



**REAL CHOICE BUILDING SUSTAINABLE  
PARTNERSHIPS FOR HOUSING (BSPH) PLANNING GRANT:  
WASHINGTON COUNTY REPORT ON OUTCOMES AND RECOMMENDATIONS  
September 11, 2013**

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## **ORGANIZATION DESCRIPTION**

Washington County Department of Housing Services is a division of local county government. The Department of Housing Services was formed in 1992 to administer housing activities and programs of the County and the Housing Authority. The Housing Authority of Washington County remains a separate legal entity and contracts with the County to implement and administer Housing Authority programs.

The Department of Housing Services is the County's lead agency providing leadership in ending homelessness through the implementation of *A Road Home: 10-Year Plan to End Homelessness*. Working in partnership with both the non-profit and the private sector, the Department of Housing Services combines housing programs with economic opportunity to encourage self-sufficiency, skill enhancement and independence.

Washington County, Oregon, is located in the metropolitan region and spans 727 square miles with a population of 547,672<sup>1</sup>. Eight percent (16,393 people<sup>2</sup>) of the population between the ages of 16 to 64 years is reported to have a work disability, a mobility limitation or a self-care limitation and unable to work. These individuals face barriers and challenges to access safe, affordable housing.

## **BACKGROUND**

Washington County Department of Housing Services implemented the BSPH planning project in July 2013, in collaboration with

- Luke-Dorf, Inc., a nonprofit housing, and mental health and substance abuse service provider, and
- Community Action Organization, a nonprofit housing and service provider serving people in poverty, at risk and experiencing homelessness.

The BSPH activities engaged community stakeholders in a countywide system-level planning effort to develop an integrated system of care that will focus efforts to reduce barriers and challenges experienced by people with disabilities and people at risk or experiencing homelessness. Focus was given to the following challenges identified at the November 2012 Real Choice Forum hosted in Washington County:

- People are shuffled around losing hope.
- People waiting for SSI/SSDI/SSA/Medicaid need a support system and place to go (may be on street in emergency shelter with family or couch surfing).
- Even providers have trouble accessing services.
- People who lose housing are having huge barriers in re-entering housing – may lose housing due to symptoms/behaviors.
- Centralize faith community resources and service providers.
- Community or funder needs to make choices about focus of resource (easy to serve, hard to serve, chronically homeless).
- Don't lose sight of informal supports that help keep people in housing.
- Resources and funding should come from a wellness perspective.

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<sup>1</sup> U.S. Census Bureau, Population 2012 (estimate)

<sup>2</sup> Washington County Department of Disability, Aging and Veteran Services

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To facilitate the system-level planning process, outreach was performed to solicit cross-sector participation. Meeting agendas announcing the planning effort were publicized via the HSSN email listserv, posted on public bulletin boards and announced at community forums. The Appendices includes a listing of the organizations participating in the BSPH planning project.

- *Housing and Supportive Services Network (HSSN)* is a collaboration of public forum that brings together community stakeholders that provide a coordinated and comprehensive community planning process to implement a continuum of care (CoC) for individuals and families with special needs and people who are at risk or experiencing homelessness.
- *Mental Health and Special Needs Community Consortium (MHSNCC) Steering Committee* supports the efforts in developing an integrated system of treatment, services and housing for people experiencing mental illness and substance use disorders.
- *Coordinated Intake and Centralized Assessment System (CCAS) Subcommittee* is focused on developing a comprehensive and standardized “single-point” access portal that provides housing and services for people with special needs who are at-risk and experiencing homeless. The Centralized Assessment System will comply with 24 CFR 578.7 of the McKinney-Vento HEARTH Act and will be sustained through the strategic planning efforts governed by the HSSN.
- *Anti-Poverty Strategy Workgroup* is a collaboration of state, county and local organizations in Washington County with a focus to develop strategic plans that address the needs of the citizens of the county, to include people with special needs who live in poverty.

The BSPH planning and system development activities align with *A Road Home: 10-Year Plan to End Homelessness in Washington County* and federal initiatives calling for systems integration, and the goals of Oregon Real Choice Building Sustainable Partnership for Housing as follows:

- Goal 1: Improve the coordination between housing opportunities and services/healthcare initiatives.
- Goal 2: Foster the development of local partnership and referrals between housing and service providers.
- Goal 3: Inform future opportunities to better connect housing and services for individuals with disabilities.

## **OUTCOMES AND ACTIVITIES ACCOMPLISHED**

The following Planning Matrix was provided in the Washington County Department of Housing Services BSPH planning grant application, and incorporates the initial barriers and challenges raised at the November 2012 Real Choice Forum, the scheduled planning activity and associated measurement of impact.

For this report on outcomes, a narrative subsection is added to the Matrix that provides a listing of the project activity outcomes is included in *italic*.

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**Goal 1:** Improve the coordination between housing opportunities and services/healthcare initiatives.

<b>Real Choice Forum Barrier and/or Challenge Identified</b>	<b>Outcome of Activity</b>	<b>Measures of Impact</b>
<p>People are shuffled around losing hope.</p> <p>Centralize faith community resources and service providers.</p> <p>Even providers have trouble accessing services.</p> <p>Don't lose sight of informal supports that help keep people in housing.</p>	<p>1. A coordinated and centralized assessment system "front door" entry point is developed and marketed to the community.</p>	<p>a) Complete system plan by September 2013, develop written policy with standards for performing assessments by October, implement and market system by January 2014.</p> <p>b) Number of households that are matched with the most appropriate housing and service resources.</p>
<p><i>Outcomes:</i></p> <ol style="list-style-type: none"> <li>1) <i>The BSPH grant leveraged the "silo'd" work of three various community groups into one countywide system-level transparent process to address housing barriers for people with disabilities and experiencing homelessness. Joint planning meetings and work sessions with community stakeholders were hosted on 7/19/2013 (CCAS and MHSNCC), 8/7/2013 (HSSN and MHSNCC), 8/8/2013 (CCAS), 8/21/2013 (Anti-Poverty Workgroup), and 9/4/2013 (HSSN, MHSNCC, and CCAS).</i></li> <li>2) <i>Identified system changes to create a "single-point" access through Community Action, the agency that will operate as the front-door to the centralized system.</i></li> <li>3) <i>Developed new and increased understanding between partner organizations that provide housing and services. Leveraged partnerships and resources to support development of an integrated and aligned system of care for people with disabilities, with a priority focused on creating greater access to housing opportunities for people with disabling conditions who are at risk or experiencing homelessness. This system will address the Real Choice Forum issues by:</i> <ul style="list-style-type: none"> <li>▪ <i>Reducing the effects of people shuffled around and "shopping" for housing and services at multiple agency doors.</i></li> <li>▪ <i>Providing a centralized system that public and non-public funded programs can align resources that leverages resources and creates greater efficiencies for consumers and providers.</i></li> <li>▪ <i>Creating greater access to housing and services through an effective referral process that provides the right resources to the right person at the right time.</i></li> <li>▪ <i>Creating a connection with informal systems of care that previously did not exist prior to the BSPH system mapping interview activity.</i></li> </ul> </li> </ol> <p><i>Strategies for Long-Term Sustainability:</i></p> <ol style="list-style-type: none"> <li>4) <i>Ongoing joint meetings with community stakeholders engaged in the BSPH project to complete development and implementation of the centralized system by the target date of December 2013, with periodic system and program evaluations performed by the HSSN.</i></li> <li>5) <i>Develop written standards and policy for adoption by the HSSN to ensure fidelity to the system model, and perform periodic review of the written standards and policy.</i></li> </ol>		

**Goal 2:** Foster the development of local partnership and referrals between housing and service providers.

<b>Real Choice Forum Barrier and/or Challenge Identified</b>	<b>Outcome of Activity</b>	<b>Measures of Impact</b>
<p>People waiting for SSI/SSDI/SSA/Medicaid need a support system and place to go (may be on street in emergency shelter with family or couch surfing).</p> <p>People who lose housing are having huge barriers in re-entering housing – may lose housing due to symptoms/behaviors.</p>	<ol style="list-style-type: none"> <li>1. Alignment of federal mainstream resources, local/state public and non-profit agency housing and service resources with the centralized assessment system.</li> <li>2. Alignment of mental health, substance treatment and health care agencies with the centralized assessment system.</li> </ol>	<ol style="list-style-type: none"> <li>a) Number of people who resolve housing instability through participation in the centralized assessment system.</li> <li>b) Number of people referred by the centralized assessment system to a mental, substance and/or health care provider.</li> </ol>
<p><i>Outcomes:</i></p> <ol style="list-style-type: none"> <li>1) <i>Interviews were hosted with mainstream resource providers to review system opportunities and challenges, to include outreach and access points, screening and intake process, assessment and eligibility for services, referral to or housing placement activities, and challenges the organization encounters in placing people with disabilities into housing.</i></li> <li>2) <i>Interviewed the following mainstream systems:</i> <ol style="list-style-type: none"> <li>a) <i>Food Stamps, TANF and other mainstream resources – Ms. Angela Day, Oregon Department of Human Services</i></li> <li>b) <i>HIV/AIDS housing and services – Ms. Amanda Hurley, Cascade AIDS Project</i></li> <li>c) <i>Alcohol, Drug and Gambling Addiction – Ms. Kathy Prenevost, Washington County Health and Human Services</i></li> <li>d) <i>Mental Health – Ms. Melanie Tong, Washington County Health and Human Services</i></li> <li>e) <i>Development Disabilities – Ms. Mary Laxon, Washington County Health and Human Services</i></li> </ol> </li> <li>3) <i>Developed System Access Matrix for the above referenced systems of care to include system contact information and resources provided. This information will be used as a tool to support information and referral of persons seeking assistance at the Coordinated Intake and Centralized Assessment System operated by Community Action, and provide resource referral for housing and provider organizations that support the needs of people with disabilities. See Appendices referencing the Washington County System Access Matrix. This activity will address the challenges identified in the Real Choice Forum by:</i> <ol style="list-style-type: none"> <li>a) <i>Aligning additional community systems of care that will support people with applying for mainstream resources, e.g. SSI/SSD, Food Stamps, Temporary Assistance for Needy Families (TANF), etc.</i></li> <li>b) <i>Providing skilled and experienced Housing Specialists located at the Coordinated Intake and Centralized Assessment System (CCAS) to work with people with housing barriers; e.g. poor credit history, debt owed, eviction, etc.</i></li> </ol> </li> </ol> <p><i>Strategies for Long-Term Sustainability:</i></p> <ol style="list-style-type: none"> <li>4) <i>Engage representatives from the various systems of care to participate in countywide system-level evaluation process, and update System Access Matrix as necessary.</i></li> </ol>		

**Goal 3:** Inform future opportunities to better connect housing and services for individuals with disabilities.

<b>Real Choice Forum Barrier and/or Challenge Identified</b>	<b>Outcome of Activity</b>	<b>Measures of Impact</b>
<p>Community or funder needs to make choices about focus of resource (easy to serve, hard to serve, chronically homeless).</p> <p>Resources and funding should come from a wellness perspective.</p>	<ol style="list-style-type: none"> <li>1. As demonstrated by the SAMHSA CABI project, incorporate the development of landlord relationships to expand housing capacity to serve people with disabilities.</li> <li>2. Prioritize funding resources to address housing and service needs of disabled and homeless population demographics.</li> <li>3. Demonstrate increased outcomes in housing people as a result of assessment and placement of people in most appropriate rent subsidy programs based on self-sufficiency matrix.</li> </ol>	<ol style="list-style-type: none"> <li>a) Number of landlords participate as “housers” of people with disabilities and/or homeless people.</li> <li>b) Number of units brought into the housing inventory as reported in HMIS.</li> <li>c) Number of health care providers that align services for people identified as needing health care services during the centralized assessment interview.</li> </ol>

*Outcomes:*

- 1) *Developed partnerships and strategies in working with private landlords that focuses on the concerns of the landlord in housing low-income, homeless and people with disabilities. Strategies include education and advocacy to landlords on behalf of vulnerable populations, providing service/case management supports to the client/tenant that reduces the landlord concerns and ongoing follow-up with landlords to address client/tenant housing instability issues. As of September 2013, 41 units of housing for people with disabilities (e.g. mental illness) have been added to the Washington County housing inventory during the past 12 months. This activity will address the challenges identified in the Real Choice Forum by:*
  - *The HSSN, acting as the governing entity for the federal McKinney-Vento Homeless Assistance funds, will continue to perform a gaps/needs analysis that supports the prioritization of housing resources for homeless individuals with disabilities through the annual CoC Program grant competition. This priority is in alignment with 10-Year Plan goals at the local and federal level, as defined in A Road Home: 10-Year Plan to End Homelessness in Washington County and Opening Doors: Federal Strategic Plan to End Homelessness.*
  - *An initial meeting and discussion on alignment of health care systems with local housing systems was held on 8/28/2013 with representatives of the Coordinate Care Organizations (CCO).*

*Strategies for Long-Term Sustainability:*

- 2) *Implementation of the Affordable Care Act with information and education provided to housing and service provider organizations. This will leverage resources to provide a holistic approach to the health and wellness of individuals. Future guest speakers at the HSSN will include representatives from Cover Oregon, CCO, and/or the hospital/health care systems to provided greater alignment of housing opportunities for homeless people with disabilities.*

## **LIMITATIONS OF THE PLANNING PROJECT**

The BSPH project provided essential resources to staff a robust and focused planning effort that brought together countywide housing and service provider stakeholders to perform system-level. The BSPH project leveraged planning efforts underway by the Mental Health and Special Needs Community Consortium (MHSNCC) Steering Committee and the Coordinated Intake and Centralized Assessment System (CCAS) subcommittee. The outcomes and results of this project created greater transparency in the planning and system development that resulted in new partnerships and involvement from systems of care that had not previously been involved in alignment of housing and service systems with a healthcare/wellness focus.

The limitation of this planning effort was the short period of time (10-week grant term) to convene all the proposed stakeholders given the short timeline and the summer months when many stakeholders were on vacation. During the system access interviews, there were challenges identified by the five system agencies that high-light the need to align the back-door of their systems with the CCAS. Going forward, we will continue to seek stakeholder participation from private landlords, elected officials and more consumer representation by people experiencing disabling conditions.

## **CONCLUSIONS**

1. The BSPH project was successful in addressing the issues and actions identified at the community Real Choice Forum hosted in Washington County on November 16, 2012.
2. Washington County Department of Housing Services, providing leadership as the Chair of the Washington County Housing and Supportive Services Network (HSSN), will continue to engage newly formed partnerships as a result of this planning effort, and in collaboration with community stakeholders will develop policy and implement system change to effectively create housing connections for people with disabilities, and monitor the performance outcomes of the newly implemented CCAS.
3. The HSSN is poised to finalize the development of a countywide Coordinated Intake and Centralized Assessment System (CCAS) that will screen people for housing and service needs, and refer to community providers for placement into appropriate housing. The CCAS will operate as a “front-door” to housing and service resources, and provide people with individualized and appropriate housing opportunities available. Washington County is on track to implement this system by the end of calendar year 2013.
4. To sustain the BSPH goals and planning outcomes, the HSSN will incorporate the goals of the BSPH Real Choice initiative into the annual CoC Gaps/Needs Analysis planning process to ensure the current system changes and resources are effective in reducing barriers and creating greater access to housing and service resources.

## **APPENDICES**

1. BSPH Planning Participating Organizations
2. Washington County System Access Matrix

## APPENDICES - BSPH PARTNER ORGANIZATIONS

The BSPH planning project engaged new community participants that joined existing community stakeholder groups to develop service and system integration for individuals with disabilities. The participants represented cross-sector housing and service provider organizations, community leaders, advocates, citizens at-large, and consumers.

### Washington County Housing and Supportive Services Network (HSSN)

- 211info
- Beaverton First Baptist Church
- Beaverton School District
- Bienestar
- Boys And Girls Aid
- Boy Scouts of America, Troop 208
- Bridges To Change
- Calvin Presbyterian
- Cascade AIDS Project
- City of Beaverton
- City of Tualatin
- CODA, Inc.
- Commission on Children and Families
- Community Action Organization
- Community Partners for Affordable Housing
- Daytime Enrichment Activities & Recreation (DEAR)
- Department of Community Corrections, Wash. Co.
- Department of Housing Services, Wash. Co.
- Disability, Aging and Veteran Services, Wash. Co.
- Domestic Violence Resource Center
- Elders In Action
- Fair Housing Council & Housing Connections
- Families for Independent Living (FIL)
- Family Bridge/Interfaith Hospitality Network
- Forest Grove School District
- Forest Grove United Church of Christ
- Good Neighbor Center Shelter
- HomePlate
- Housing Authority of Washington County
- Housing Independence
- Impact NW
- Interfaith Committee on Homelessness
- Job Corps
- Jubilee Transition Homes
- LifeWorks NW
- Love INC.
- Luke-Dorf, Inc.
- Lutheran Community Services NW
- Department of Mental Health, Washington County
- Office of Community Development, Washington County
- Oregon Department of Human Services
- Open Door Counseling Center
- Oregon Department of Education
- Oregon Department of Motor Vehicles
- Oregon Food Bank
- Oregon Housing and Community Services
- Pacific University
- Portland Community College
- Project Bloom
- REACH Community Development, Inc.
- Recovery Association Project (RAP)
- Rolling Hills Community Church
- Sequoia Mental Health Services Inc.
- Sheriff's Office, Washington County
- Social Security Agency
- Sunrise Church
- St. Anthony's Catholic Church (Tigard)
- St. Francis Catholic Church (Sherwood)
- SW Community Health Clinic
- The Salvation Army
- U.S Department of Housing and Urban Development
- U.S. Department of Veterans Affairs
- Virginia Garcia Memorial Health Center
- Washington County Cooperative Library Services
- Washington County Reentry Council
- Willamette West Habitat for Humanity, Inc.
- Worksource Oregon
- Three (3) Former Homeless Consumers
- Two (2) Private Citizen Volunteers

### Mental Health and Special Needs Community Consortium Steering Committee

- Cascade AIDS Project
- CODA, Inc.
- Community Action Organization
- Department of Community Corrections, Wash. Co.
- Department of Housing Services, Wash. Co.
- Department of Mental Health, Washington County
- Domestic Violence Resource Center
- Housing Authority of Washington County
- Luke-Dorf, Inc.
- NAMI of Washington County
- Oregon Health Authority, Addictions and Mental Health
- Oregon Health Authority, Medicaid Policy
- Open Door Counseling Center
- RMC Research Corporation
- Substance Abuse and Mental Health Services Administration (SAMHSA)
- Sequoia Mental Health Services Inc.
- Virginia Garcia Memorial Health Center
- Work Systems, Inc.
- One (1) Formerly Homeless Consumer/Peer Support Specialist

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## **APPENDICES - BSPH PARTNER ORGANIZATIONS (Continued)**

### **Coordinated Intake and Centralized Assessment System (CCAS) Subcommittee**

- Boys And Girls Aid
- Care Oregon/Virginia Garcia Memorial Health Center
- Cascade AIDS Project
- Community Action Organization
- Department of Housing Services, Wash. Co.
- Domestic Violence Resource Center
- Family Promise/Interfaith Hospitality Network
- Good Neighbor Center
- Homeless Education Network (HEN)
- HomePlate Youth Services
- Housing Independence
- LifeWorks Northwest
- Luke-Dorf, Inc.
- Lutheran Community Services Northwest
- Open Door Counseling Center
- Sequoia Mental Health Services, Inc.
- Tualatin Valley Fire and Rescue
- Washington County Office of Community Development
- One (1) Formerly Homeless Consumer

### **Anti-Poverty Strategy Workgroup**

- Community Action Organization
- Oregon Department of Human Services
- Pacific University
- Washington County Department of Housing Services
- Washington County Disability, Aging and Veteran Services
- Washington County Office of Community Development

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**APPENDICES – WASHINGTON COUNTY SYSTEM ACCESS MATRIX**

Interviews with five systems of care produced the following matrix that highlights entry/access points for community resources. Each system of care identified the need to align with the Coordinated Intake and Centralized Assessment System (CCAS) upon implementation, as these systems are currently making referrals to community housing providers that are in the process of aligning and integrating with the new CCAS.

SYSTEM	ACCESS POINT	SCREENING/ELIGIBILITY	REFERRAL/HOUSING PLACEMENT
<p><b>HIV/AIDS</b>                      Cascade AIDS Project                      208 SW 5 Avenue, #800                      Portland, OR 97204                      503-223-5907  <a href="http://cascadeaids.org">http://cascadeaids.org</a></p>	<p>Walk-in to Office or Call Intake Staff to schedule appointment at <b>503-278-3834</b></p> <p>Monday-Friday, 9am - 5pm</p> <p>Group Intake at Service Center</p>	<p>If not HIV+, the assessment ends and client is referred to other community resources.</p> <p>Must have HIV verification before housing and services provided.</p>	<p>Refer to housing with service supports based on need and available beds/units.</p> <p>Refer to community housing, as necessary.</p>
<p><b>Food Stamps (SNAP), TANF, and other State Mainstream Resources</b>                      Oregon Department of Human Services                      503-846-3150  <a href="http://www.oregon.gov/DHS/pages/index.aspx">http://www.oregon.gov/DHS/pages/index.aspx</a></p>	<p>*Walk-in to Office</p> <p>*Apply On-line</p> <p>*Call a Field Office at                      Beaverton: 503-646-9952                      Hillsboro: 503-693-4555                      Tigard: 503-670-9711</p>	<p>SNAP and TANF benefits based on income eligibility.</p> <p>Other mainstream resources for people with disabilities include in-home services, community-based care, Medicaid/Medicare.</p>	<p>No established “Back Door” aligned with housing opportunities.</p> <p>Refer to community housing, as necessary.</p>
<p><b>Developmental Disabilities</b>                      Washington County Department of Health and Human Services                      155 N First Avenue                      Hillsboro, OR 97123                      503-846-3150  <a href="http://www.co.washington.or.us/HHS/DevelopmentalDisabilities/">http://www.co.washington.or.us/HHS/DevelopmentalDisabilities/</a></p>	<p>Call Washington County Developmental Disabilities Intake Line at <b>503-846-4737</b></p> <p>After Hours Crisis Line <b>503-291-9111</b></p>	<p>Must meet eligibility criteria and reside in Washington County to access Developmental Disability Services.</p>	<p>Assigned Services Coordinator.</p> <p>Referral to housing based on client need and available resources.</p>
<p><b>Mental Health</b>                      Washington County Department of Health and Human Services                      155 N First Avenue                      Hillsboro, OR 97123                      503-846-4402  <a href="http://www.co.washington.or.us/HHS/MentalHealth/">http://www.co.washington.or.us/HHS/MentalHealth/</a></p>	<p>Call Washington County Mental Health Access Line at <b>503-291-1155</b></p>	<p>Outpatient and Residential Treatment Services:</p> <p>Outpatient: MH Provider Agency. Client needs OHP/Medicaid.</p> <p>Residential: MH Provider Agency. Provider/hospital help client access SSI or OHP.</p>	<p>Outpatient Beds: Discharge to family or community housing.</p> <p>Residential Beds: Referral arranged by County and/or provider agency.</p>
<p><b>Substance and Gambling Addiction Treatment for Adults</b>                      Washington County Department of Health and Human Services                      155 N First Avenue                      Hillsboro, OR 97123                      503-846-4402  <a href="http://www.co.washington.or.us/HHS/Addiction/">www.co.washington.or.us/HHS/Addiction/</a></p>	<p>Call Washington County at <b>503-846-2120</b></p> <p>A list of <i>Alcohol, Drug and Gambling Treatment Services Providers</i> is available upon request</p>	<p>Evaluation performed by a provider agency.</p> <p>Cost based on sliding fee scale. Affordable Care Act may change cost 1/2014.</p>	<p>Limited number of beds/units available for clients in treatment.</p> <p>Service provider will refer to community housing opportunities.</p>

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