

Amended Driftless Housing Services  
Operation Plan Prepared For  
Conditional Use Permit Application

May 3, 2016

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## 1.0 Executive Summary

### **Introduction**

Driftless Housing Services, a subsidiary of Driftless Recovery, INC., based out of La Crosse, WI will provide safe, affordable housing to men who have suffered from addiction and are looking to turn their lives around. Housing like this is needed in our area because at this time, in spite of a dire need, it simply does not exist. Our housing will allow men who are new to recovery the opportunity to take what they have learned in previous therapeutic treatments and put that knowledge to use in the real world while providing them with an encouraging, supportive living environment to return to. Many times people who leave an extended treatment or who are currently starting their road to recovery struggle to face their biggest challenge; the environments in which they live on a daily basis. Driftless Housing hopes to provide the housing environment needed to help these men develop a new, healthy and productive style of life so that they can engage in their communities in a consistently positive and productive manner.

### 1.1 Objectives

The major objective of this plan is to inform the reader about Driftless Housing Services, the services our company will provide, how our company will provide those services and how this project can help the Coulee Region and be a valuable asset to the community.

### 1.2 Mission

Driftless Housing Service's mission is to provide safe, supportive and affordable housing to men who are new to recovery from substance use disorders and looking for quality sober housing that will provide a consistently safe, supportive atmosphere.

### 1.3 Keys to Success

Our keys to success are to:

1. Secure a home that will meet our needs.
2. Utilizing the management team's current expertise to turn the project in to a reality.
3. Effectively market our company to our target population.
4. Work in collaboration with other community agencies to enrich the recovering community in La Crosse.

## 2.0 Primary Service Summary

Driftless Housing Services will provide housing for men in a 16 bedroom home on La Crosse's North Side. We will provide a safe, supportive housing environment for men

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entering recovery. Driftless Housing will provide no direct clinical or recovery services to these men. They will be responsible for their own rent, maintaining therapy with any clinic of their choice, their finances, employment, attending community based recovery meetings, volunteer work and/or school. While the men will be in charge of themselves, Driftless Housing will have a staff person available to help support them by enabling healthy choices. Driftless Housing Staff will monitor all weekly House Meetings. Staff may also help the men find employment, provide referral to community agencies and will be responsible for tracking each tenant to ensure they are maintaining adherence to the House Rules.

The length of stay for tenants will start with a 6 month commitment. After their initial 6 months tenants will be allowed to stay as long as needed. Their progress and housing necessity will be monitored and reviewed by Driftless Housing Staff.

House Rules will include the following:

1. Always show respect for your roommates and the neighborhood in which we live.
2. 11 p.m. curfew on week days (unless otherwise authorized).
3. 1 a.m. curfew on weekends (unless otherwise approved by house manager).
4. No overnight stays outside of the house within first 30 days of arrival (unless otherwise approved).
5. All overnight stays must be approved by House Manager.
6. All residents will sign waivers allowing Driftless Housing staff to conduct a urine analysis or breathalyzer at any time.
7. All assigned chores must be completed as scheduled.  
\*Chores will be rotated weekly during the house meeting.
8. All Residents must be engaged in either school, work or both for no less than 30 hours per week.
9. All residents must commit to volunteer work in the community for no less than 10 hours per month.
10. Community Service/Volunteer forms must be signed by a representative of the organization with whom you volunteer. Forms will be verified by Driftless Housing Staff or the House Manager. (See Attachment for example form)
11. No females shall be allowed in the upstairs area of the house or the lower level bedrooms.
12. No entry to bars, taverns, nightclubs, gentleman's clubs, or casinos while staying with Driftless Housing Services.
13. Residents will not engage in any relationships with drug using or drug dealing individuals.
14. Tenants will engage in a relationship with a Recovery Mentor (sober buddy program, 12 step sponsor, celebrate recovery sponsor, SMART Recovery mentor).
15. Residents must have their meeting attendance slips signed by secretary of that meeting. Meeting attendance slips will be verified by either Driftless Housing Staff or the House

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Manger. (See Attachment for example form).

16. No fighting shall be tolerated while residing at a Driftless Housing Services Property.
17. Maintain an attitude of respect for yourselves and your housemates at all times.
18. All residents must attend all house meetings (unless otherwise approved).
19. No Smoking within the house. Smoking will be allowed in designated areas outside of the house.
20. Always be courteous and respectful of the neighborhood in which you live. Quiet time will be observed from 10 p.m. until 8 a.m. daily.
21. No loitering outside of the house. Again, be respectful of our neighbors.

### **Weekly House Meeting**

Every week each tenant will attend and participate in a House Meeting, scheduled for 2 hours. At this meeting peer to peer open process discussion will occur. House Rules will be reviewed and each tenant checked for compliance. The House Manager will collect all volunteer and community based support group meeting slips and turn them in to Driftless Housing Staff for verification. Each resident will discuss how their week is going. They will discuss their successes, challenges, what they are doing to overcome their challenges and have the opportunity to express any concerns they may have. Peer to peer support will be encouraged.

Conflict resolution will be held at these meetings. If the conflict cannot be resolved during this time, the tenant or tenants with the specific conflict will work with Driftless Housing Staff and the House Manager to resolve the conflict. If the conflict is related to a specified House Rule, Staff will utilize our Tiered Conflict Resolution system.

### **Conflict Resolution Tiers**

Tier 1:

If conversational conflict resolution does not occur in the House Meeting and a House Rule has been broken, the tenant will be offered the opportunity to explain their behavior and offered advice on how to correct their behavior to help avoid future infractions. A written warning will be submitted to the tenants file.

Tier 2:

If a tenant is reported for another rule infraction, he will be subject to additional chores and additional community service hours. A second written warning will also be submitted to the tenant file.

Tier 3:

Should a tenant commit another rule infraction, he will be considered a repeat offender and removed from the housing unit. He will receive his sobriety deposit and be referred to temporary housing.

If a resident should ever test positive for drugs or alcohol, Third Tier disciplinary action will be taken immediately to ensure the safety and security of the remaining residents.

### 3.0 Market Analysis Summary

The overall market for sober housing in the Coulee Region is wide open. Currently there are no programs offered similar to what Driftless Housing is proposing. Housing is among the foremost concerns for people new to recovery. It is critically important that those individuals entering recovery or returning from an inpatient or residential treatment immerse themselves in a supportive recovering community. Driftless Housing has the personnel and expertise necessary for this invaluable service to become a reality in our community.

### 3.1 Target Market Segment Strategy

Our target market consists of men in early recovery either engaged in treatment at a local community clinic or returning to the coulee region from an inpatient or residential treatment facility.

By providing a much needed service to the community not currently offered in this capacity, Driftless Housing Services will be able to capture the market of those individuals seeking out this service.

As clinic owners, we often hear from clients and other organizations the desperate need to find safe, supportive housing for people in early recovery. Driftless Housing Services intends to make these requests a reality by providing houses for all men seeking recovery housing, regardless of local clinical affiliation.

### 4.0 Cost of Services

Cost of services will be as follows:

Sobriety Deposit: \$300

This deposit will be returned should a tenant be subjected to a Tier 3 expulsion or at the end of their stay.

Monthly Anticipated Rent: \$450

Rent will include all utilities, cable and WiFi.

### 4.1 Marketing Strategy

Driftless Housing will utilize word of mouth advertising to secure tenants through our numerous local, state and national relationships that exist due to our operations at Driftless Recovery Services. In addition to word of mouth advertising, we will be purchasing outdoor billboard advertising and utilizing a number of online advertising methods. In

addition to this, we have partnered with a local advertising agency to increase brand awareness.

## 5.0 Management Summary

The management of Driftless Housing Services has more than a decade of experience in helping people recover from alcohol and other drug addiction. This specialized experience is needed for this project to be a success. The management team currently owns and operates a State of Wisconsin licensed mental health and addictions recovery clinic in downtown La Crosse, WI.

### **Management Team**

Brett Knutson has a Master's Degree in Mental Health Counseling with an emphasis on addictions studies and is the President and lead therapist for Driftless Recovery Services in downtown La Crosse, WI. He consults with many local government agencies who seek his advice regarding addictions recovery. In addition to his therapy and consulting work, he speaks at local universities and high schools to help educate the community about the dangers of drug addiction.

Austin Reinhart is the CEO of Driftless Recovery Services in downtown La Crosse, WI. Austin's education is in interventions, primarily working with families who are trying to get their loved ones sober. Austin also is a respected speaker and provides his speaking services to many local organizations.

## 5.1 Personnel Plan

In addition to the Management Team, Driftless Housing Services will have one staff member who will be at the house from 8 a.m. to 5 p.m. This staff member's primary goal is to ensure that all of the House Rules are being followed, attend all House Meetings, verify all volunteer and support meeting slips, ensure that the property is being maintained to Driftless Housing Standards and to assist in conflict resolution. This staff person will also provide moral and recovery support as needed.

Our goal is to select a House Manager as well. This House Manager would be a tenant in recovery who has proven to be reliable, responsible and able to lead the other tenants. This will be an unpaid position; however, the House Manager will live rent free. The sobriety deposit will stand. This position does not exempt the Manager from having a job, attending school or any of the other House Rules with the exception being that they can use their time as the House Manager as their volunteer time. The House Manager will report to the Management Team on a weekly basis.

## 5.2 House Manager Duties and Obligations

The House Manager shall be required to:

- Complete a sober housing workshop
- Have at least 1 year of continued abstinence from drugs and alcohol
- Ensure clear acceptance criteria for all applicants
- Maintain personal information sheet for all residents with required personal information
- Require all residents to sign a residential agreement
- Ensure rules are in place for key issues and have such rules signed by written acknowledgment of all residents and ensure rules are being followed
- Sign a code of ethics agreement
- Maintain the building in grounds in good repair and order and consistent with the neighborhood