

## PLAN OF OPERATION

Aspen Center CBRF (f/k/a "Genesis House")  
Lutheran Social Services of Wisconsin & Upper Michigan, Inc. ("LSS")  
2000 W. Bluemound Rd, Waukesha

12/4/2017

### Key Points

- Aspen Center is an existing residential treatment program in Waukesha for men with drug and alcohol addiction, and is a 12-bed community-based residential facility ("CBRF") licensed by the Wisconsin Department of Health Services ("DHS"). LSS is proposing to relocate the program to 2000 W. Bluemound Rd., and expand the number of beds to 22 for both men and women.
- The 2000 W. Bluemound Rd. location is proposed to be rezoned from M-3 to I-1. The building is residential in character, and will be renovated and demised to accommodate the use. Rezoning and the new use of the property is not anticipated to impact adjacent properties or municipal services as compared to any other permitted use on the site under current zoning.
- There is a critical need in the community for residential addiction programs combined with medical treatment for both men and women (as there are no cost effective residential programs available for women currently in Waukesha County). It is widely known that substance abuse, such as heroin addiction, has become a focal point of concern within the community and Waukesha County at large. Waukesha County officials (a primary referral source for the program) are advocating for expansion as there are not enough programs to meet the need. Waukesha County is aware of the LSS plan to expand, and has indicated their strong support for the project.
- The program has licenses and certifications that are highly regulated by DHS, it is managed by an experienced operator (40+ years), and overseen by trained health and medical professionals.
- Clients are required to remain drug-free (and regularly tested) while at the facility.
- Note that LSS has worked with the City of Waukesha and Waukesha County to allow the operation of the Winter 2017-2018 homeless overflow shelter at the 2000 W. Bluemound Rd. location.
- The existing facility at 1002 Motor Ave is tax-exempt. After the program transitions to the new location, the facility will be sold and may be returned to a taxable use.
- The proposed 2000 W. Bluemound Rd. location is already tax-exempt, and would retain that exemption (as opposed to LSS requesting exemption for another location in the city).

## **Ownership**

LSS is the operator of the Aspen Center program (formerly known as “Genesis House”), and the owner of the property located at 2000 W. Bluemound Rd. LSS is a 501(c)3 not-for-profit corporation.

## **Business Purpose and Description**

For the last 40+ years, LSS has operated the Aspen Center program in Waukesha – most recently at 1002 Motor Ave. Aspen Center is a residential treatment program for men with drug and alcohol addiction, and is a 12-bed CBRF licensed by DHS.

LSS is proposing to expand Aspen Center to 22-beds, renovating the currently-vacant Bluemound Road building to support the addition of the following:

- Ten (10) additional CBRF beds
- Services for women (as well as men, which Genesis House can serve currently)
- The addition of a Medically Monitored Treatment (“MMT”) program under the direction of an LSS medical director
- Additional common area and program support space, improving the sustainability and operation of the program

## **Experience**

While LSS has over 40 years of experience with Aspen Center in its current form in Waukesha, it also has experience with providing the proposed “expanded services” at Fahrman Center in Eau Claire, WI, a 42-bed CBRF. LSS has extensive experience in providing Alcohol and Other Drug Abuse (“AODA”) treatment services including outpatient, case management, recovery coach services, and 7 residential programs throughout the State. State-wide, LSS currently serves over 250 AODA clients daily.

## **Rezoning and Property Use**

The 2000 W. Bluemound Rd. facility is a single-story building with residential character (as seen in attached photographs of the property). As seen in the attached floor plans, the building will be renovated to accommodate the proposed use. The renovation will include the demising of the building to create residential living units, common area spaces, staff offices, and other support spaces. Any exterior building improvements will be cosmetic, and will not include any alterations.

Sufficient parking exists on the property to accommodate demand from both residents and staff, as shown in the attached site plan. The property currently includes 35 parking stalls.

Per the Waukesha Zoning Code, Institutional Zoning requires that a CBRF include a minimum living area of 500SF per one-bedroom dwelling unit. The building includes 14,391 square feet<sup>1</sup>

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<sup>1</sup> Per architect, not including the rear garage, mechanical rooms, or laundry rooms

and 13 efficiency apartments, which results in 1,107 gross SF per unit and exceeds the minimum living area.

As compared to a use that would be permitted in the M-3 zoning district (such as office or manufacturing), a rezoning and change of use to I-1 would not result in a net increase in traffic, an increased impact to municipal services, nor anticipated nuisances such as dust, noise, or other.

Waukesha Planning Staff indicated a concern regarding DHS approval of a CBRF license outside of a residential zoning district. DHS will not provide an indication of its approval for the license in advance of filing an application (which filing requires permissive zoning). In the past, DHS has approved CBRFs in an "Institutional" zoning classification, including:

- Herrington Recovery Center at Rogers Memorial Hospital, Oconomowoc (see attached)
- Hope Haven/Catholic Charities at Mendota Mental Health Institute, Madison (see attached)

### **Facility Operation and Licensure**

A CBRF license is not transferable, therefore, LSS is required to receive approval for a new license at Aspen Center. The application will include a program statement that outlines how the services provided at the CBRF will meet the needs of the client group, and criteria for who may reside in the CBRF. DHS inspects the facility before issuing the license, and will also inspect the facility on an ongoing basis.

A CBRF is required to provide health and behavior monitoring, personal care, leisure activities, transportation, meals, laundry facilities, and other services. There are also minimum requirements for resident unit and common area spaces, which plans are approved by DHS.

Genesis House is also licensed as an addiction treatment program under Chapter DHS 75. This license is transferrable to Aspen Center. Related to this license, DHS also conducts regular audits of the treatment-specific services. Audits review the frequency and type of support groups, the curriculums and assessments utilized, the scope and thoroughness of treatment plans, continuing care plans, and outcomes follow-up.

Referrals to Aspen Center will come primarily from Waukesha County Health & Human Services, as well as neighboring counties such as Jefferson, Dodge, and Washington County. Referrals are made to the LSS program supervisor who screens the client for admission. Criteria for admission includes a diagnosis of Substance Use Disorder, motivation to receive treatment, mental health stability, and medical stability.

Drug screens are completed upon admission and weekly on a random basis to ensure clients remain drug free at the facility.

The average resident will stay at the facility will vary depending on need, but will range from 28 days to 120 days. Upon discharge, the client is referred to a continuing care option such as an outpatient clinic.

There will be surveillance cameras at entry points and around the perimeter of the building, as well as specific internal hallways and at the medication window.

LSS is required to provide standard general and professional liability, and property insurance.

### **Service Offerings**

As a CBRF, the program is required by State Statutes to provide a Comprehensive Individual Service Plan including the resident's needs and desired outcomes, program services to be provided, measurable goals, and the methods for delivering care. The CBRF is then responsible for providing the programming, staff, and facilities to meet those goals.

Genesis House/Aspen Center will include two levels of addiction treatment at the new location to meet the needs of both men and women: MMT and Transitional Residential Treatment ("TRT") services. The program, or therapeutic milieu, will include the following:

- Evidence-based treatment methods, including Cognitive Behavioral therapy, Motivational Enhancement therapy, Social Learning Theory, and Trauma informed care
- Group and gender-specific therapy sessions
- Individual and family counseling services
- Spirituality groups
- Recreational activities on and off site with staff supervision
- On-site medication monitoring and medication assisted treatment via referral to community agencies
- Referral for medical procedures as needed
- Meals and meal-preparation facilities for resident use
- Transitional Residential Treatment ("TRT") certification<sup>2</sup>
- Medically Monitored Treatment ("MMT") certification<sup>3</sup>

### **Management and Staff**

A CBRF must provide 24-hour care with at least one qualified care staff person on duty and awake. The CBRF requires a designated administrator to be on the premises daily. The following is an anticipated staffing plan:

- Oversight by LSS Program Manager, Program Supervisor, and Medical Director-psychiatrist, all with extensive experience in providing MMT and TRT addiction treatment.
- Program supervisor will be on the premises 40 hours per week
- A Clinical supervisor will be housed at the facility and thus will be on-site 20-40 hours per week. The clinical supervisor has 37 years of experience in the addiction field, holds a state clinical supervisor's license, a clinical substance abuse counselor's license, a

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<sup>2</sup> According to DHS, TRT is a "clinically supervised, peer-supported therapeutic environment with clinical involvement. The service provides substance abuse treatment in the form of counseling for 3 to 11 hours per patient weekly, immediate access to peer support through the environment and intensive case management which may include direct education and monitoring in the areas of personal health and hygiene, community socialization, job readiness, problem resolution counseling, housekeeping and financial planning."

<sup>3</sup> According to DHS, MMT "operates as a 24-hour, community-based service providing observation, monitoring and treatment by a multidisciplinary team under supervision of a physician, with a minimum of 12 hours of counseling provided per week for each patient."

Bachelor's degree in psychology and human services, and is nearing completion of her Master's program.

- Licensed addiction and mental health counselors
- Volunteer Clergy staff who provide support for those who request it and are interested
- Residential care staff (support professionals), which may vary based on the needs of individuals in the program at that time. It is anticipated that there will be 2 support staff on the premises during first and second shifts on the weekends, and 1 support staff on the 3<sup>rd</sup> shift.
- Maintenance staff

The following are staff credentials and training requirements for the operation of a CBRF, per DHS:

- The designated administrator (program supervisor) must meet certain educational requirements, including at least an associate degree in a health care related field, or a combination of field-experience and successful completion of a DHS-approved administrator training course. The current program supervisor holds a Bachelor's degree, is licensed as a clinical substance abuse counselor, and has 28 years of experience in the addiction field.
- All employees must receive task-specific training, and training specifically to serve the client group.
- The supervisors, counselors, and resident care staff must receive continuing education each calendar year.

**ATTACHMENTS**

Existing Building Photos

Building Renovation Floor Plan

Building Site Plan

Cut Sheets for Comparable CBRF Zoning