

OHRA
P.O. Box 1133
Ashland, OR. 97520