

Agenda
Planning and Policy Committee
West Olive Administration Building – Board Room
12220 Fillmore Street, West Olive, Michigan 49460
Thursday, August 11, 2011
9:30 AM

Consent Items:

1. Approval of the Agenda
2. Approval of July 14, 2011 Planning and Policy Committee Meeting Minutes

Action Items:

3. CHOOSE Program Evaluation
Suggested Motion:
To approve and forward to the Board of Commissioners the 2011 CHOOSE (Communities Helping Ottawa Obtain a Safe Environment) Program Evaluation.
4. Bid Tabulation – Macatawa Green Space Restoration
Suggested Motion:
To receive and forward to the Finance and Administration Committee bids for the Macatawa Green Space Restoration Project and accept the low bid from _____ in the amount of \$ _____ with funding from the Parks and Recreation budget in the amount of \$100,000 and a grant from the U.S. Environmental Protection Agency in the amount of \$646,800.
5. Bid Tabulation – Olive Shores Park Improvements
Suggested Motion:
To receive and forward to the Finance and Administration Committee bids for the Olive Shores Park Improvement Project and accept the low bid from Visser Brothers, Inc. in the amount of \$580,857.24 with funding split evenly from the Parks and Recreation budget and a grant from the Michigan Natural Resources Trust Fund.
6. Bid Tabulation - Pine Bend Parking Improvements
Suggested Motion:
To receive and forward to the Finance and Administration Committee bids for the Pine Bend Parking Improvement Project and accept the low bid from Denny's Excavating in the amount of \$51,000 with funding from the Parks and Recreation budget.
7. Resolution Supporting The Pumphouse Museum Proposal
Suggested Motion:
To approve and forward to the Finance and Administration Committee the resolution supporting the proposal by the Historic Ottawa Beach Society to create a museum at the pumphouse building located within the Historic Ottawa Beach Parks at a cost of \$1.3 million, with \$315,000 to come from the Parks and Recreation budget and the remainder to be raised by the Historic Ottawa Beach Society.

Discussion Item:

8. Closed Session to Discuss Property Acquisition

Suggested Motion:

To go into closed session for the purpose of discussing property acquisition.

(2/3 roll call vote required)

Adjournment

Comments on the day's business are to be limited to three (3) minutes.

PLANNING & POLICY COMMITTEE

Proposed Minutes

DATE: July 14, 2011

TIME: 9:30 a.m.

PLACE: Fillmore Street Complex

PRESENT: Dennis Swartout, James Holtvluwer, Stu Visser, Jane Ruiter, Roger Rycenga

STAFF & GUESTS: Robert Spaman, Fiscal Services Director; Greg Rapple, Corporation Counsel; David Hulst, IT Director; John Scholtz, Parks & Recreation Director; Sherri Sayles, Deputy Clerk; Keith VanBeek, Assistant Administrator; Dave Mazurek, Parks & Recreation

SUBJECT: CONSENT ITEMS

PP 11-031 Motion: To approve the agenda of today as presented and to approve the minutes of the June 9, 2011, meeting as presented.
Moved by: Holtvluwer **UNANIMOUS**

**SUBJECT: OTTAWA COUNTY MICHIGAN WORKS!
PROCUREMENT POLICY**

PP 11-032 Motion: To receive, forward to the Board of Commissioners, and acknowledge the use of the "Ottawa County Michigan Works! Procurement Policy" as a procedural supplement to the Ottawa County Purchasing Policy with regard to the operations of the Ottawa County Michigan Work! Agency.
Moved by: Swartout **UNANIMOUS**

SUBJECT: FUND BALANCE POLICY

PP 11-033 Motion: To approve and forward to the Finance and Administration Committee the Fund Balance Policy for review and comment.
Moved by: Holtvluwer **UNANIMOUS**

SUBJECT: DISCUSSION ITEMS

1. New Administrative Rule – David Hulst explained the new Administrative Rule #013 Email Retention and Archiving. Currently, there have been no rules in place for employees to retain and destroy e-mail messages that are sent and received.

- 2. Procedural Updates to Policies – Keith VanBeek explained that the Internal Policy Review Team meets to review and update the policies and administrative rules. Per board policy, each policy/rule is scheduled to be reviewed every two years and is submitted to the Board for approval when a policy update is recommended. Procedures and updates to procedures are approved by the Administrator. Bob Spaman reviewed the fiscal policy revisions with the Committee.
- 3. Update on Alcohol Use at Weaver House – John Scholtz and Dave Mazurek gave a brief update on alcohol use at the Weaver House. Everything has gone well and no problems to report at this time.
- 4. Closed Session to Discuss Property Acquisition

PP 11-034 Motion: To go into a Closed Session at 10:09 a.m. for the purpose of discussing property acquisition.
Moved by: Swartout UNANIMOUS

Roll call: Yeas: Swartout, Ruiter, Holtvluwer, Visser, Rycenga. (5)

PP 11-035 Motion: To rise from Closed Session at 10:20 a.m.
Moved by: Swartout UNANIMOUS

SUBJECT: ADJOURNMENT

PP 11-036 Motion: To adjourn at 10:21 a.m.
Moved by: Holtvluwer UNANIMOUS

Action Request



Committee: Planning and Policy Committee

Meeting Date: 8/11/2011

Requesting Department: Planning and Performance Improvement

Submitted By: Mark Knudsen

Agenda Item: CHOOSE Program Evaluation

SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the 2011 CHOOSE (Communities Helping Ottawa Obtain a Safe Environment) Program Evaluation.

SUMMARY OF REQUEST:

The Ottawa County Public Health Department's CHOOSE Program was developed to reduce alcohol-related traffic crashes in Ottawa County. The Program is designed to alter alcohol-use patterns in communities through the utilization of intervention tools (e.g. media campaigns and education/training). It is currently funded entirely through a Lakeshore Coordinating Council (LCC) grant and program revenue.

As the result of an initial Evaluation conducted by the Planning and Performance Improvement Department in 2009, the CHOOSE Program was restructured to a quadrant-based system in January, 2010 in order for program administrators to maximize available resources and increase the Program's impact on the target population. The quadrant-based system was also designed as a means to verify whether the program activities being administered through CHOOSE were resulting in positive, outcome-based results.

The 2011 Evaluation revealed that CHOOSE services continue to be provided countywide. Because a quadrant-based delivery system is not used, it is not possible to verify whether CHOOSE is achieving positive outcomes.

FINANCIAL INFORMATION:

Total Cost: \$0.00 General Fund Cost: \$0.00 Included in Budget: Yes No

If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated Non-Mandated New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 4: To Continually Improve the County's Organization and Services.

Objective: 1: Review and evaluate the organization, contracts, programs, systems, and services for potential efficiencies.

ADMINISTRATION RECOMMENDATION: Recommended Not Recommended Without Recommendation

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, o=US, ou=County of Ottawa, ou=Administrator's Office, email=avanderberg@miottawa.org
Reason: I am approving this document
Date: 2011.08.03 11:23:26 -0400

Committee/Governing/Advisory Board Approval Date: Pick from list



Communities Helping Ottawa Obtain a Safe Environment (CHOOSE)

Administrative Evaluation
August 2011



2011 County Board of Commissioners

Philip Kuyers, Chairperson
James Holtrop, Vice-Chairperson
Joseph Baumann
Greg DeJong
Don Disselkoen
Jim Holtvluwer
Robert Karsten
Jane M. Ruiter
Roger Rycenga
Dennis Swartout
Stu Visser

TABLE OF CONTENTS

Administrative Evaluation Communities Helping Ottawa Obtain a Safe Environment (CHOOSE)

I. Introduction.....	1
II. Background.....	1
III. Administrative Performance Evaluation	2
A. Drinking and Driving Task Force.....	3
1. Program Activity Outputs	3
2. Preliminary Impact of Program Activities	4
B. Responsible Beverage Service Task Force.....	7
1. Program Activity Outputs	7
2. Preliminary Impact of Program Activities	8
C. Underage Youth Task Force	9
1. Program Activity Outputs	9
2. Preliminary Impact of Program Activities	10
D. Other CHOOSE Initiatives	13
E. CHOOSE Program Cost	14
IV. Conclusions and Recommendations	15

APPENDIX

Preliminary Evaluation of CHOOSE.....	A
Strategic Outline	B
Performance Measures Outline.....	C
CHOOSE Coalition and Task Force Members.....	D
Michigan Liquor Control Commission Training Programs.....	E

I. INTRODUCTION

The Ottawa County Public Health Department's CHOOSE (Communities Helping Ottawa Obtain a Safe Environment) Program was developed to reduce alcohol-related traffic crashes in Ottawa County. The Program is designed to alter alcohol-use patterns in communities through the utilization of intervention tools such as media campaigns and education/trainings. It is currently funded entirely by grants and program revenue¹.

The primary program components for CHOOSE include the following: Media campaigns to increase awareness of the risks and consequences of drinking and driving; Trainings and policy development to ensure responsible beverage service occurs at licensed liquor establishments (e.g. preventing alcohol sales to minors); and Distribution of educational materials to discourage alcohol consumption by underage youth.

This report provides an interim administrative evaluation of the CHOOSE Program. Evaluations are typically conducted for programs that receive County funding. In this instance, however, CHOOSE is being evaluated in the event that grant funding is reduced or discontinued and program administrators request financial support from the County. If this request occurs, the evaluation will provide the County Board of Commissioners and County Administration with a clear understanding of program performance and cost-effectiveness so that an informed decision regarding possible, future funding requests can be made.

II. BACKGROUND

CHOOSE was established in October, 2004. The Program is modeled after a *Community Trials Intervention* initiative that is endorsed by the Substance Abuse and Mental Health Services Administration (SAMHSA).

In 2009, the Planning and Performance Improvement Department completed a preliminary evaluation of the CHOOSE Program. The Evaluation identified several factors which made it difficult to draw any solid conclusions regarding program performance and effectiveness (**Attachment A**). First, the Program's geographical coverage area was determined to be too broad (i.e. countywide) for the amount of programming resources that were available. Therefore, it was not possible to directly connect program activities with outcomes. Second, a comprehensive strategic plan had not been developed prior to the program's implementation. As a result, it was difficult to retroactively select measures to gauge program success. Finally, some of the CHOOSE services/programs were similar to several state and federal initiatives that were being used in the same geographical areas as the CHOOSE Program. Given the number of programs that exist to curtail drinking and driving, and the fact that alcohol-related traffic crashes have been declining statewide since 2000, it was not possible to determine which program, or combination of programs, were influencing the results.

Based on the findings of the 2009 Evaluation in addition to budget cuts, County funding² for CHOOSE was discontinued in October, 2009. However, Public Health was able to secure alternative grant funding through the Lakeshore Coordinating Council (LCC) to continue CHOOSE. In order to more effectively measure the Program's outcomes in future evaluations, the Planning and Performance Improvement and Public Health Departments collaboratively developed a Strategic Plan that included, but was not limited to, a Strategic Outline (**Attachment B**) and a Performance Measures Outline (**Attachment C**). The Strategic Outline was developed to provide an overview of the target population, goals and objectives, and program activities. The Performance Measures Outline identifies measures that are used to evaluate administrative performance as well as measures that show whether the program is achieving milestones and outcomes.

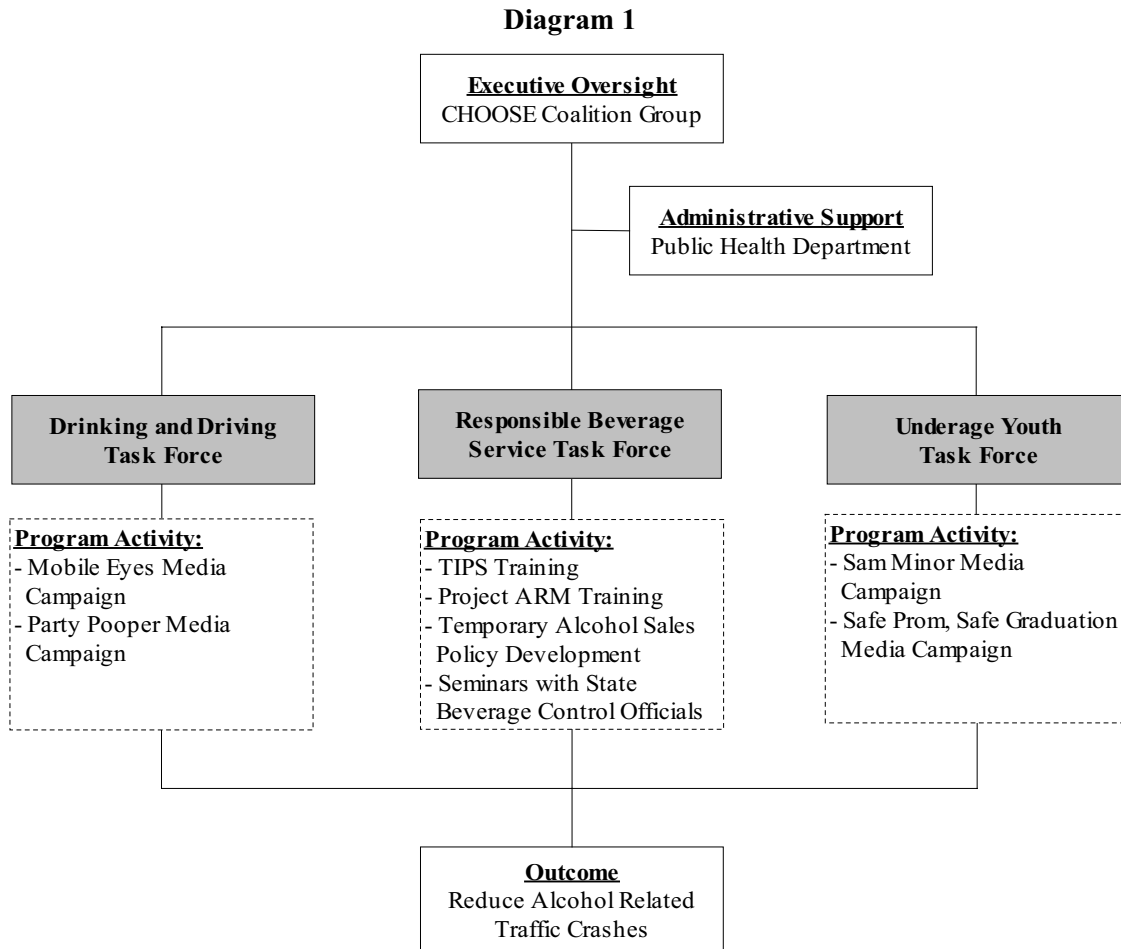
In order to verify program outcomes, Public Health also agreed to restructure the CHOOSE Program to provide services only in the southwest quadrant of the County (i.e. Holland City, Holland Township, Olive Township, Park Township, Port Sheldon Township, and Zeeland City). The quadrant-based system allows program administrators to maximize the utilization of resources and increase the impact of the Program on the target population. The quadrant-based system also allows the three remaining quadrants in the County to be utilized for benchmark comparison purposes in the Evaluation.

1. The program generated \$4,564 (6.5% of total program cost) in revenue during 2009/2010 from training fees and the sale of in-home alcohol/drug testing kits
2. The total program budget in 2008/2009 was \$122,388. Of that total, \$73,326 (59.9%) was funded by the County.

III. ADMINISTRATIVE PERFORMANCE EVALUATION

The CHOOSE Program operates under the auspices of a *CHOOSE Coalition Group*. The Coalition Group provides executive oversight to three Community Task Forces that include a *Drinking and Driving Task Force*, *Responsible Beverage Service Task Force*, and an *Underage Youth Task Force*. A list of the CHOOSE Coalition and Task Force members is provided in **Attachment D**.

Although the overall program is administered by the Public Health Department, each Task Force is responsible for implementing program activities which, collectively, are designed to reduce alcohol-related traffic crashes in the southwest quadrant of Ottawa County (**Diagram 1**).



The Planning and Performance Improvement Department uses a two-phase evaluation process to verify the performance and outcome-based effectiveness of County programs. The first phase of the evaluation process assesses the administrative efficiency of a program. This involves verifying whether targeted programmatic outputs are being achieved (e.g. enrollment rates, number of meetings conducted, attendance levels) and whether program activities are having a preliminary impact (i.e. achieving targeted milestones). Administrative Evaluations are typically conducted within the first year of a new program. The second phase of the evaluation process verifies whether a program is achieving positive outcomes and is cost-effective. Outcome-based Evaluations are conducted two to three years after a program is fully operational if it has been verified to be administered efficiently.

This Administrative Evaluation of the CHOOSE Program includes an assessment of six months of program activity outputs (i.e. January, 2010 to June, 2010), determines whether the activities are aligned with the program’s pre-established goals and objectives, and whether the activities are having a preliminary impact in the targeted quadrant (i.e. achieving targeted milestones). The report also includes an assessment of program cost.

The report is comprised of three sections which coincide with the three CHOOSE Task Force groups: *Drinking and Driving Task Force*, *Responsible Beverage Service Task Force*, and *Underage Youth Task Force*. Each section includes a description and assessment of the program activities.

A. Drinking and Driving Task Force

The Drinking and Driving Task Force administers two public media campaigns that are designed to reduce incidences of drinking and driving. The campaigns are called *Mobile Eyes Against Drunk Driving* and *Party Pooper*. An assessment of the program outputs and milestones (i.e. preliminary impact of program activities) is as follows:

Program Activity Outputs

1) *Mobile Eyes Media Campaign*

The Mobile Eyes campaign is designed to encourage citizens to call 911 if they observe a suspected drunk driver. In order to encourage this citizen action, promotional materials about the Mobile Eyes effort are displayed at licensed liquor establishments (e.g. restaurants, bars) in the southwest quadrant of Ottawa County. The campaign materials consist of posters, brochures, and Johnny Ads (i.e. bathroom stall advertisements). Press releases and billboards are also used to promote the campaign.

a) Distribution of Campaign Posters

Target 6-Month Output: 50% of licensed liquor establishments in the southwest quadrant will receive a campaign poster

Actual Output: 8.6% (9) of 105 licensed liquor establishments in the southwest quadrant received a campaign poster

Comment: *Three establishments located outside of the southwest quadrant also received a campaign poster. While this limited distribution of campaign materials outside of the southwest quadrant may not be a concern at this point, continued distribution of materials in other quadrants will make it difficult to verify the outcome-based effectiveness of the CHOOSE Program. This is due to the fact that it may not be possible to use the outcome data collected from the other quadrants for benchmarking purposes because of the cross contamination of campaign efforts.*

b) Distribution of Campaign Brochures

Target 6-Month Output: 50% of licensed liquor establishments in the southwest quadrant will receive a campaign brochure

Actual Output: 100% (105) of licensed liquor establishments in the southwest quadrant received a campaign brochure

Comment: *Brochures were also distributed to 100% (122) of licensed liquor establishments located in the other three quadrants of the County and to students who participated in an Allendale back-to-school fair which was not located in the southwest quadrant.*

As previously stated, the distribution of campaign materials outside of the southwest quadrant will make it difficult to verify the effectiveness of the CHOOSE Program. A comparison group is only useful for evaluation purposes if it has not received the same "programming" as the target quadrant.

c) Distribution of Campaign Johnny Ads

Target 6-Month Output: 30 Johnny Ads will be displayed in licensed liquor establishments in the southwest quadrant

Actual Output: Not Available

Comment: *Johnny Ads are no longer used by the CHOOSE Program because Johnny Ads Inc. did not maintain their contracts with licensed liquor establishments in the southwest quadrant. Johnny Ads Inc. was unresponsive to requests for data as part of this Evaluation.*

d) Distribution of Campaign Press Releases

Target 6-Month Output: Campaign press releases will be published in media outlets with circulation primarily in the southwest quadrant (exact target not established)

Actual Output: One (1) campaign article was published in a southwest quadrant newspaper

Comment: *One campaign news article was also published in a newspaper outside of the southwest quadrant (i.e. Grand Haven Tribune). The press releases were also distributed to all media outlets in the County as opposed to only those outlets with readership/listenership located primarily in the southwest quadrant.*

e) Installation of Campaign Billboards

Target 6-Month Output: Billboards will be installed in the southwest quadrant (exact target not established)

Actual Output: One (1) billboard to promote the campaign was installed along U.S. 31 in Holland Township

2) ***Party Pooper Media Campaign***

The Party Pooper campaign is designed to discourage residents in the southwest quadrant from drinking and driving. The campaign consists of educational materials (i.e. posters, brochures, and beverage coasters) that are made available at licensed liquor establishments in the southwest quadrant. The campaign materials highlight facts about the consequences of drinking and driving such as the cost of fines and fees, potential jail time and/or loss of employment, and possible injury to oneself and others.

a) Distribution of Campaign Posters, Brochures, and Beverage Coasters

Target 6-Month Output: 50% of licensed liquor establishments in the southwest quadrant will receive the campaign materials

Actual Output: 100% (105) of licensed liquor establishments in the southwest quadrant received the campaign materials

Preliminary Impact of Program Activities

The measures that were defined during the strategic planning process to determine the preliminary impact of the Drinking and Driving Task Force activities are: 1) Cell phone calls to report suspected drunk drivers; 2) Drinking and driving arrests; 3) Drinking and driving charges; and 4) Increased awareness among citizens of the consequences of drinking and driving.

Data were collected to measure the preliminary impact of the Drinking and Driving Task Force during 2010. However, several program activities were not implemented until mid to late 2010. Additionally, several of the activities were not administered solely in the southwest quadrant. As a result, it is difficult to make any determinations regarding the actual preliminary impact of the activities. Thus,

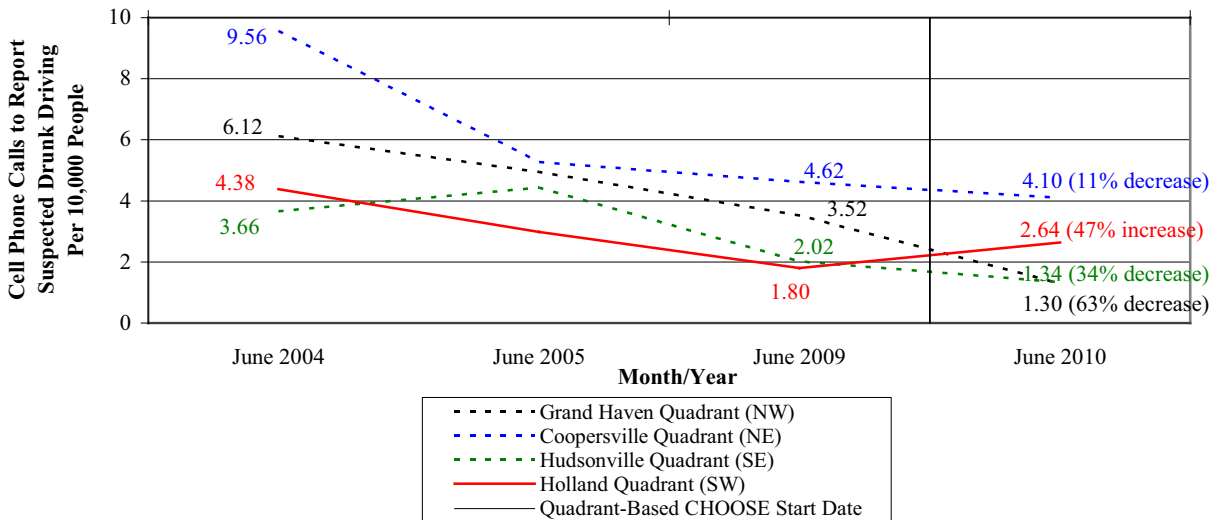
the data are included in this report simply to provide a general understanding of the preliminary impact measures that were defined for the program.

a) Cell Phone Calls to Report Suspected Drunk Drivers

Target Annual Impact: 5% or greater increase in calls to report suspected drunk driving in the southwest quadrant compared to the other quadrants

Actual Impact: 47% increase in calls reported in the southwest quadrant between June, 2009 and June, 2010 (i.e. 1.80 calls per 10,000 residents in 2009 compared to 2.64 calls in 2010). See Graph 1.

Graph 1
Per Capita Cell Phone Calls to Report Suspected Drunk Driving*
 By Location of Call



* Source: Ottawa County Sheriff's Office

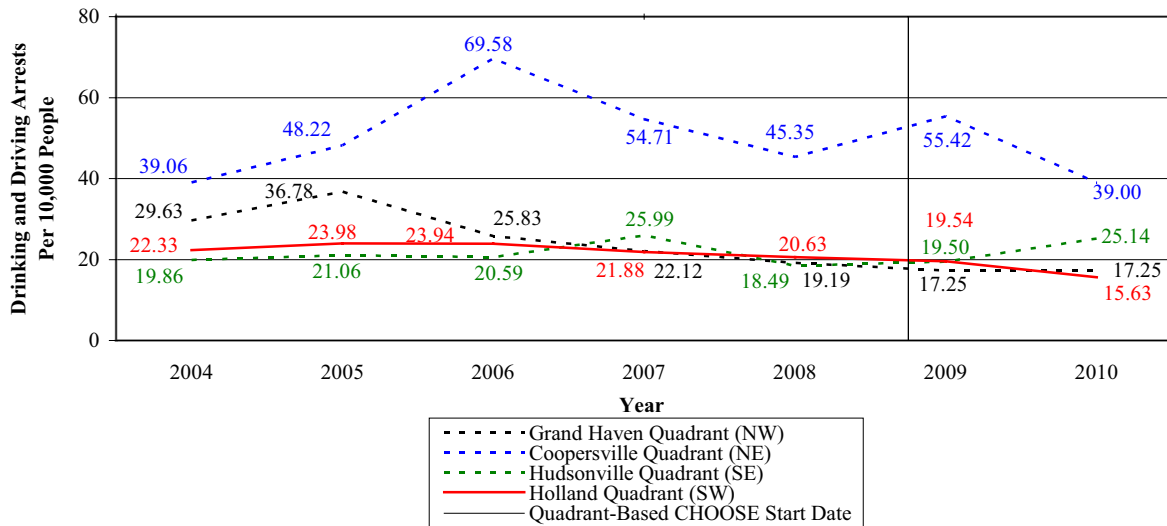
b) Drinking and Driving Arrests

Target Annual Impact: Increase in drinking and driving arrests in the southwest quadrant during 1st year

Actual Impact: 20% decrease in arrests in the southwest quadrant between 2009 and 2010 (i.e. 19.54 arrests per 10,000 residents in 2009 compared to 15.63 in 2010). See Graph 2.

Comment: *An increase in arrests was expected in the southwest quadrant during the first year of the Program because citizens are encouraged to call 911 to report suspected drunk drivers.*

Graph 2
Ottawa County Drinking and Driving Arrests (2004-2010)*
 By Location of Arrest



* Source: Ottawa County Sheriff's Office

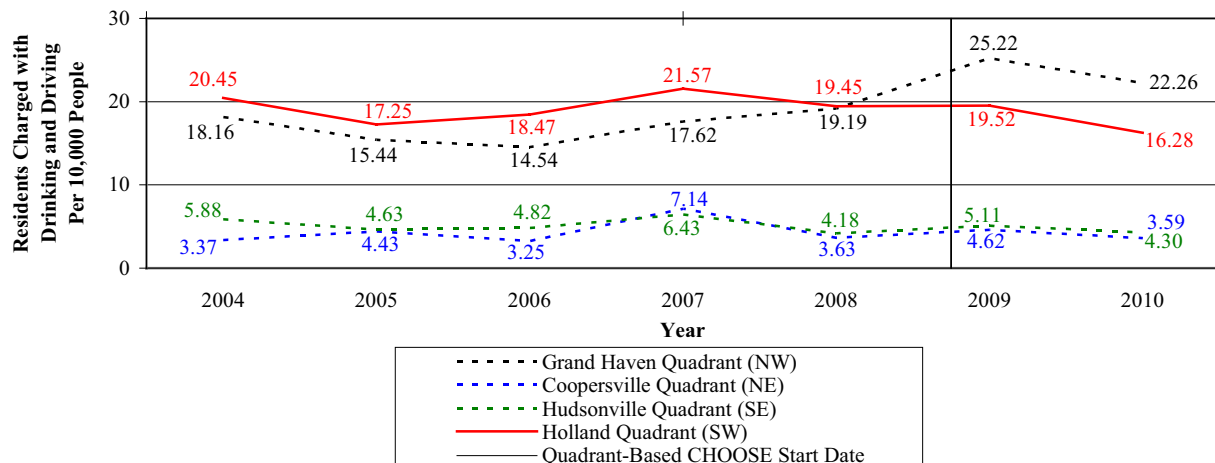
c) Drinking and Driving Charges

Target Annual Impact: Increase in drinking and driving charges among southwest quadrant residents during 1st year

Actual Impact: 16.6% decrease in charges among southwest quadrant residents between 2009 and 2010 (i.e. 19.52 charges per 10,000 residents in 2009 compared to 16.28 in 2010). See Graph 3.

Comment: *The charge data provided in this graph represent the number of residents of the southwest quadrant who were charged with drinking and driving anywhere in the State. The other quadrants experienced a 13.6% reduction in residents being charged for drinking and driving between 2009 and 2010).*

Graph 3
Ottawa County Residents Charged with Drinking and Driving (2004-2010)*
 by Residence of Offender



* Source: Michigan Judicial Data Warehouse

d) Increased Awareness of the Consequences of Drinking and Driving

Target Annual Impact: 5% or greater increase in awareness of the consequences of drinking and driving among southwest quadrant residents compared to residents in other quadrants

Actual Impact: Not Available

Comment: *Baseline data related to citizen awareness of drinking and driving was supposed to be collected during a Fall, 2009 Community Survey. These data were to be broken-down by quadrant so that comparisons could be made between quadrants. A second survey was to be conducted in the fall of 2013 to determine any change in awareness among residents in each quadrant.*

However, the 2009 Community Survey utilized a non-representative sample (i.e. sample does not match the desired target population) of 500 people whose location of residency within the County was not determined. As a result, the 2009 survey data cannot be used for benchmarking purposes since respondents' location of residency are unknown.

B. Responsible Beverage Service Task Force

The primary program activity of the Responsible Beverage Service (RBS) Task Force is to conduct trainings for staff at licensed liquor establishments. Two separate training programs are available through the Task Force: *Training for Intervention Procedures* and *Project ARM* (Alcohol Risk Management). In addition, the RBS Task Force assists local communities with developing policies to regulate the temporary sale of alcohol (e.g. beer tents) and organizes informational seminars with the State Alcohol Beverage Control Commission (ABCC) for licensed liquor establishments. An assessment of the RBS Task Force outputs and milestones is as follows:

Program Activity Outputs

1) *Training for Intervention Procedures (TIPS)*

The Michigan Liquor Control Commission (MLCC) has a mandatory server training requirement for establishments that obtain a new on-premise liquor license or transfer an existing license. The MLCC requires that licensed liquor establishments have one trained manager on site at all times. TIPS is a national training program that is approved by the MLCC. The TIPS training provides guidelines that staff at licensed liquor establishments can use to prevent the intoxication of patrons, avoid the sale of alcohol to underage youth, reduce incidences of drunk driving, and preempt other hazards that can accompany the sale and service of alcohol. Ottawa County provides subsidized TIPS training through CHOOSE and encourages licensed liquor establishments to train all of their point-of-sale staff.

Three additional training programs are also approved by the MLCC. These are: TAM (Techniques of Alcohol Management), C.A.R.E. (Controlling Alcohol Risks Effectively), and ServSafe Alcohol (**Attachment E**). Licensed liquor establishments can send staff to any of the MLCC approved programs that are available throughout Michigan.

a) Attendance Levels

Target 6-Month Output: 16.2% (17) of 105 total southwest quadrant establishments will have staff attend TIPS (applies to staff who have not attended another training program)

Actual Output: 16.2% (17) of southwest quadrant establishments had staff attend a TIPS training

Comment: *Staff at three licensed liquor establishments located in other quadrants of the County also attended a TIPS training.*

2) ***Project ARM (Alcohol Risk Management)***

Project ARM provides one-on-one consultations between owners/managers of licensed liquor establishments and former law enforcement agents or other individuals who are well versed in the liquor code. The purpose of Project ARM is to ensure that all licensed liquor establishments have policies in place to address responsible alcohol sales.

a) Attendance Levels

Target 6-Month Output: 10 licensed liquor establishments in the southwest quadrant will participate in Project ARM and adopt a responsible beverage service policy(s)

Actual Output: 4 southwest quadrant establishments participated in Project ARM and adopted a new responsible beverage service policy(s)

Comment: Project ARM is no longer a part of the CHOOSE Program. Program administrators indicated that the contract was terminated because the scope of work was not being completed by the consultant.

3) ***Development of Temporary Alcohol Sales Policies***

The purpose of this program activity is to ensure that each southwest quadrant community has a policy associated with the temporary sale of alcohol (e.g. beer tents).

a) Policy Development and Adoption

Target 6-Month Output: 1 community in the southwest quadrant will adopt a temporary alcohol sales policy through CHOOSE

Actual Output: 0 communities adopted a temporary alcohol sales policy through CHOOSE

Comment: Although no communities adopted a temporary alcohol sales policy through CHOOSE, program administrators stated that each southwest quadrant community which does not have policy in-place was contacted by program staff, and policy information was presented to the township boards of two southwest communities.

4) ***Seminars with State Alcohol Beverage Control Commission***

The seminars are designed to provide a forum where the owners/managers of southwest quadrant liquor establishments can meet with the State Alcohol Beverage Control Commission (ABCC). The forum offers an opportunity for owners/managers to ask questions, as well as for the State ABCC investigator to explain new State alcohol policies.

a) Attendance Levels

Target 6-Month Output: 50% (53) of the 105 southwest quadrant establishments will be represented at each seminar

Actual Output: 10.5% (11) of southwest quadrant establishments attended the first seminar and 22.9% (24) of establishments had staff attend a second seminar

Preliminary Impact of Program Activities

Compliance rates for adhering to responsible beverage service policies (e.g. checking IDs and not selling to minors) are used to measure the preliminary impact of the Responsible Beverage Service Task Force. It is anticipated that trainings and educational programs administered by the Task Force will result in greater compliance among southwest quadrant liquor establishments compared to the

other quadrants in the County. Compliance checks are to be conducted on an annual basis by the Sheriff's Office or local law enforcement agencies in each licensed liquor establishment in the County.

Data were collected to measure the preliminary impact of the Responsible Beverage Service Task Force during 2010. However, since the anticipated program activities were not fully implemented (e.g. Temporary Alcohol Sales Policies), it is difficult to make any determinations regarding actual preliminary impacts. Thus, the data are included in this report simply to provide a general understanding of the preliminary impact measures that were defined for the program.

a) Compliance Checks

Target Annual Impact: 5% or greater increase in compliance among southwest quadrant establishments compared to establishments countywide

Actual Impact: **6.9% increase in compliance in the southwest quadrant between 2007 and 2010 (i.e. 92% compliance in 2007 compared to 98.9% compliance in June, 2010).**

Comment: *The increase in compliance in the SW Quadrant would seem positive, however, there was a greater increase in compliance for establishments countywide (i.e. 8.1% increase between 2007 and June, 2010).*

Additionally, southwest quadrant establishments received compliance checks in February, 2010 and March, 2010 while establishments in the other quadrants were only involved in the June, 2010 check. Compliance checks should be conducted an equal number of times in each quadrant in order to verify the effectiveness of the CHOOSE Program.

C. **Underage Youth Task Force**

The Underage Youth Task Force administers two public media campaigns to discourage the sale and distribution of alcohol to underage youth. The two campaigns are called *Sam Minor* and *Safe Prom, Safe Graduation*. An assessment of the two campaign's activities (i.e. outputs) and preliminary impacts is as follows:

Program Activity Outputs

1) ***Sam Minor***

The *Sam Minor* media campaign is designed to educate males, ages 21 to 25, about the risks and consequences of providing alcohol to underage youth. According to Public Health Department staff, males in this age range are the most likely to provide alcohol to minors. The campaign includes posters, brochures, and Johnny Ads that are made available in licensed liquor establishments in the southwest quadrant, in addition to press releases (i.e. newspapers, television and radio).

a) Distribution of Campaign Posters and Brochures

Target 6-Month Output: 50% of licensed liquor establishments in the southwest quadrant will receive a campaign poster and brochure

Actual Output: **0% of 105 licensed liquor establishments in the southwest quadrant received a campaign poster or brochure**

Comment: *The Sam Minor campaign was not fully implemented. According to program administrators, the concept of the campaign was not developed enough to affect change among the targeted audience.*

b) Distribution of Campaign Johnny Ads

Target 6-Month Output: 30 Johnny Ads will be displayed in licensed liquor establishments in the southwest quadrant

Actual Output: Not Available

c) Distribution of Campaign Press Releases

Target 6-Month Output: Campaign press releases will be published in media outlets with circulation primarily in the southwest quadrant (exact target not established)

Actual Output: Four (4) campaign articles were published in the Holland Sentinel and 3 campaign ads ran on WHTC radio in Holland

Comment: *Press releases regarding the campaign were also published in newspapers outside of the southwest quadrant. Articles were published in the Grand Haven Tribune, Ottawa Advance, and Zeeland Record. Television and radio ads also ran on WZZM 13, Channel 8, FOX 17, WGHN radio in Grand Haven, and WOOD Radio.*

2) ***Safe Prom, Safe Graduation***

The purpose of the *Safe Prom, Safe Graduation* campaign is to deter access to alcohol by underage youth, specifically around special school events. This is accomplished by sending educational materials to staff who work in establishments frequented by youth during prom and graduation. These establishments (i.e. 'havens') include, but are not limited to, licensed liquor establishments, hotels, limousines, floral shops, and formal wear shops.

The direct mailings consist of a letter from CHOOSE program administrators requesting that the 'haven' participate in the *Safe Prom/Graduation Initiative* and includes a list of the dates and locations of local proms and graduations. In addition, the mailings include a poster that can be displayed at the establishment to warn underage youth that the "haven" will report any attempts to purchase or consume alcohol.

a) Direct Mailing of Informational Packets

Target 6-Month Output: 100% (118) of 'havens' in the southwest quadrant will be sent an informational packet regarding the campaign prior to prom and graduation

Actual Output: 100% of 'havens' were sent a campaign packet prior to prom (March, 2010) and 100% of havens were sent a packet prior to graduation (May, 2010).

Comment: *128 havens that are located outside of the southwest quadrant also received a campaign packet as part of these mailings.*

Preliminary Impact of Program Activities

The measures that were defined during the strategic planning process to determine the preliminary impact of the Underage Youth Task Force activities are: 1) Arrests for minor in possession; 2) Arrests for furnishing alcohol to a minor; and 3) Males age 21 to 25 charged with furnishing alcohol to a minor.

Because the program activities of the Underage Youth Task Force were either not implemented (i.e. Sam Minor) or not implemented solely in the southwest quadrant (i.e. Safe Prom, Safe Graduation), it is difficult to make any determinations regarding the preliminary impact of the activities. Thus, the

data are included in this report simply to provide a general understanding of the preliminary impact measures that were defined for the program.

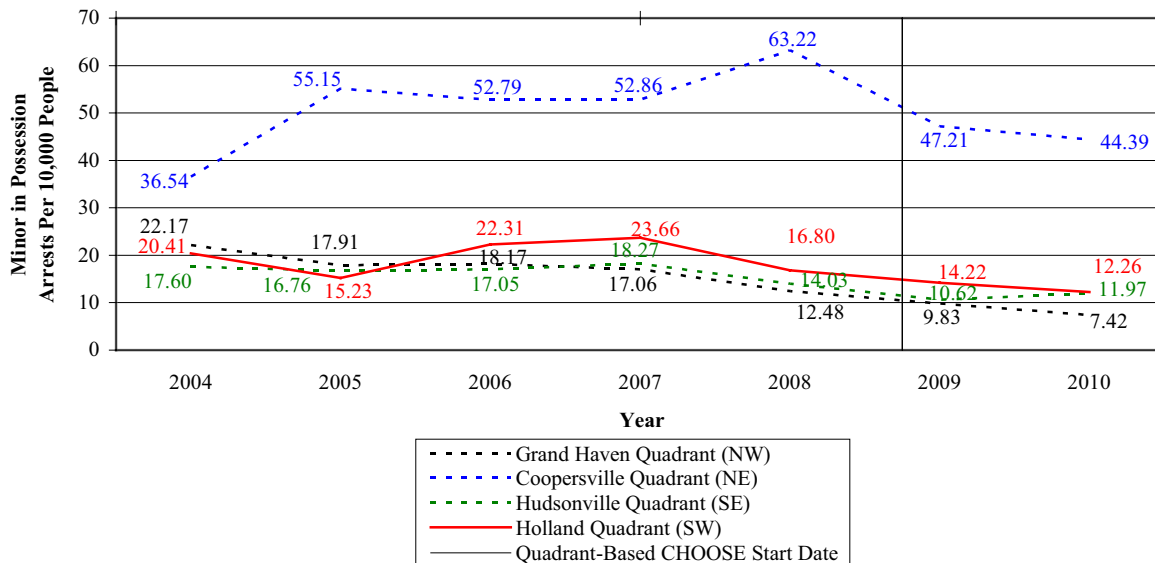
a) Arrests for Minor in Possession (MIP)

Target Annual Impact: 30% or greater reduction in MIP arrests in the southwest quadrant compared to other quadrants

Actual Impact: 13.8% decrease in arrests in the southwest quadrant between 2009 and 2010 (i.e. 14.22 arrests per 10,000 residents in 2009 compared to 12.26 arrests in 2010). See Graph 4.

Comment: *The NW Quadrant (Grand Haven) experienced the largest reduction in arrests (24.5%) between 2009 and 2010.*

Graph 4
Minor in Possession Arrests (2004-2010)*
by Location of Arrest



* Source: Ottawa County Sheriff's Office

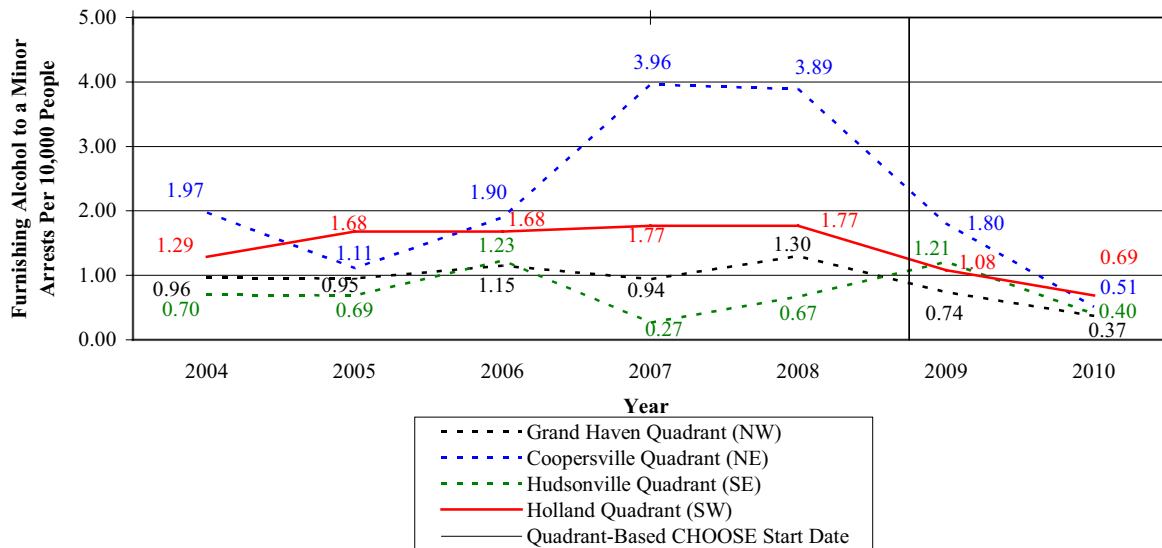
b) Arrests for Furnishing Alcohol to a Minor

Target Annual Impact: 30% or greater reduction in “furnishing alcohol to a minor” arrests in the southwest quadrant compared to other quadrants

Actual Impact: 36% reduction in arrests in the southwest quadrant between 2009 and 2010 (i.e. 1.08 arrests per 10,000 residents in 2009 compared to 0.69 arrests in 2010). See Graph 5.

Comment: *The reduction in arrests in the SW Quadrant would seem positive, however, the three comparison quadrants had a greater reduction in arrests between 2009 and 2010 (i.e. 50% for NW, 67% for SE, and 72% for NE).*

Graph 5
Furnishing Alcohol to a Minor Arrests (2004-2010)*
 by Location of Arrest



* Source: Ottawa County Sheriff's Office

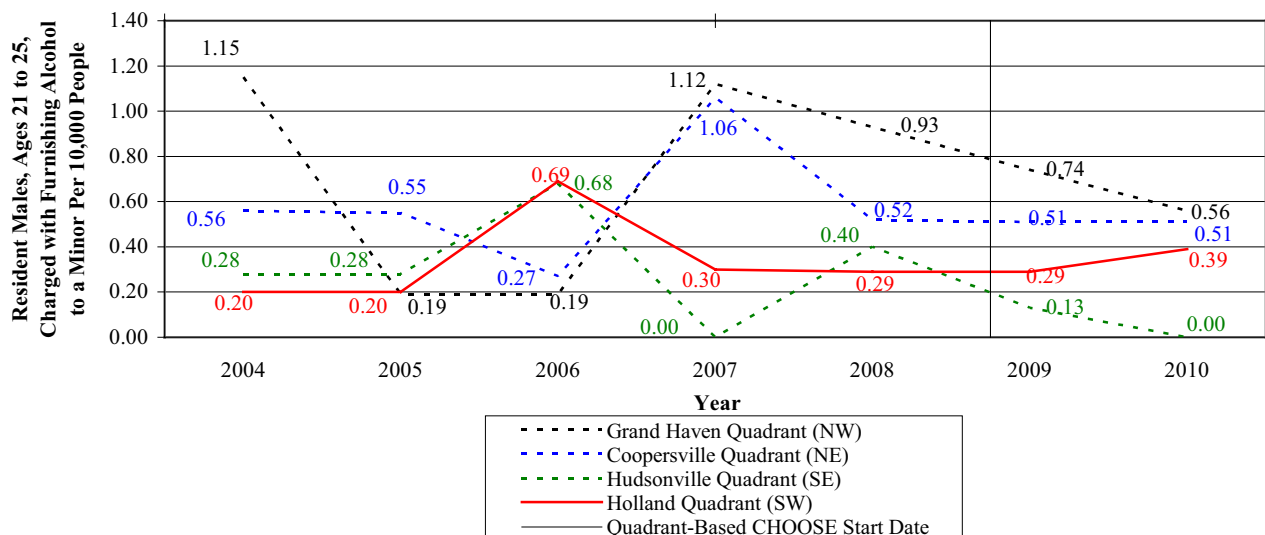
c) Charges for Furnishing Alcohol to a Minor

Target Annual Impact: 30% or greater reduction in furnishing alcohol to a minor charges among southwest quadrant resident males ages 21 to 25 compared to males of the same age residing in other quadrants

Actual Impact: 35% increase in charges among southwest quadrant resident males between 2009 and 2010 (i.e. 0.29 charges per 10,000 residents in 2009 compared to 0.39 charges in 2010). See Graph 6.

Comment: Each of the other quadrants experienced a decrease in charge rates or had the rate remain the same between 2009 and 2010.

Graph 6
Ottawa County Males, Ages 21 to 25, Charged with Furnishing Alcohol to a Minor*
 by Residence of Offender



* Source: Michigan Judicial Data Warehouse

Other CHOOSE Initiatives

It was discovered during the evaluation process that at least two other initiatives were implemented as part of CHOOSE that were not included in the Strategic Outline that was developed in 2009. These ancillary activities include the sale of drug testing kits and the administration of a *Place of Last Drink* survey. An overview of the activities is as follows:

Sale of Drug Testing Kits

CHOOSE Program administrators sell in-home drug testing kits for alcohol and marijuana at a low cost to parents in any County quadrant. The kits are offered as a tool to empower parents, as well as to encourage a dialogue with youth about alcohol and drug use. The revenue from the sale of the drug testing kits is reinvested into the CHOOSE Program. Program administrators indicated that approval was received from their grantor (i.e. Lakeshore Coordinating Council) to purchase and sell the drug testing kits.

Place of Last Drink Survey

CHOOSE program administrators conducted a *Place of Last Drink* survey. The survey is administered to people who are taking a court ordered alcohol education course as a result of a drinking and driving conviction. The survey includes questions about demographics, the arrest, the alcohol establishment frequented prior to arrest, the offender's perceived risk of being arrested, and ideas for prevention. The survey has been administered in Holland and Grand Haven at the OAR and Reality Counseling alcohol education classes.

CHOOSE Program Cost

The total cost to administer the CHOOSE Program during Fiscal Year 2010 was \$70,099 (Table 1). The program was completely funded through grant dollars and revenue from program fees.

The Lakeshore Coordinating Council (LCC) provided \$49,288 (70.3% of total) in grant funding. A Strategic Prevention Framework State Incentive Grant (SPF/SIG) through the Michigan Department of Community Health - Office of Drug Control Policy funded \$16,247 (23.2% of total). Revenue from TIPS training seminar fees and the sale of drug testing kits accounted for \$4,564 in funding (6.5% of total).

The SPF/SIG grant expired at the end of Fiscal Year 2010 (September 30, 2010). This has resulted in a \$16,247 funding gap for FY 2011. Program administrators expect that the lower cost of employee health insurance during 2011 will cover some, if not all, of the reduction in funding.

Table 1

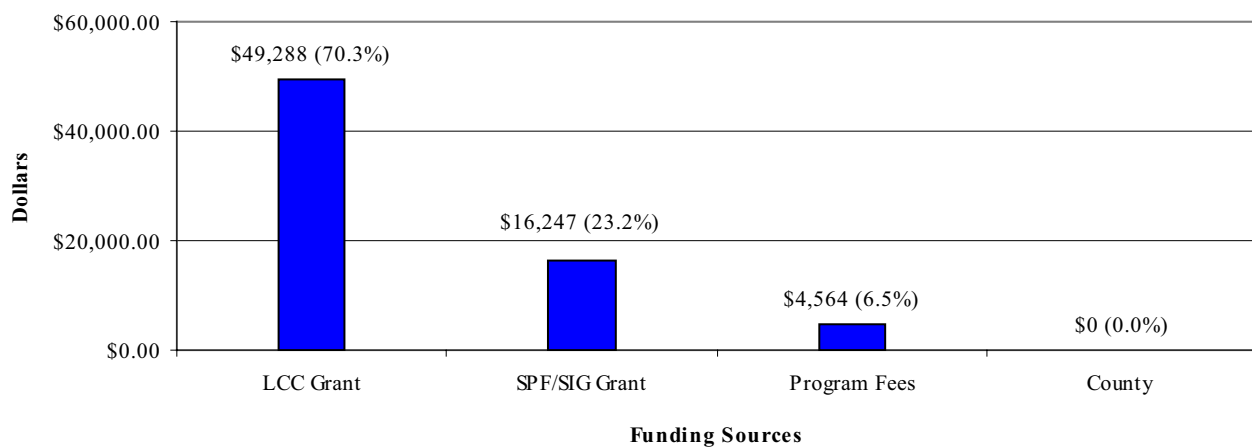
CHOOSE Program Cost (Fiscal Year 2010)					
	Program Expenses	Program Reimbursements			Total Cost to County
		LCC Grant ¹	SPF/SIG Grant ²	Program Fees	
Salaries and Fringe Benefits					
Health Educator	\$31,085.08 ³	\$31,085.08	\$0.00	\$0.00	\$0.00
Health Education Team Supervisor	\$4,608.58 ³	\$4,608.58	\$0.00	\$0.00	\$0.00
Total Salaries and Fringe Benefits	\$35,693.66	\$35,693.66	\$0.00	\$0.00	\$0.00
Miscellaneous Expenses					
Supplies and Materials	\$14,773.00	\$8,784.00	\$1,425.00	\$4,564.00	\$0.00
Relevant Marketing Inc.	\$14,450.00	\$0.00	\$14,450.00	\$0.00	\$0.00
Travel/Mileage	\$2,653.00	\$2,281.00	\$372.00	\$0.00	\$0.00
Overhead (e.g. equipment, building, etc.)	\$2,219.00	\$2,219.00	\$0.00	\$0.00	\$0.00
Law Enforcement Compliance Checks	\$310.00	\$310.00	\$0.00	\$0.00	\$0.00
Total Miscellaneous Expenses	\$34,405.00	\$13,594.00	\$16,247.00	\$4,564.00	\$0.00
Total Annual Cost	\$70,098.66	\$49,287.66	\$16,247.00	\$4,564.00	\$0.00

Source: Fiscal Services Department, Public Health Department

1. The LCC provides a monthly reimbursement to the County for the salary and fringe benefits of program staff

2. The Strategic Prevention Framework State Incentive Grant (SPF/SIG) is a Michigan Department of Community Health - Office of Drug Control Policy Grant

3. Based on the annual time spent by the Health Educator (100%) and Health Education Team Supervisor (8.5%) to administer the CHOOSE Program



IV. CONCLUSIONS AND RECOMMENDATIONS

The CHOOSE Program was restructured to a quadrant-based system in January, 2010 in order for program administrators to maximize the utilization of available resources and increase the Program's impact on the target population. The quadrant-based system was also implemented as a means to verify whether the program activities being administered through CHOOSE were resulting in positive, outcome-based results.

The results of this Evaluation reveal that program staff, as well as members of the CHOOSE Coalition and Task Force Groups have worked diligently to implement the program; however, it has been difficult to achieve many of the program's target measures of administrative efficiency. More than fifty percent of the target measures were not achieved. Most notably, it was not discovered until after the draft evaluation results were completed that the program funder (i.e. Lakeshore Coordinating Council) had been directing program staff to continue providing services countywide. Performance Improvement Department staff subsequently met with a representative from LCC in April, 2011 to explain that the quadrant-based system was selected because it provides the best means available to verify whether the efforts of CHOOSE are achieving positive outcomes. It was also explained that it is a top priority of the County Board and Administration that County programs and services achieve verifiable outcomes and are cost-effective. Nevertheless, LCC explained that as a countywide agency its continued funding support for CHOOSE would remain contingent on program services being provided countywide.

Therefore, as a result of the inability to verify program outcomes, recommendations are being made as follows:

Program Funding

Recommendation 1: No County funding should be provided to administer CHOOSE.

Evaluation

Recommendation 2: The County should discontinue its evaluation of CHOOSE since it is not possible to verify the outcomes of the countywide program.

Attachments

Attachment A

Black – Original Report

Red – Health Department Comments

Blue – Planning Department Response/Updates

CHOOSE Program (Ottawa County Health Department)

A summary of program goals and objectives, services, strategic planning, and results

I. Program scope is broad and resources are limited

- A. Multiple program goals and objectives: Drunk Driving Task Force - (1) Educate drivers about the risks of drinking and driving; (2) Coordinate enforcement activities to reduce incidences of drinking and driving; (3) Coordinate compliance checks of licensed liquor establishments. Responsible Beverage Service Task Force - (1) Provide responsible alcohol sales training to liquor establishments; and (2) Develop policies for responsible beverage service. Underage Youth Access Task Force - (1) Educate males ages 21-25 about the consequences of providing alcohol to underage youth; (2) Encourage reporting of underage drinking by havens for consumption (e.g. hotels, limousine services); and (3) Educate licensed liquor establishments about selling alcohol to underage youth.
- B. Multiple target populations: (1) All licensed drivers; (2) Anyone with potential to drink and drive; (3) All licensed liquor establishments; (4) Males ages 21 to 25; and (5) Havens for alcohol consumption (e.g. hotels, limousine services).
- C. Multiple program components: (1) Media campaigns (e.g. Johnny bathroom ads, press releases, direct mailings) (2) Mobile Eyes Initiative; (3) Responsible Beverage Service Trainings (TIPS); (4) Coordination with local law enforcement to conduct Party Patrols (5) Coordination with local law enforcement to mobilize BAT Mobile (6) Compliance Checks of licensed liquor establishments (every other year); (7) Host “Day with Commish” events (i.e. meetings with State Alcohol Beverage Control Commissioner)
- D. Program services were provided outside of Ottawa County (e.g. 11.3% of Johnny Ads for the Ottawa County CHOOSE Program were displayed in Muskegon and Kent Counties). Refer to **Exhibit 1**. Program administrators have indicated that the out-of-county ads were free-of-charge to Ottawa County.
- E. Due to program’s extensive scope, resources are spread thin.

II. Although some coordination occurs, Program services parallel existing efforts

- A. Michigan Office of Highway Safety Planning (OHSP) administers statewide media campaigns to address drinking and driving (e.g. 2007 campaign: “Drunk Driving. Over the Limit. Under Arrest.”)
- B. Federal traffic safety funds are utilized by local law enforcement to reduce incidences of drunk driving (e.g. 55 counties received federal funding in 2008 to conduct heightened enforcement activities). Distribution of these funds in Ottawa County is coordinated by the OHSP in conjunction with the CHOOSE program.
- C. Coordination with local law enforcement agencies on programs/initiatives to reduce drunk driving and underage drinking (e.g. Holland’s BAT Mobile and GVSU party patrols)
- D. Private-sector entities offer responsible beverage service trainings for licensed liquor establishments. According to Health Department staff, two private-sector entities offer trainings and, up to this point, have trained only two establishments. The private-sector trainings cost \$30 dollars per person for members of the Michigan Licensed Beverage Association and \$65 for non-members. The trainings are currently conducted at facilities in Muskegon, Grand Rapids, and South Haven. An online training may be available in the future, pending approval by the Michigan Liquor Control Commission.

The cost of the subsidized CHOOSE trainings provided by Ottawa County are \$20 per person and program staff travel to a retailer’s facility in order to conduct the trainings.

Attachment A

Health Department Comments:

Currently there are two other known private sector organizations that offer RBS training in Ottawa County. Their program is costly and at this point, they have only trained approximately 2 establishments. TAM training is offered state wide, however the program is offered only at certain cities throughout the state and at certain times. This makes it difficult for establishments to send an entire staff and it is very costly. As of 2001 all new establishments must have one staff RBS trained.

TIPS/TAM

TAM is a program of the Michigan Licensed Beverage Association. They have trainings held all around the state with dates and locations on their website. Retailers would need to have their staff travel to the nearest training location to participate. There aren't any locations listed in Ottawa County through 8/2009, but there are a few that are relatively nearby (Muskegon, Grand Rapids, South Haven). They are working on an on-line training option but it is not currently approved by the Michigan Liquor Control Commission. The fee for TAM is \$30 per person for members and \$65 per person for nonmembers.

CHOOSE TIPS training is \$20/person and staff will travel and train at the retailer's location within Ottawa County. When possible, we will also work within the schedules of the establishments to provide training on low volume or off days. There are currently no other TIPS trainers in Ottawa County. Regarding other TIPS training in Ottawa County, we confirmed that Mervene Beverage no longer provides training although they have provided assistance to our trainer in an emergency. The other individual trainer only provides training to a single establishment (has ceased contracting further training).

Planning Department Response:

The report has been updated (see above).

III. Program is **not based on an 'evidence-based' model based on an inconclusive model**

- A. CHOOSE is based on a 'Community Trials Model' that was approved by the Substance Abuse and Mental Health Services Administration as an evidenced-based program. However, one of the primary outcome-based measures that were used to determine program success was self-reported data. The first problem is that self-reported data are not sufficient to accurately assess the true outcome-based performance of a program. Secondly, the evaluators of the model program admit, *"This trial has important limitations. The communities were selected because they were interested in testing environmental prevention strategies...It should be noted that the community trial itself could introduce a social desirability bias [scientific term to describe the tendency of respondents to reply in a manner that will be viewed favorably by others], which could bias the self-reported data from the general population surveys. Thus, there is the potential for bias if the interventions influenced the self-report of drinking.(p.2347)"*

Health Department Comments:

"This would not bias the archival data used, however". (Effects of Community – Based Interventions on High Risk Drinking and Alcohol Related Injuries. JAMA 2000 p.2347)

Planning Department Response:

Archival data is defined as pre-existing data which are collected by another agency as part of a separate study/initiative. This quote pertains to the self-reported, archival data that were used by the evaluators. The primary problem is not whether the self-reported data are archival or not; the problem is that self-reported data were represented as an outcome-based measure.

- B. The other outcome measure used by the evaluators was the rate of alcohol-related crashes. However, the evaluators admit that, *"Another limitation in use of traffic crash data is*

Attachment A

that alcohol-related crashes are a small percentage of actual drinking and driving events in the community. This increases the difficulty in evaluating the full effect of the interventions. (p.2347)”

Health Department Comments:

Continued from page 2347...”This large prevention trial shows that communities need not remain passive recipients of trauma caused by heavy drinking. Where as education and public awareness campaigns alone are unlikely to reduce alcohol related injury and death in communities, when they are combined with the environmental strategies tested in this trial, mutually reinforcing preventive interventions can succeed. We believe the key is to use several mutually reinforcing strategies: media attention to alcohol problems, changes in alcohol serving practices in local bars and restaurants, reduction in retail sale of alcohol to young people, increased enforcement of drinking and driving laws, and reductions in the concentration of alcohol retail outlets. This trial was a multi level approach in which special attention was given to the mutual reinforcement of these linked components”. (Effects of Community – Based Interventions on High Risk Drinking and Alcohol Related Injuries: *JAMA*, 2000 p.2347)

Planning Department Response:

Because the evaluators utilized self-reported data as a primary outcome measure of program performance, they could only speculate as to the program’s supposed effectiveness. For instance, the evaluators state that, “*We believe the key is to use several mutually reinforcing strategies*” and “*...preventive interventions can succeed.*” The phrases, ‘we believe’ and ‘can succeed’ are not sufficient conclusions for a true evidence-based model. Furthermore, the final conclusion in the evaluation report does not state that the program *is* effective, it merely states, “*A coordinated, comprehensive community-based intervention can reduce alcohol consumption and alcohol-related injuries.*”

- C. The evaluators of the model program also admit that “*Evaluations of community programs take place within complex community systems. Residents of communities are influenced by a variety of intrinsic and extrinsic forces [e.g. demographic characteristics, local retail alcohol market, laws regarding sales of alcohol, distribution and use of alcohol] that affect their drinking behaviors...Thus, any evaluation of preventive interventions to reduce alcohol-related trauma in community settings is difficult and subject to many local influences.(p. 2345)”*

Health Department Comments:

Continued from page 2345...”The preponderance of results from the current study strongly support the observation that environmental prevention programs can work to reduce alcohol related injury and accidents in community settings”. (Effects of Community- Based Interventions on High Risk Drinking and Alcohol Related Injuries. *JAMA*,2000. p.2345)

Planning Department Response:

First, the evaluators contradict themselves by admitting that the study contains important limitations but then conclude by stating that ‘the preponderance of evidence’ reveal that prevention programs can work. Secondly, because the evaluators utilized self-reported data as a primary outcome measure of program performance, they could again only speculate as to the program’s supposed effectiveness. This is evidenced by the fact that the evaluators are limited to using statements such as “strongly support” and “can work.” The Planning and Performance Improvement Department does not disagree that the model may be a promising prevention tool; however, these statements are not sufficient conclusions for a true evidence-based model.

Health Department Comments:

“The theoretical basis for these community trials is environmental, i.e. Focuses on changes in the social and structural contexts of alcohol use that can alter individual behavior; it does not target specific groups. There is solid empirical evidence that environmental

Attachment A

strategies can reduce alcohol involved trauma”. (A Community Prevention Trial to Reduce Alcohol involved Accidental Injury and Death: Overview, *Addiction* 2001. p. S161)

Planning Department Response:

It is important to clarify that this quote was in reference to a 1994 study conducted by Griffin Edwards (Alcohol and the Public Good) in which a compendium of observations were assembled involving alcohol prevention strategies that exist around the globe. In its intended context, the quote does not state that solid empirical evidence exists regarding the actual effectiveness of the Community Trials Model [i.e. CHOOSE model].

- D. Furthermore, the evaluators state, “*Although the results of this study indicate that a combination of enforcement, RBS [Responsible Beverage Service], media advocacy and other community activities can lead to reductions in underage sales of alcohol, the impact of these interventions on perceived availability of alcohol and underage drinking behaviors has not yet been determined.* (p. S259)”

Health Department Comments:

Continued from page S259... “In summary, This study provides evidence that a combination of increased enforcement, RBS training and media coverage can lead to significant reductions in underage sales of alcohol at off sale outlets... Overall, then, the findings indicate that these interventions are promising prevention tools for communities that seek to reduce underage drinking and related trauma”. (Preventing Sales of Alcohol to Minors: Results From a community Trial. *Addiction* 1997. p.S259) *CHOOSE program’s objective is to decrease youth access to alcohol.

Summary of Effectiveness: “Overall, The Community Trials Project [i.e. CHOOSE model] has demonstrated that an environmentally directed approach to prevention, using policies as the form of intervention, can reduce alcohol problems at the local level”. (Summing up: Lessons From A Comprehensive Community Prevention Trial, *Addiction*, 1997. p. S301)

Planning Department Response:

The evaluators again contradict themselves by admitting that the study contains important limitations but then conclude by stating that ‘the study provides evidence’ and ‘these are promising prevention tools.’ Secondly, because the evaluators utilized self-reported data as a primary outcome measure of program performance, they could again only speculate as to the program’s supposed effectiveness. This is evidenced by the fact that the evaluators are limited to using statements such as, “are promising prevention tools” and “can reduce alcohol problems.” The Planning and Performance Improvement Department does not disagree that the model may be a promising prevention tool; however, these statements are not sufficient conclusions for a true evidence-based model.

IV. County’s understanding of CHOOSE was that it was the replacement program for Attitudes Matter

- A. Attitudes Matter was designed to eliminate underage drinking, but was eliminated in 2004 because it was too costly and was not effective
- B. CHOOSE was implemented in October 2004; however, contrary to the County’s understanding, underage youth are not one of the program’s target populations. Additionally, only a segment of the program was designed reduce access to alcohol by underage youth. This aspect of the program was facilitated through an Underage Youth Task Force.

Health Department Comments:

The Underage Youth Task Force of the CHOOSE program addresses reducing access of alcohol to youth.

The CHOOSE program has been presented numerous times to the county. See Attachment E for PowerPoint presentations given to the county regarding the CHOOSE program.

Attachment A

Planning Department Response:

The report has been updated (see above).

V. Lack of strategic planning prior to implementation of the Program

- A. Although an initial plan was developed by Health Department staff, a comprehensive Strategic Plan was not developed prior to the implementation of the program to clearly define target population(s), goals and objectives, program/action components, and to identify the output and outcome-based measures that will be utilized to evaluate program performance. The lack of a comprehensive strategic plan was also recognized by ReFocus LLC, a consultant that was hired by the Health Department to evaluate CHOOSE. A report prepared by ReFocus states, *“The CHOOSE Coalition is guided by a comprehensive plan that outlines the goals and objectives under each of the community trails components,”* Refocus concludes, however, that *“The CHOOSE Coalition did not complete a comprehensive, strategic planning process to develop this plan, which limits the plan’s strategic relevance, strategic agreement, and coalition buy-in. In addition, the plan is missing some key elements that would reinforce its success. No comprehensive plan for completing an evaluation was developed, nor does the CHOOSE Plan identify/structure indicators and methods by which the program’s successes can be measured.”*

Health Department Comments:

The lack of a Strategic Plan discussed above references a potential plan developed by the **entire coalition** (which did not occur as noted). However, an initial strategic plan was developed by the department to implement CHOOSE. ReFocus states; *“The CHOOSE Coalition is guided by a comprehensive plan that outlines the goals and objectives... This plan was developed during the planning phase of the program.”* Refocus also notes; *“The CHOOSE Coalition has been very successful implementing strategies that address its goals. Among those strategies are the TIPS Training, Compliance Checks, the Mobile Eyes program, and the BATMobile.”*

Planning Department Response:

The report has been updated (see above).

- B. The initial evaluation measures were primarily administrative, output-based measures that are not sufficient for assessing outcome-based performance. A sample of the output-based measures are as follows: number of Drunk Driver Task Force meetings, number of Responsible Beverage Service Task Force meetings, number of Youth Access Task Force Meetings, percent of coalition responsibilities implemented, percent increase in calls to law enforcement regarding alcohol-related parties involving minors, and number of alcohol-related arrests. **The outcome measure of the program is a reduction in alcohol-related traffic accidents.**

Health Department Comments:

Yearly objectives consist of process objectives that move the program toward the overall program goals and objectives. These goals and objectives are fixed outcomes that are to be achieved in a designated time period. The process objectives are developed yearly for the CHOOSE staff to “assist” the coalition and task forces in working toward the overall program outcomes. It is expected that a program will have a higher number of “output” type measures as noted above compared to “outcome” measures.

Planning Department Response:

Although a reduction in alcohol-related traffic accidents is the outcome-based measure of CHOOSE, it is not included in a list of performance measures that were submitted to Fiscal Services as part of the County’s outcome-based budgeting process (a reduction in

Attachment A

alcohol-related traffic accidents was listed as program goal). This list identified six program 'outcomes'; however, none of them were a true outcome-measure.

Health Department Comments:

Furthermore, this report fails to mention the program outcomes for the coalition including an increase in alcohol related traffic arrests, a decrease in minors noting parties as their primary source of alcohol, and most importantly a reduction in alcohol related traffic crashes. See Attachment F for the original CHOOSE proposal.

Planning Department Response:

First, a decrease in minors noting parties as their primary source of alcohol is not an outcome – this is self-reported data. Secondly, an increase in alcohol related traffic *arrests* is not a true outcome-based measure. This measure is considered by the Planning and Performance Improvement Department to be an 'Outcome Indicator' since it can provide an indication of the program's effectiveness at achieving its true outcome (i.e. reduction in alcohol-related traffic accidents). Lastly, a description of the program's outcome measure has been added to Item B above.

- C. It took nearly 1 to 1.5 years ~~2-years~~ to implement many of the program's intended services. According to a 'CHOOSE Accomplishments' list that was provided to the Planning and Performance Improvement Department during the strategic planning process, the first year of the program (2004) was for Pre-Assessment and Planning. The implementation of the Mobile Eyes initiative, distribution of press releases, and coordination of BAT Mobile events did not occur until 2006/2007; ~~2-years after the start of the program.~~

Health Department Comments:

In 2005-2006 TIPS training was provided to over 350 individuals from 25 establishments. 2005-2006 also saw increased law enforcement activities including road patrol, compliance checks and BAT Mobile use. In 2005-2006 CHOOSE released over 20 press releases corresponding to holidays and other high risk community events (i.e., Coast Guard Festival), information and marketing materials were presented to area bars and restaurants, and two Liquor Control Commissioner training events were provided to area liquor establishments.

Planning Department Response:

Other than data pertaining to Johnny Ads, the Planning and Performance Improvement Department had not received any data from the Health Department to indicate that the program's intended services were implemented earlier than 2-years after program implementation. The report has been updated based on the comments provided by the Health Department.

- D. The program's action components have been changing. In 2008, four years after the implementation of the program, ~~one of the programs target populations shifted from parents to~~ males ages 21-25 ~~became a target population of the program~~ in order to educate them about the risks and consequences of providing alcohol to a minor. Program administrators also added an additional objective that involves policy development for responsible beverage service.

Health Department Comments:

Some of the program's action components have been adjusted in response to community data collected during the implementation of CHOOSE. These adjustments have been made to increase the potential effectiveness of the program.

Policy and environmental change is the focus of the CHOOSE program. Strategies to reinforce RBS policy implementation was refined in 2007/2008 with implementation occurring in 2008/2009 upon receiving funding from the SPF/SIG grant.

Attachment A

Planning Department Response:

Due to changes in action components, it may be more difficult to accurately measure the outcome-based effectiveness of CHOOSE.

- E. There was also not a consistent delivery of program services. For example, program services have been implemented in different geographic locations of Ottawa County, in surrounding Counties (i.e. Muskegon and Kent), at different times of the year, and at varying frequencies and intensity (See Exhibit 2). ReFocus LLC also stated that the *“Measurement of CHOOSE Coalition’s activities and achievements has not been systematic nor targeted...Data have been collected throughout the period that the CHOOSE plan has been implemented, however, those data have not been collected in a standardized way, nor in a pattern consistent enough that allows for the measurement of progress.”* ReFocus LLC also stated that *“The specific role of coalition members was not made clear...This limited the coalition’s usefulness to the overall project.”*

The positive administrative aspects of the program which were noted by ReFocus include: 1) an “exemplary job” in guiding the development and implementation of the CHOOSE coalition; 2) Successful representation from a broad based stakeholder group with continual attendance; 3) Successful engagement in initiatives that helped form and measure public attitudes and policy regarding alcohol use; and 3) a strong collaborative system that support effective use of the above programs

Health Department Comments:

Upon evaluation from Refocus, LLC, several strengths of the CHOOSE program were also noted:

- “Exemplary job” in guiding the development and implementation of the CHOOSE coalition.
- Successful representation from a broad based stakeholder group with continual attendance.
- Successful engagement in initiatives that helped form and measure public attitudes and policy regarding alcohol use. (compliance checks, TIPS training, BATMobile and media campaigns)
- A strong collaborative system that support effective use of the above programs

Exhibit 2 in the CHOOSE evaluation shows media efforts implemented throughout the year. Peaks in media efforts were coordinated with an increase in law enforcement patrols, and were based on data regarding increase in alcohol related crashes during specific holidays and seasonal trends. (Data: Lakeshore Prevention Collaborative, OC Needs Assessment Executive Summary: “Alcohol Related Crashes Occurring on Holidays”)

Planning Department Response:

The report has been updated (see above).

VI. Data regarding the achievement of Program goals is inconclusive. ~~Program is not achieving goals~~

- A. It was expected that a decrease would occur in the number of licensed liquor establishments that receive citations for selling alcohol to a minor since over 600 employees attended CHOOSE training activities. However, based on initial data provided by the Health Department there was a 57.1% increase (7% to 11%) in total citations given to Ottawa County establishments between 2005 and 2008 (See Exhibit 3). Recent Health Department data indicates that the number citations given to establishments that received CHOOSE trainings decreased from 7.5% in 2007 to 1.4% in 2009. There was also a 30% increase (1.15 arrests per capita to 1.50 arrests per capita) in the total number of persons arrested in Ottawa County for providing alcohol to a minor between 2004 and 2007 (See Exhibit 4). It is important to recognize, however, that it is difficult to determine whether the changes in citation/arrest rates are the direct result of CHOOSE, or other environmental factors (e.g. economic conditions).

Attachment A

Health Department Comments:

In 2005 there were no TIPS trainings (Training for Intervention Procedures) completed, therefore there is no comparison population. However, in 2007 the compliance check failure rate was 11.7% for the non-TIPS trained “population” of alcohol serving establishments. In 2007 the rate of failure for a TIPS trained establishment was 7.5% (a 36% reduction). Furthermore, 2009 data indicates a 15.6% failure rate for the non-trained establishment population, while TIPS trained locations had a failure rate of only 1.4% (an 80.8% reduction from 2007). See Attachment A.

Planning Department Response:

The report has been updated (see above).

Health Department Comments:

The CHOOSE program began the “Sam Minor” program in 2008 to combat the provision of alcohol to minors via parties and legal age “buyers”. Previous CHOOSE activities had not targeted this issue directly. However, early data suggests a positive result for “Sam Minor”. In 2008 (August through December campaign) the “Sam Minor” program was implemented on the campus of Grand Valley State University (Allendale) to reduce underage possession of alcohol. 2008 results indicate a 30% decrease in minor-in-possession arrests over the same period in 2007. See Attachment A.

Planning Department Response:

Although Health Department staff attempted to clarify this measure, it is still not clear as to why they expect an increase in alcohol-related traffic arrests (as discussed in Item V(B)) but expect a decrease in minor-in-possession arrests since coordination with local law enforcement and media campaigns are conducted with both target populations.

- B. According to a ~~2007 Youth Assessment survey~~ 2008 Community Assessment for Ottawa County that was published by the United Way, the number of youth who reported that they “have driven drunk recently” increased from 8.5% in 2005 to 12.7% in 2007 (a 49.4% increase). **Refer to Exhibit 5.** The number of youth that participate in binge drinking also increased from 16.7% in 2005 to 19.5% in 2007 (a 16.8% increase). Additionally, the number of underage youth reporting that it is easy to obtain alcohol increased 60.2% in 2005 to 62.2% in 2007 (a 3.3% increase). It is important to recognize, however, that these data are not an indication of program performance since other environmental factors (e.g. economy, demographics) may be impacting the results.

Health Department Comments:

The CHOOSE program addresses the issue of youth *access*. Other programs in the county addresses alcohol related youth *behaviors* such as binge drinking. As not to duplicate efforts, the CHOOSE program concentrates on policy and environmental strategies, not on changing individual behaviors.

Planning Department Response:

It was the County’s understanding that CHOOSE was the replacement program to Attitudes Matter, which was designed to eliminate underage drinking (e.g. behavior). Additionally, the distinction between *access* and *behaviors* is not clear. It would be expected that individual behaviors are impacted by CHOOSE since the objective of the program is to reduce a youth’s ability to obtain alcohol, thereby changing their behavior.

Health Department Comments:

While the 49.4% figure is mathematically accurate, it fails to communicate the context. In the 2005 YAS, youth reporting to have driven after drinking alcohol was 8.5%, in 2007, 12.7%.

Attachment A

Planning Department Response:

The report has been updated (see above).

Health Department Comments:

In addition, the author of the Youth Assessment Survey (YAS) states that, “the survey results should be reasonably representative...however, school districts that completed the YAS did so voluntarily and were not randomly sampled. Therefore, confidence intervals associated with each estimate could not be calculated”. The data from the YAS should be used cautiously without available confidence intervals. With *estimated* confidence intervals between 2-5%, suggesting a significant trend between the two sets of data points presented in Exhibit 5 is unsound.

Planning Department Response:

It is important to note that the Planning and Performance Improvement Department never stated that “a significant trend” exists. In fact, the Department agrees that it is not statistically sound to suggest a trend between only two sets of data points. To that point, the report has been updated (see above). However, it is important to recognize that these survey data have been promoted in the community by the Health Department, United Way, and other agencies to illustrate general trends. If, according to the Health Department, the data are unsound, why are these surveys being conducted? Additionally, why has the Health Department used these data in the past to promote their initiatives?

Health Department Comments:

Furthermore, the author of this CHOOSE evaluation states in Section III.A. “The first problem is that self-reported data are not sufficient to accurately assess (assess) the true outcome-based performance”.

Planning Department Response:

The Planning and Performance Improvement Department never indicated that the survey results were outcome measures.

- C. There was a 17.6% decrease in the number of alcohol-related traffic accidents in Ottawa County since CHOOSE was implemented in 2004. However, the rate had been declining before the program was implemented (See **Exhibit 6**). Additionally, the number of alcohol-related traffic accidents statewide had decreased 16% ~~19.1%~~ since 2004. Therefore, it is difficult to determine whether the reduction in Ottawa County is the direct result of CHOOSE, or the result of statewide efforts to reduce alcohol-related traffic accidents, or other environmental factors, such as a decrease in auto-dependency or economic conditions.

Health Department Comments:

The primary goal of the CHOOSE coalition is the reduction of alcohol related traffic accidents. Ottawa County has seen a reduction (17.6%) in alcohol related traffic accidents greater than the surrounding counties of Barry, Kent, Muskegon, and the State of Michigan since CHOOSE was implemented in 2004 (14.5%, 13.3%, 2.7%, and 16.0%, respectively). Of the surrounding counties, only Allegan County has seen a larger decrease (23.5%) (See Attachment B). However, Allegan County also includes part, and is adjacent to the CHOOSE target area of the City of Holland.

Planning Department Response:

Health Department staff accurately observed that only Allegan County had a larger decrease (23.5%) in alcohol related traffic accidents. However, it is still difficult to determine whether the reduction in Ottawa County is direct result of CHOOSE, or the result of statewide efforts or other environmental factors, such as a decrease in auto-dependency or economic conditions. This difficulty is substantiated by the fact that

Attachment A

alcohol-related traffic accidents have been declining since 2000 (i.e. 4 years prior to the implementation of CHOOSE).

Health Department Comments:

The stated figure of 19.1% for the State of Michigan noted above does not appear to correspond to the data presented in Exhibit 6 and exaggerates the impact of statewide efforts.

Planning Department Response:

The correct figure (16%) has been added to the draft report.

- D. Between 2003 and 2005 there was an 11% increase in **total** arrests for drinking and driving in Ottawa County. This increase was expected during the program's first few years as a result of increased coordination with local law enforcement agencies. It was expected that a decrease in arrest rates would occur as the program continued its coordination efforts. Accordingly, between 2005 and 2007 there was a 3.5% decrease in **total** arrests (**See Exhibit 7**). However, the number of drunk-driving arrests statewide had decreased 7.4% 8% during that same time period. Therefore, it is difficult to determine whether the reduction in Ottawa County is the direct result of CHOOSE, or the result of statewide efforts or other environmental factors, such as a decrease in auto-dependency or economic conditions.

Health Department Comments:

Contrary to the CHOOSE evaluation, the goal of CHOOSE remains the increase of drinking and driving arrests in Ottawa County through 2010 via its partnership with local law enforcement. The arrests both remove drunk drivers from the road and also re-enforces the social perception that drunk drivers will be caught and punished. Unfortunately, Ottawa County has seen a slight decrease (3.5%) in total drinking and driving arrests between 2005 and 2007. As shown in Attachment C, however, Ottawa County has been able to maintain a higher total arrest rate for drinking and driving than the adjacent counties of Allegan, Kent and Muskegon, and the State of Michigan (28.9% decrease, 14.5% decrease, 3.8% decrease and 7.4% decrease, respectively).

Planning Department Response:

First, the program's goal to increase drinking and driving arrests through 2010 was not discussed with the Planning and Performance Improvement Department during the strategic planning sessions. Secondly, despite the total arrest rates trend in Ottawa County, it is still difficult to determine whether the rates are the direct result of CHOOSE, or the result of statewide efforts or other environmental factors, such as a decrease in auto-dependency or economic conditions. This difficulty is substantiated by the fact that arrest rates have been declining since 2000 (i.e. 4 years prior to the implementation of CHOOSE).

Health Department Comments:

Based on data provided by Planning and Program Improvement, Ottawa County residents charged with drinking and driving has increased 5.1% between 2004 and 2007 (Attachment D). While this data seems contradictory, it is logical that increased law enforcement activity spread over a complete year would increase local resident arrests disproportionately to non-residents due to the seasonal population fluctuations of nonresidents in Ottawa County. In addition, Ottawa County residents are the primary targets of the CHOOSE program.

Planning Department Response:

It is important to note that these data were provided to Health Department staff by the Planning and Performance Improvement Department during the strategic planning process. These data were not included in this report since they were deemed immaterial. Nevertheless, it is important to clarify that these data do not represent County residents that were arrested in Ottawa County. These data were obtained from a statewide criminal

Attachment A

database. Therefore, the assumption that the increase in arrest rates is the result of CHOOSE coordination activities with local law enforcement cannot be substantiated since these County residents could have been arrested anywhere in Michigan.

Additional Health Department Comments:

Recommendations

The CHOOSE program was built to extend to 2014. The current program initiatives are still in their infancy stage. Therefore, continuation of the program efforts with the following changes is recommended:

- CHOOSE coalition will engage in a strategic planning process that will allow coalition members to move forward with addressing the CHOOSE components. (Plan to include how data will be collected, evaluation structure , specific indicators and timetable)
- CHOOSE coalition will develop a standardized data collection system which will allow coalition members to track performance data and report quarterly to full coalition and individual task forces.
- CHOOSE coalition will target interventions to specific areas based on community data.
- CHOOSE coalition will collect more specific information regarding variables surrounding compliance checks. (ie. gender of clerk, type of beverage being purchased, time of day, whether individual was TIPS trained) *Already being implemented.

Planning Department Response:

Identified below are the conclusions contained within this report that were agreed upon by the Health Department and the Planning and Performance Improvement Department:

- The CHOOSE Program scope is broad and resources are limited
- Although some coordination occurs, Program services parallel existing efforts
- Program is not based on an evidenced-based model
- A comprehensive strategic plan to accurately evaluate Program performance was not developed prior to program implementation
- Data regarding the achievement of program goals is inconclusive

Health Department staff indicated that CHOOSE is still in its infancy phase (i.e. 4 years after program implementation) and that the program was designed to extend to 2014. As a result, an accurate, outcome-based evaluation would not be conducted until at least 2016.

Furthermore, due to the broad scope of CHOOSE, in its present form, it will be difficult to draw any solid conclusions regarding program performance and effectiveness.

Therefore, two viable options exist regarding the future of CHOOSE. The first option is the immediate discontinuation of the program. The second option is a complete restructuring of CHOOSE to narrow the program scope, isolate program services to a single quadrant of the County, and obtain benchmark data for the remaining quadrants in order to accurately measure the impact of CHOOSE program services. Additionally, because Health Department staff indicated that CHOOSE involves a 10-year implementation, an outcome-based evaluation of the restructured program would not be completed until at least 2021.

Exhibit 1
Number of Johnny Ads by Location and Date

		Holland	Grand Haven	Spring Lake	Wright Township	Muskegon County	Kent County	Total
2005	January	14	0	0	0	0	0	14
	February	14	0	0	0	0	0	14
	March	14	0	0	0	0	0	14
	April	14	0	0	0	0	0	14
	May	14	0	0	0	0	0	14
	June	14	0	0	0	0	0	14
	July	14	10	0	0	6	0	30
	August	14	10	0	0	6	0	30
	September	14	6	0	0	10	0	30
	October	14	6	0	0	10	0	30
	November	14	7	9	0	0	0	30
	December	0	8	2	0	6	0	16
2006	January	0	6	2	0	8	0	16
	February	16	0	0	0	0	0	16
	March	0	11	0	0	5	0	16
	April	31	18	0	0	7	0	56
	May	19	33	0	0	4	0	56
	June	26	24	6	0	0	0	56
	July	14	15	2	0	9	0	40
	August	12	19	2	6	11	0	50
	September	14	2	6	0	0	0	22
	October	0	0	0	0	0	0	0
	November	19	24	7	0	0	0	50
	December	0	0	0	0	0	0	0
2007	January	0	0	0	0	0	0	0
	February	0	0	0	0	0	0	0
	March	0	0	0	0	0	0	0
	April	0	0	0	0	0	0	0
	May	18	2	0	0	0	0	20
	June	4	35	2	0	9	0	50
	July	20	20	4	6	0	0	50 ¹
	August	5	38	7	0	0	0	50 ¹
	September	5	19	6	0	2	0	32
	October	0	0	0	0	0	0	0
	November	11	14	5	0	0	0	30
	December	6	12	6	0	1	5	30
Total		360	339	66	12	94	5	876

¹ For July and August 2008, there were two conflicting report pages regarding the number of Johnny ads at each location.

Exhibit 2 Alcohol Involved Traffic Crashes in Ottawa County (2000-2007)

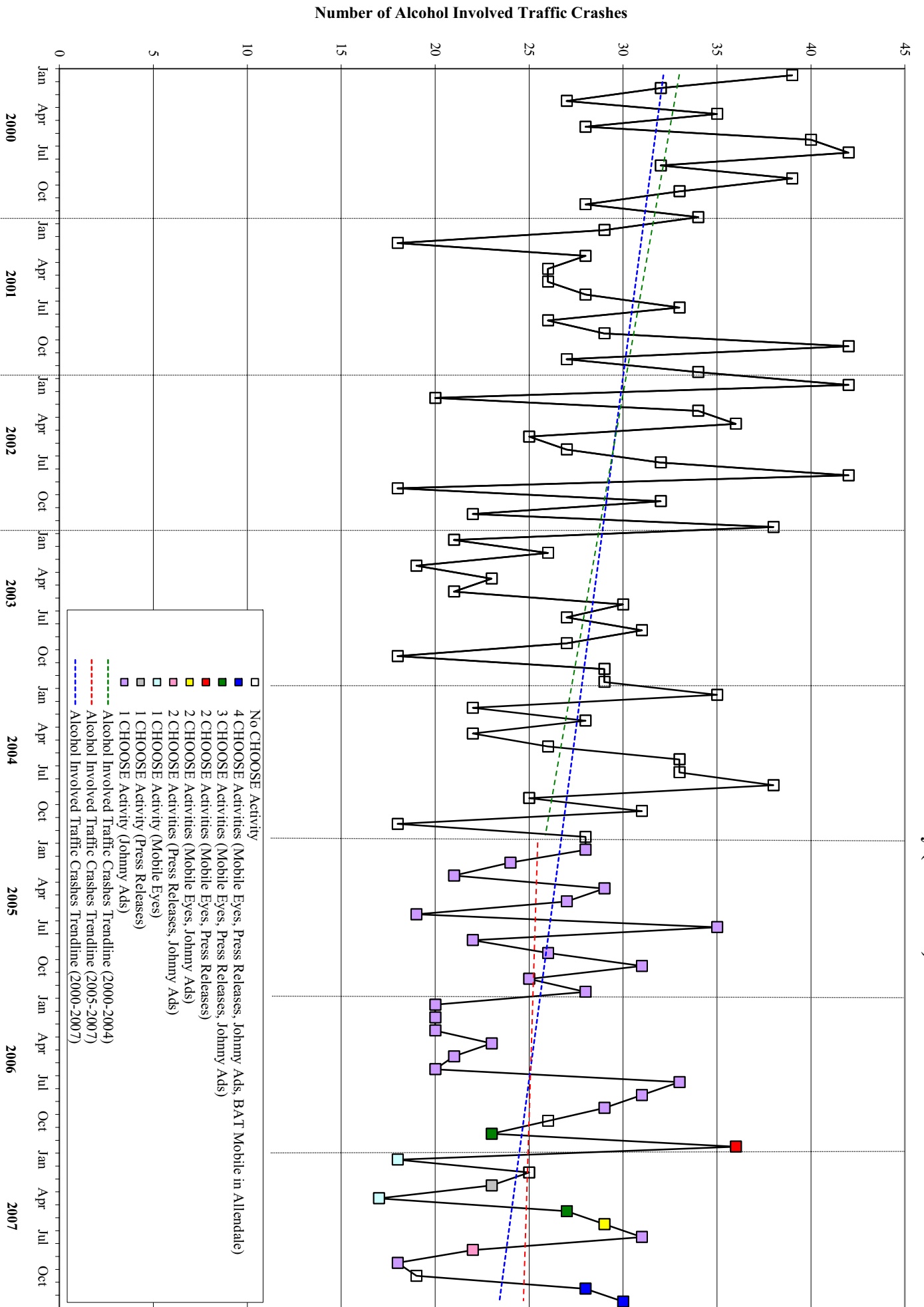


Exhibit 3
CHOOSE Efforts to Ensure Responsible Sales of Alcohol

CHOOSE Trainings – Licensed Liquor Establishment Employees					
	FY2005	FY2006	FY2007	FY2008	Total
Number of Employees Trained (to Not Serve Alcohol to Minors)	0	0	200+	400+	600+

Source: Ottawa County Health Department

CHOOSE Compliance Checks¹ – All Licensed Liquor Establishments			
	FY2005	FY2008	Percent Change (2005-2008)
Percent of Establishments that Sold Alcohol to a Minor	7.0%	11.0%	57.1% Increase

Source: Ottawa County Health Department

1. Countywide compliance checks only conducted in 2005 and 2008.

Exhibit 4
Arrests for Providing Alcohol to a Minor (2000-2007)

Year	Number of Arrests¹	Population (Ottawa County)	Per Capita Arrests
2000	19	245,516	0.77
2001	43	250,752	1.71
2002	33	253,630	1.30
2003	30	256,628	1.17
2004	30	259,838	1.15
2005	31	261,886	1.18
2006	39	264,479	1.47
2007	40	266,481	1.50²

Source: Ottawa County Sheriff's Office, U.S. Census Bureau

- 1 Arrest data for males age 21 to 25 (i.e. CHOOSE Program target population) were not available. Thus, these arrest data represent the total number of people arrested by the Sheriff's Office for providing alcohol to a minor.
- 2 There was a 30% increase in arrest rates since the CHOOSE program was implemented in 2004.

Exhibit 5

Ottawa County Youth Alcohol Consumption			
Percent of Ottawa County Youth who reported:	2005	2007	Percent Change
It is easy to obtain alcohol	60.2%	62.2%	3.3% Increase
Drinking Alcohol	48.2%	48.4%	0.4% Increase
Binge Drinking Alcohol	16.7%	19.5%	16.8% Increase
Driving Drunk	8.5%	12.7%	49.4% Increase

Source: Youth Assessment Survey

Exhibit 6
Per Capita Alcohol-Related Traffic Accidents (2000-2007)

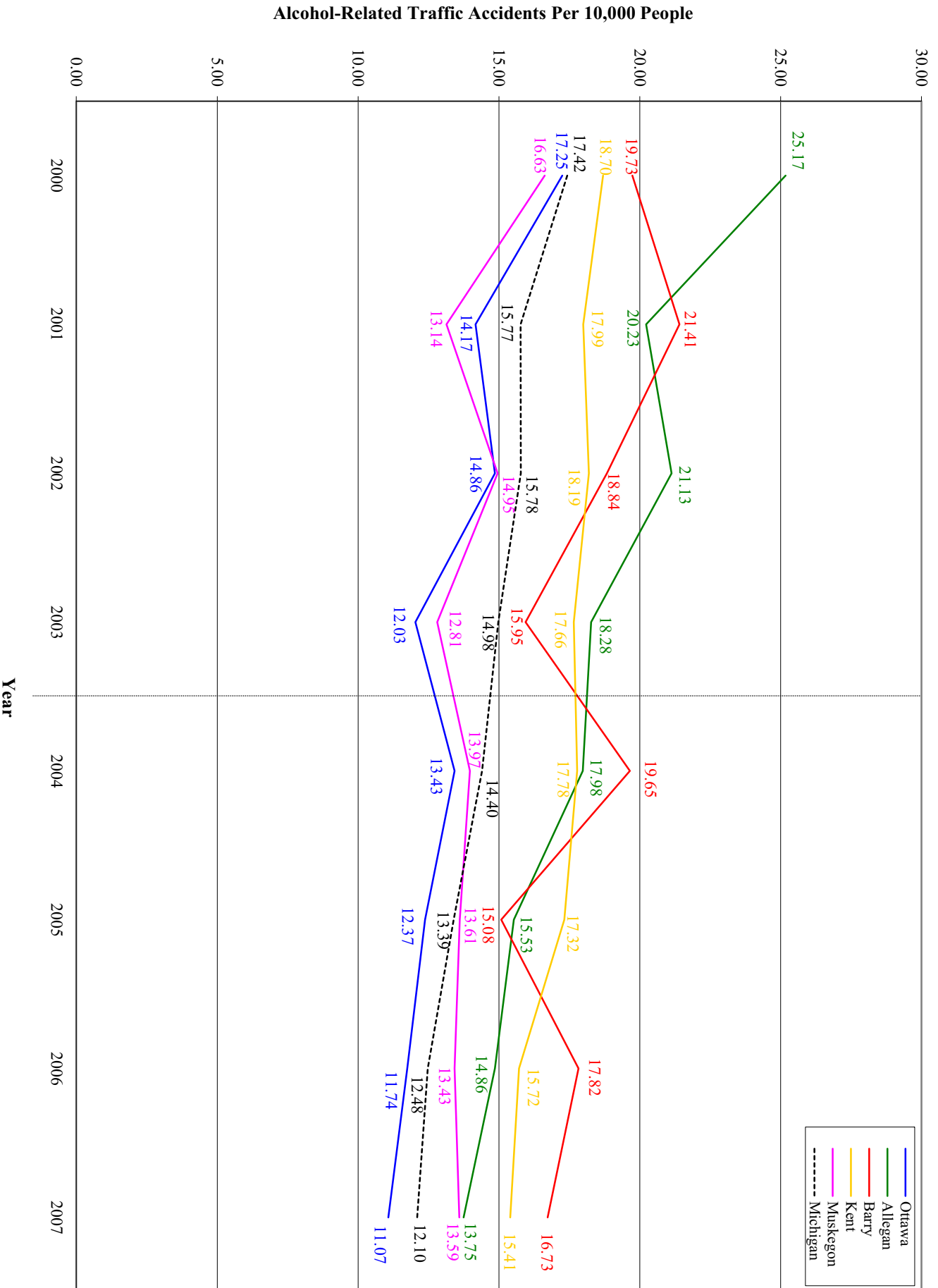
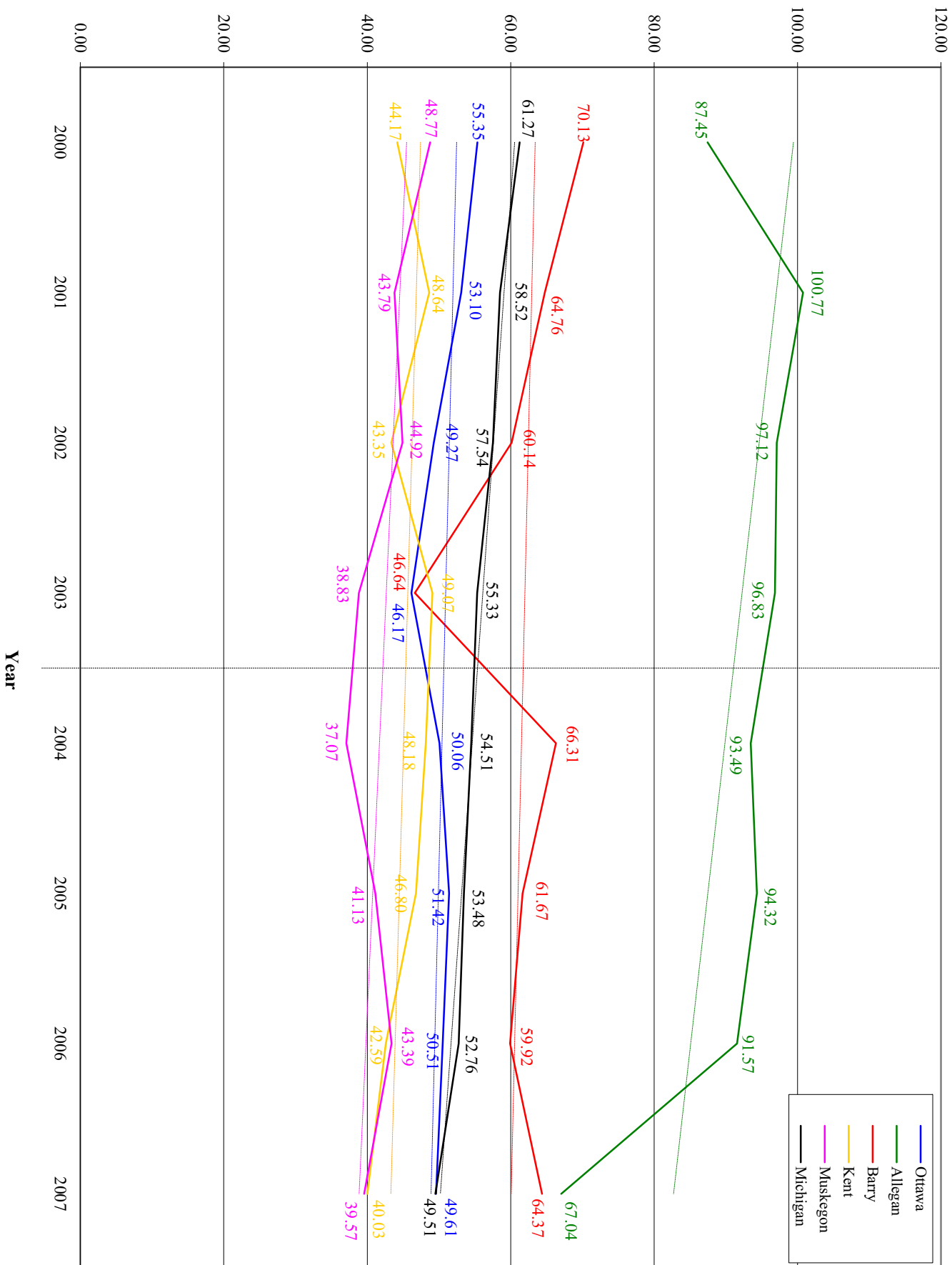


Exhibit 7
Per Capita Drinking and Driving Arrests (2000-2007)



Drinking and Driving Arrests Per 10,000 People

Attachment B STRATEGIC OUTLINE Communities Helping Ottawa Obtain a Safe Environment (CHOOSE)

Vision: To demonstrate that the safety of roads can be improved by reducing alcohol-related traffic crashes in the County's southwest quadrant (i.e. Holland City & Twp, Zealand City, and Park, Port Sheldon and Olive Townships).

TARGET POPULATION	Drinking and Driving Task Force	Responsible Beverage Service Task Force	Underage Youth Task Force		
<ul style="list-style-type: none"> All licensed drivers who reside in or enter into quadrant 	<ul style="list-style-type: none"> All licensed liquor establishments in quadrant 	<ul style="list-style-type: none"> Males (21 to 25) who live in or enter into quadrant Haveans for alcohol consumption in quadrant (e.g. hotels, limo services) 			
<p>Goal 1: Reduce incidences of drinking and driving</p> <p>Objective 1: Educate licensed drivers about the risks and consequences of drinking and driving</p> <p>Objective 2: Promote reporting of drunk driving</p> <p>Objective 3: Coordinate heightened enforcement activities to reduce drunk driving</p>	<p>Goal 1: Ensure responsible sales of alcohol</p> <p>Objective 1: Provide TTPs training to establishments that have not attended a private and/or state training program</p> <p>Objective 2: Ensure that licensed liquor establishments have policies in place to address responsible alcohol sales</p> <p>Objective 3: Ensure that communities have a responsible alcohol sales policy for temporary licenses (e.g. beer tents)</p> <p>Objective 4: Coordinate informational seminars with ABCC</p> <p>Objective 5: Coordinate annual compliance checks</p>	<p>Goal 1: Decrease access to alcohol by underage youth</p> <p>Objective 1: Educate males (ages 21-25) about the risks and consequences of providing alcohol to underage youth</p> <p>Objective 2: Promote reporting of underage drinking</p> <p>Objective 3: Coordinate heightened enforcement activities to reduce incidences of underage drinking</p>			
<p>PRIMARY GOALS & OBJECTIVES</p>	<ul style="list-style-type: none"> Johnny Ads to address drinking and driving CHOOSE media campaigns to address drinking and driving (i.e. newspaper, radio, television) Mobile Eyes 	<ul style="list-style-type: none"> Training seminars (i.e. Training for Intervention Procedures - TTPs) Project ARM: Policies for Responsible Beverage Service Seminars with State Alcohol Beverage Control Commissioner (ABCC) Compliance Checks (annual) in targeted/non-targeted quadrants 	<ul style="list-style-type: none"> Johnny Ads to address underage drinking CHOOSE media campaigns to address underage drinking (i.e. newspaper, radio, television) Direct mailings (i.e. during prom and high school graduation) 		
<p>ACTIONS/ PROGRAM/ COMPONENTS</p>	<p>ANNUAL MEASURES FOR QUADRANT</p> <p>Objective 1: # of Johnny Ads to address drinking and driving (date, location)</p> <p>Objective 1: # of CHOOSE media campaigns (type, date, and location)</p> <p>Objective 1: % of adults with increased awareness of consequences of drunk driving</p> <p>Objective 2: # of Mobile Eyes Calls (date and location of call)</p> <p>Objective 3: # of drivers in quadrant (per capita) arrested for drinking and driving</p>	<p>ANNUAL MEASURES FOR QUADRANT</p> <p>Objective 1: % of establishments implementing new policies that did not attend a private and/or state program</p> <p>Objective 2: % of establishments implementing new policies as a result of Project ARM</p> <p>Objective 3: % of communities that have adopted a temporary alcohol sales policy (e.g. beer tents)</p> <p>Objective 4: % of all licensed liquor establishments represented at each informational seminar</p> <p>Objective 5: % of compliant establishments (by quadrant)</p>	<p>ANNUAL MEASURES FOR QUADRANT</p> <p>Objective 1: # of Johnny Ads to address underage drinking (date, location)</p> <p>Objective 1: # of CHOOSE media campaigns (type, date, and location)</p> <p>Objective 1: % of youth who admit to drinking and % of youth who indicate it is easy to obtain alcohol</p> <p>Objective 2: % of all "havens" (e.g. hotels, limos) that received a direct mailing</p> <p>Objective 3: # of adults arrested in quadrant (per capita) for furnishing alcohol to a minor</p>		
<p>SELF-REPORTED AND OUTPUT MEASURES</p>	<p>Objective 3: # of quadrant residents (per capita) charged for drinking and driving anywhere in MI</p>	<p>Objective 5: % compliance among targeted quadrant establishments for: private/state training vs. county TTPs vs. no training; and ARM vs. no ARM</p>	<p>Objective 3: # of youth arrested in quadrant (per capita) for minor in possession (MIP)</p> <p>Objective 3: # of quadrant resident males (21 to 25) charged with furnishing alcohol to a minor anywhere in MI</p>		
<p>OUTCOME INDICATORS</p>	ANNUAL MEASURES FOR QUADRANT				
<p>OUTCOME MEASURES</p>	<ul style="list-style-type: none"> Number of alcohol-related traffic crashes in southwest quadrant Number of alcohol-related traffic crashes that are committed by south west quadrant residents anywhere in the State Cost-effectiveness (total cost to administer program (per capita) and law enforcement/medical personnel savings due to decreased alcohol-related crashes) 				
<p>EVALUATION TIMELINE</p>	<p>Program Administration Fully Implemented</p> <p>November 1, 2009</p>	<p>Complete Administrative Evaluation Report</p> <p>May 2010 (6 months after fully operational)</p>	<p>Program Impact is Measurable</p> <p>November 2011 (2 years after fully operational)</p>	<p>Begin Drafting Evaluation Report</p> <p>November 2013 (2 years after impact is measurable)</p>	<p>Complete Evaluation Report</p> <p>June 2014</p>

Attachment C

PERFORMANCE MEASURE OUTLINE (BENCHMARK, BASELINE, AND TARGET MEASURES)

Communities Helping Ottawa Obtain a Safe Environment (CHOOSE)

Drinking and Driving Task Force		Responsible Beverage Service Task Force		Underage Youth Task Force			
ANNUAL MEASURES FOR QUADRANT	ANNUAL BASELINE/ BENCHMARK	TARGET FOR QUADRANT	ANNUAL MEASURES FOR QUADRANT	ANNUAL BASELINE/ BENCHMARK	TARGET FOR QUADRANT		
Objective 1: # of Johnny Ads to address drinking and driving (date, location)	• n/a	• 75 (annual)	Objective 1: % of establishments attending TTPs training that did not attend a private and/or state program	• 2008: 28% in SW quadrant with TTPs (based on total SW quadrant establishments)	Objective 1: # of Johnny Ads to address underage drinking (date, location)	• n/a	
Objective 1: # of CHOOSE media campaigns (type, date, and location)	• n/a	• 2 (annual)	Objective 2: % of establishments implementing new policies as a result of Project ARM	• 2008: 15% in SW quadrant (100% of participants implemented new policies)	Objective 1: # of CHOOSE media campaigns (type, date, and location)	• n/a	
Objective 1: % of adults with increased awareness of consequences of drinking and driving	• 2009: 25.3% countywide (not available by quadrant)	• ≥ 5% increase for quadrant residents versus benchmark quadrant residents	Objective 3: % of communities that have adopted a temporary alcohol sales policy (e.g. beer tents)	• 2008: 40% (Holland and Zeeland Cities; Olive Township excluded because they are dry)	Objective 1: % of youth who admit to drinking and % of youth who indicate it is easy to obtain alcohol (countywide)	• 2007: 48% drink alcohol; 62% easy to obtain alcohol (countywide)	
Objective 2: # of Mobile Eyes Calls (date and location of call)	• 2007: <i>Holland PD</i> 37 calls (SW quad.); 68% resulted in arrest	• ≥ 5% increase in calls from quadrant	Objective 4: % of all licensed liquor establishments represented at each informational seminar	• 2008: 25% in SW quadrant	Objective 1: % of all "havens" (e.g. hotels, limos) that received a direct mailing	• 2008: 123 havens (SW quad) 250 havens (onlywide)	
Objective 3: # of drivers (per capita) arrested for drinking and driving	• 2007: <i>Sheriff data</i> 21.88 (SW quad.) 22.12 (NW quad) 25.99 (SE quad.) 54.71 (NE quad.)	• 30% or greater reduction versus benchmark quadrants	Objective 5: % of compliant establishments (by quadrant)	• 2007: 92% in SW quadrant; 89% countywide	Objective 3: # of adults arrested (per capita) for furnishing alcohol to a minor	• 2007: <i>Sheriff data</i> 1.50 arrests (per capita) countywide	
Objective 3: # of quadrant residents (per capita) charged for drinking and driving anywhere in MI	• 2007: <i>JDW Data</i> 21.57 (SW residents) 17.62 (NW residents) 6.43 (SE residents) 7.14 (NE residents)	• 30% or greater reduction versus benchmark quadrants	Objective 5: % compliance among targeted quadrant establishments for: private/state training vs. county TTPs vs. no training; and ARM vs. no ARM	• n/a	Objective 3: # of youth arrested (per capita) for minor in possession (MIP)	• 2007: <i>JDW data</i> 23.66 (SW quad.) 17.06 (NW quad.) 18.27 (SE quad.) 52.86 (NE quad.)	
ANNUAL MEASURES FOR QUADRANT		BENCHMARK FOR QUADRANT		BASELINE FOR QUADRANT		TARGET FOR QUADRANT	
<ul style="list-style-type: none"> Number of alcohol-related traffic crashes in southwest quadrant 		<ul style="list-style-type: none"> 2007: 12.19 per capita (NW quad); 7.99 (SE quad.); 15.33 (NE quad) <i>State Police Data</i> 		<ul style="list-style-type: none"> 2007: 10.75 crashes (per capita) in southwest quadrant (i.e. Holland Quadrant) 		<ul style="list-style-type: none"> 30% or greater reduction versus benchmark quadrants 	
<ul style="list-style-type: none"> Number of alcohol-related traffic crashes that are committed by southwest quadrant residents anywhere in the State 		<ul style="list-style-type: none"> 2007: 12.01 per capita (NW quad.); 13.62 (SE quad.); 13.93 (NE quad) <i>State Police Data</i> 		<ul style="list-style-type: none"> 2007: 15.08 crashes (per capita) for residents of southwest quadrant 		<ul style="list-style-type: none"> 30% or greater reduction versus benchmark quadrants 	
<ul style="list-style-type: none"> Cost-effectiveness (total cost to administer program (per capita) and law enforcement/medical personnel savings due to decreased alcohol-related crashes) 		<ul style="list-style-type: none"> 2008: \$125,736 (total cost countywide) 				<ul style="list-style-type: none"> 	
OUTCOME INDICATORS		OUTCOME INDICATORS		OUTCOME INDICATORS		OUTCOME INDICATORS	
OUTCOME MEASURES		OUTCOME MEASURES		OUTCOME MEASURES		OUTCOME MEASURES	

Attachment D

CHOOSE Coalition and Task Force Members

CHOOSE Coalition

Coalition Member	Representing
Becky Young	Ottawa County Public Health Department
Eric Klingensmith	GVSU Alcohol Campus Education Services (ACES) Program
Don Kalisz	Relevant Marketing
Kori White Bissot	Lakeshore Coordinating Council
Leigh Moerdyke	Pathways MI
Suzette Staal	Pathways MI
Ron Frantz	Prosecutor's Office
Lt. Lee Hoeksema	Ottawa County Sheriff's Office
Sgt. Val Weiss	Ottawa County Sheriff's Office
Sgt. John Darrow	Holland Police Department
Chief Bill Olney	Zeeland Police Department
Sgt. Glenn Bo	Grand Haven Department of Public Safety
Chief Rodger DeYoung	Spring Lake/Ferrysburg Police Department
Bob Byers	Kings Cove
Scott Screptock	Northside Liquor
Dale Seadorf	Coopersville VFW

Source: Public Health Department

Drinking and Driving Task Force

Task Force Member	Representing
Kristie Potts	Holland Hospital ER
Jason Hamblen	Office of Highway Safety and Planning
Bill Coon	Michigan State Police Grand Haven Post
Lt. Steve Kempker	Ottawa County Sheriff's Office
Sgt. Steve Austin	Ottawa County Sheriff's Office
Sgt. John Darrow	Holland Police Department
Rachel McDuffee	Zeeland Police Department
Sgt. Glenn Bo	Grand Haven Department of Public Safety
Chief Rodger DeYoung	Spring Lake/Ferrysburg Police Department
Cpt. Brandon DeHaan	GVSU Department of Public Safety
Josh Botsis	Southside Party Store

Source: Public Health Department

Attachment D

CHOOSE Coalition and Task Force Members

Responsible Beverage Service Task Force

Task Force Member	Representing
Jim Storey	Storey Line Connections
Lt. Mark Bennett	Ottawa County Sheriff's Office
Sgt. John Darrow	Holland Police Department
Dan Andrakowicz	Mervenne Beverage
Jim Permasang	Mervenne Beverage
Melissa Brolick	Old Boys Brewhouse
Scott Screptock	Northside Liquor Center
Bob Byars	Kings Cove
Gudalupe Torres	La Providencia
Dale Seadorf	Coopersville VFW
Josh Botsis	Southside Party Store

Source: Public Health Department

Underage Youth Task Force

Task Force Member	Representing
Ken Dail	Michigan Coalition to Reduce Underage Drinking (MCRUD) Coordinator
Kori White Bissot	Lakeshore Coordinating Council
Leigh Moerdyke	Pathways MI
Sgt. Valerie Weiss	Ottawa County Sheriff's Office
Sgt. John Darrow	Holland Police Department
Sharon Zajac	Ottawa Area Intermediate School District
Melissa Brolick	Old Boys Brewhouse
Josh Botsis	Southside Party Store

Source: Public Health Department

Attachment E

TRAINING PROGRAMS

Training Programs that are Available to Locally Licensed Liquor Establishments				
	TIPS	TAM	C.A.R.E.	ServSafe Alcohol
Administered by:	Health Communications, Inc.	Michigan Licensed Beverage Association	American Hotel & Lodging Educational Institute	Michigan Restaurant Association
West Michigan Training Locations:	Ottawa County (CHOOSE) & Grand Rapids	Muskegon & Grand Rapids	No independent trainers in Michigan	Grand Rapids
Cost:	\$20 (CHOOSE), \$30 (Grand Rapids)	\$30 (members) \$65 (non-members)	n/a	\$35 (members) \$65 (non-members)

Source: Michigan Liquor Control Commission, various company websites



Ottawa County Planning and Performance Improvement Department
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West Olive, Michigan 49460
(o) 616.738.4852 (f) 616.738.4625

www.miottawa.org/CoGov/Depts/Planning/

Action Request



Committee: Planning and Policy Committee

Meeting Date: 08/11/2011

Requesting Department: Parks and Recreation

Submitted By: Al Vanderberg

Agenda Item: Bid Tabulation – Macatawa Green Space Restoration

SUGGESTED MOTION:

To receive and forward to the Finance and Administration Committee bids for the Macatawa Green Space Restoration Project and accept the low bid from _____ in the amount of \$_____ with funding from the Parks and Recreation budget in the amount of \$100,000 and a grant from the U.S. Environmental Protection Agency in the amount of \$646,800.

SUMMARY OF REQUEST:

The Ottawa County Parks and Recreation Commission is in the process of soliciting bids for the Macatawa Green Space Restoration Project to restore wetlands and other habitat at the site of the former Holland Country Club. The bids are due on August 9 and a contractor recommendation will be ready for the Planning and Policy Committee meeting on August 11.

The bulk of funding is provided through the EPA via a Great Lakes Restoration Initiative Grant in the amount of \$646,800. Ottawa County Parks is providing \$100,000 toward the project and project partners are assisting with non-cash match.

FINANCIAL INFORMATION:

Total Cost: _____ General Fund Cost: \$0.00 Included in Budget: Yes No

If not included in budget, recommended funding source: EPA Grant and Parks and Recreation Budget

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated Non-Mandated New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 3: To Contribute to a Healthy Physical, Economic, & Community Environment.

Objective: 4: Continue initiatives to positively impact the community.

ADMINISTRATION RECOMMENDATION: Recommended Not Recommended Without Recommendation

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, c=US, o=County of Ottawa, ou=Administrator's Office, email=avanderberg@mottawa.org
Reason: I am approving this document
Date: 2011.08.09 10:26:23 -0400

Committee/Governing/Advisory Board Approval Date: _____



MEMORANDUM

Date: August 1, 2011
To: Ottawa County Board of Commissioners
From: John Scholtz, Parks and Recreation Director
RE: Bid Tabulation – Macatawa Green Space Restoration

The Ottawa County Parks and Recreation Commission is in the process of soliciting bids for the Macatawa Green Space Restoration Project to restore wetlands and other habitat at the site of the former Holland Country Club. The bids are due on August 9 and a contractor recommendation will be ready for the Planning and Policy Committee meeting on August 11.

The bulk of funding is provided through the EPA via a Great Lakes Restoration Initiative Grant in the amount of \$646,800. Ottawa County Parks is providing a \$100,000 toward the project and project partners are assisting with non-cash match.

Proposed motion:

To receive bids for the Macatawa Green Space Restoration Project and accept the low bid from _____ in the amount of \$_____ with funding from the Parks and Recreation budget and a grant from the U.S. Environmental Protection Agency.

This request relates to a non-mandated activity and supports Goal 3 of the Board of Commissioner's Strategic Plan: To contribute to a healthy physical, economic, and community environment.

Action Request



Committee: Human Resources Committee

Meeting Date: 8/11/2011

Requesting Department: Parks and Recreation

Submitted By: Greg Rappleye

Agenda Item: Bid Tabulation – Olive Shores Park Improvements

SUGGESTED MOTION:

To receive and forward to the Finance and Administration Committee bids for the Olive Shores Park Improvement Project and accept the low bid from Visser Brothers, Inc. in the amount of \$580,857.24 with funding split evenly from the Parks and Recreation budget and a grant from the Michigan Natural Resources Trust Fund.

SUMMARY OF REQUEST:

The Ottawa County Parks and Recreation Commission has solicited bids for a construction project to implement the master plan for Olive Shores to develop the new county park on Lake Michigan. A total of seven bids were received with the low bid from Visser Brothers, Inc. at \$580,857.24, an amount which is significantly below the engineer's estimate.

FINANCIAL INFORMATION:

Total Cost: \$580,857.24 General Fund Cost: \$0.00 Included in Budget: Yes No

If not included in budget, recommended funding source: Parks and Recreation Budget & Michigan Natural Resources Trust Fund

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated Non-Mandated New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 3: To Contribute to a Healthy Physical, Economic, & Community Environment.

Objective: 4: Continue initiatives to positively impact the community.

ADMINISTRATION RECOMMENDATION: Recommended Not Recommended Without Recommendation

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, o=UB, ou=County of Ottawa, ou=Administrator's Office, email=avanderberg@ottawacounty.org
Reason: I am approving this document
Date: 2011.08.03 10:25:23 -0400

Committee/Governing/Advisory Board Approval Date:



MEMORANDUM

Date: August 1, 2011
To: Ottawa County Board of Commissioners
From: John Scholtz, Parks and Recreation Director
RE: Bid Tabulation – Olive Shores Park Improvements

The Ottawa County Parks and Recreation Commission has solicited bids for a construction project to implement the master plan for Olive Shores to develop the new county park on Lake Michigan. A total of seven bids were received with the low bid from Visser Brothers, Inc. at \$580,857.24, an amount which is significantly below the engineer's estimate.

Proposed motion:

To receive bids for the Olive Shores Park Improvement Project and accept the low bid from Visser Brothers, Inc. in the amount of \$580,857.24 with funding split evenly from the Parks and Recreation budget and a grant from the Michigan Natural Resources Trust Fund.

This request relates to a non-mandated activity and supports Goal 3 of the Board of Commissioner's Strategic Plan: To contribute to a healthy physical, economic, and community environment.



Ottawa County Parks & Recreation Commission

12220 Fillmore
West Olive, Michigan 49460

Bid Tabulation
Olive Shores Park Improvements
Tuesday, August 2, 2011
10:00 a.m.

COMPANY (BIDDER)	BID BOND	BASE BID
Visser Brothers, Inc.	X	\$580,857.24
Apex Construction	X	\$598,600.00
Wolverine Building	X	\$651,652.72
Tridonn Construction	X	\$659,274.46
Ron Meyer & Associates	X	\$680,211.05
Kamminga & Roodvoets, Inc.	X	\$808,628.60
Wagenmakers Construction	X	\$846,661.60

Action Request



Committee: Planning and Policy Committee

Meeting Date: 8/11/2011

Requesting Department: Parks and Recreation

Submitted By: Al Vanderberg

Agenda Item: Bid Tabulation - Pine Bend Parking Improvements

SUGGESTED MOTION:

To receive and forward to the Finance and Administration Committee bids for the Pine Bend Parking Improvement Project and accept the low bid from Denny's Excavating in the amount of \$51,000 with funding from the Parks and Recreation budget.

SUMMARY OF REQUEST:

The Ottawa County Parks and Recreation Commission has solicited bids for improvements to the Pine Bend Parking lot including asphalt paving and improved drainage. A total of five bids were received with the low bid from Denny's Excavating at an amount which is within the project budget of \$56,000.

FINANCIAL INFORMATION:

Total Cost: \$51,000.00 | General Fund Cost: \$0.00 | Included in Budget: Yes | No

If not included in budget, recommended funding source: Parks and Recreation Budget

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated | Non-Mandated | New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 3: To Contribute to a Healthy Physical, Economic, & Community Environment.

Objective: 4: Continue initiatives to positively impact the community.

ADMINISTRATION RECOMMENDATION: Recommended | Not Recommended | Without Recommendation

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, c=US, ou=County of Ottawa, ou=Administrator's Office, email=avanderberg@ottawacounty.org
Reason: I am approving this document
Date: 2011.08.25 10:30:19 -0400

Committee/Governing/Advisory Board Approval Date:



MEMORANDUM

Date: August 1, 2011
To: Ottawa County Board of Commissioners
From: John Scholtz, Parks and Recreation Director
RE: Bid Tabulation - Pine Bend Parking Improvements

The Ottawa County Parks and Recreation Commission has solicited bids for improvements to the Pine Bend Parking lot including asphalt paving and improved drainage. A total of five bids were received with the low bid from Denny's Excavating at an amount which is within the project budget of \$56,000.

Proposed motion:

To receive bids for the Pine Bend Parking Improvement Project and accept the low bid from Denny's Excavating in the amount of \$51,000 with funding from the Parks and Recreation budget.

This request relates to a non-mandated activity and supports Goal 3 of the Board of Commissioner's Strategic Plan: To contribute to a healthy physical, economic, and community environment.



Ottawa County Parks &
Recreation Commission

Bid Tabulation
Pine Bend Parking Improvements
Wednesday July 20, 2011
10:00 a.m.

	COMPANY (BIDDER)	BID BOND	BASE BID
1	Denny's Excavating	x	\$51,000.00
2	Sitework Solutions	x	\$60,683.00
3	Accurate Excavators	x	\$64,750.00
4	Jaran Construction	x	\$64,975.00
5	Kentwood Excavating	x	\$75,259.50

Action Request



Committee: Planning and Policy Committee

Meeting Date: 8/11/2011

Requesting Department: Parks and Recreation

Submitted By: Al Vanderberg

Agenda Item: Resolution Supporting The Pumphouse Museum Proposal

SUGGESTED MOTION:

To approve and forward to the Finance and Administration Committee the resolution supporting the proposal by the Historic Ottawa Beach Society to create a museum at the pumphouse building located within the Historic Ottawa Beach Parks at a cost of \$1.3 million, with \$315,000 to come from the Parks and Recreation budget and the remainder to be raised by the Historic Ottawa Beach Society.

SUMMARY OF REQUEST:

The Court approved Stipulation Agreement, which defines the relationship between Ottawa County and the West Michigan Park Association with respect to the Historic Ottawa Beach Parks (Park 12), states "Ottawa County shall restore and maintain the Pumphouse, generally developing it into a community room and museum. Ottawa County shall then lease the museum portion of the building to the Ottawa Beach Historic Commission (or another local non-profit museum oriented group) on terms mutually acceptable to the parties for \$1 per year." Approval of the proposed resolution will be a step forward in complying with the Stipulation and completing our master plan for this site.

Ottawa County Parks completed an engineering and architectural study of the building, sharing the costs with the recently formed Historical Ottawa Beach Society (HOBS). The study revealed the viability of the pumphouse structure for renovation as a museum facility and produced plans (one image of many attached) showing how the restored structure would fit in the park setting.

The study also produced a cost estimate for the renovations. Total cost of pumphouse renovations including landscaping and patios, but minus the waterfront walkway (separate project), is estimated at \$1.3 million. As described in the attachment to the resolution, Ottawa County Parks proposes to contribute \$315,000, minus architectural fees already expended, to the project. In addition to the addition of the museum as an amenity in the park, the Parks Commission will benefit from the addition of public restrooms in the park, the addition of landscaped outdoor spaces for the public, and basic building improvements and maintenance, some of which will be needed with or without a museum. All other funds will be raised by the non-profit group (HOBS). Ottawa County will continue to own the building after the improvements are completed and will not expend any funds until fund-raising efforts have been successful.

FINANCIAL INFORMATION:

Total Cost: \$1,300,000.00 General Fund Cost: \$0.00 Included in Budget: Yes No

If not included in budget, recommended funding source: \$315,000 from the Parks and Recreation Budget

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated Non-Mandated New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 3: To Contribute to a Healthy Physical, Economic, & Community Environment.

Objective: 4: Continue initiatives to positively impact the community.

ADMINISTRATION RECOMMENDATION: Recommended Not Recommended Without Recommendation

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, o=County of Ottawa, ou=Administrator's Office, email=avanderberg@mottawa.org
Reason: I am approving this document
Date: 2011.08.03 11:21:04 -0400

Committee/Governing/Advisory Board Approval Date:



MEMORANDUM

Date: August 1, 2011
To: Ottawa County Board of Commissioners
From: John Scholtz, Parks and Recreation Director
RE: Resolution Supporting Pumphouse Museum Proposal

The Court approved Stipulation Agreement, which defines the relationship between Ottawa County and the West Michigan Park Association with respect to the Historic Ottawa Beach Parks (Park 12), states “Ottawa County shall restore and maintain the Pumphouse, generally developing it into a community room and museum. Ottawa County shall then lease the museum portion of the building to the Ottawa Beach Historic Commission (or another local non-profit museum oriented group) on terms mutually acceptable to the parties for \$1 per year.” Approval of the proposed resolution will be a step forward in complying with the Stipulation and completing our master plan for this site.

Ottawa County Parks completed an engineering and architectural study of the building, sharing the costs with the recently formed Historical Ottawa Beach Society (HOBS). The study revealed the viability of the pumphouse structure for renovation as a museum facility and produced plans (one image of many attached) showing how the restored structure would fit in the park setting.

The study also produced a cost estimate for the renovations. Total cost of pumphouse renovations including landscaping and patios, but minus the waterfront walkway (separate project), is estimated at \$1.3 million. As described in the attachment to the resolution, Ottawa County Parks proposes to contribute \$315,000, minus architectural fees already expended, to the project. In addition to the addition of the museum as an amenity in the park, the Parks Commission will benefit from the addition of public restrooms in the park, the addition of landscaped outdoor spaces for the public, and basic building improvements and maintenance, some of which will be needed with or without a museum. All other funds will be raised by the non-profit group (HOBS). Ottawa County will continue to own the building after the

Memo

improvements are completed and will not expend any funds until fund-raising efforts have been successful.

Proposed motion:

To approve and authorize the Board Chair and Clerk to sign the resolution supporting the proposal by the Historic Ottawa Beach Society to create a museum at the pumphouse building located within the Historic Ottawa Beach Parks.

This request relates to a non-mandated activity and supports Goal 3 of the Board of Commissioner's Strategic Plan: To contribute to a healthy physical, economic, and community environment.

6/15/2007



COUNTY OF OTTAWA

STATE OF MICHIGAN

RESOLUTION

At a regular meeting of the Board of Commissioners of the County of Ottawa, Michigan, held at the Fillmore Street Complex in the Township of Olive, Michigan on the ____ day of _____, 2011 at _____ o'clock p.m. local time.

PRESENT: Commissioners: _____

ABSENT: Commissioners: _____

It was moved by Commissioner _____ and supported by Commissioner _____ that the following Resolution be adopted:

WHEREAS, the Ottawa County Parks & Recreation Commission and the Ottawa County Parks & Recreation Department have worked cooperatively with the leadership of the Historical Ottawa Beach Society (HOBS), a qualified 501(c) organization, to study the structural integrity and suitability of use of the pumphouse building, located within the Historic Ottawa Beach Parks, as a museum; and,

WHEREAS, the Ottawa County Parks & Recreation Department, to foster and encourage the fund-raising efforts of the HOBS, has prepared the "Pumphouse Museum Proposal" attached as Exhibit "A" as an indication of the commitment of the Department to proceed and cooperate with HOBS, on the terms set forth in Exhibit "A," should HOBS

successfully conduct a fund-raising campaign to establish and operate a public museum in the pumphouse building located within the Historic Ottawa Beach Park; and,

WHEREAS, the Ottawa County Parks & Recreation Commission has approved of the proposal attached as Exhibit “A” and recommends its approval and adoption by the Ottawa County Board of Commissioners;

NOW THEREFORE BE IT RESOLVED, That the Ottawa County Board of Commissioners approves of the “Pumphouse Museum Proposal” set forth in Exhibit “A” to provide for the creation and operation by the Historic Ottawa Beach Association (HOBS), a qualified 501(c) organization, of a museum in the pumphouse building located within the Historic Ottawa Beach Parks; and,

BE IT FURTHER RESOLVED, That by way of this Resolution, the Ottawa County Board of Commissioners recommends the proposal attached as Exhibit “A” and expresses its commitment to the proposals set forth in Exhibit “A,” its support for the proposed museum project, and its support for the fund-raising efforts of HOBS; and,

BE IT FURTHER RESOLVED, that all resolutions and parts of resolutions insofar as they conflict with this Resolution are hereby repealed.

YEAS: Commissioners: _____

NAYS: Commissioners: _____

ABSTENTIONS: Commissioners: _____

RESOLUTION ADOPTED:

Chairperson, Ottawa County
Board of Commissioners

Ottawa County Clerk

EXHIBIT “A”

Pumphouse Museum Proposal

The Ottawa County Parks and Recreation Commission, upon the approval of the Ottawa County Board of Commissioners, offers to partner with the Historic Ottawa Beach Society (HOBS), a qualified 501(c) non-profit organization, to establish and operate a public museum in the historic pumphouse building located on park property within the Historic Ottawa Beach Parks. The purpose of this document is to outline terms of a proposal to enable the non-profit group to proceed with more detailed planning and fund-raising prior to entering into a formal lease agreement for the historic pumphouse building.

Ottawa County Parks and HOBS shared the cost of an architectural study of the pumphouse building which resulted in the development of plans and cost estimates for building renovation and improvements needed to operate a museum at the facility. Those plans will guide future building renovation. A formal lease agreement will follow this proposal, provided HOBS is successful in raising funds needed for building renovation and restoration and the development of museum facilities, as identified in the architectural study.

Ottawa County proposes the following terms and statements describing the nature of the relationship between the County and HOBS and the anticipated future lease agreement:

- Following successful fund-raising efforts demonstrating the ability of HOBS to raise the funds necessary for building renovation and development of museum facilities, Ottawa County will enter into a lease agreement for the historic pumphouse building with HOBS with a lease rate of \$1 per year for 25 years, with the ability of the parties to renew unless the terms of lease are not fulfilled.
- Ottawa County will continue to own the historic pumphouse building, and all improvements made to the building will become the property of Ottawa County.
- The lease terms will identify operating standards in terms of hours, general safety and cleanliness and situations which would be cause for revoking the lease. The terms will be reasonable and consistent with other Ottawa County leases.
- The museum must be operated in a way which provides benefit to the general public, but will not exclude limited use for private functions such as weddings, receptions and similar functions.
- The historic pumphouse building and property may not be subleased by HOBS without written approval from Ottawa County.
- Ottawa County will be responsible for general liability insurance related to the waterfront walkway and public restrooms; liability for museum operations and special events will be provided through insurance paid for by HOBS with coverage meeting the current Ottawa County standards for vendors. Events involving alcohol will require liquor liability insurance and other controls consistent with Ottawa County Parks practices for events with alcohol in the park system.
- HOBS will pay utility costs with the exception of water and sewer which will be paid by Ottawa County. Ottawa County will also pay electric costs related to operation of the restrooms.

- With regards to maintenance and upkeep of the historic pumphouse building, during the lease term, Ottawa County will be responsible for the roof and foundation, replacement of the mechanical systems and all maintenance related to the restrooms. HOBS will be responsible for other building maintenance including upkeep to windows and doors, routine mechanical system maintenance and repair, general cleaning, painting, and repairs related to normal building use.
- Ottawa County Parks will invest \$315,000 into the building renovation less funds already expended for architectural work with funds to be allocated for basic repair to the roof, mechanical systems, basic building shell and construction of the restrooms. Ottawa County's offer of funding will stand for two years following approval of a resolution by the Ottawa County Board of Commissioners setting forth this proposal, after which time the status of the project and Ottawa County's continued participation therein will be re-evaluated by Ottawa County.
- Ottawa County will construct and maintain the waterfront walkway which is outside the leased area. The leased area includes the plaza spaces which will generally be open to the public but may be restricted to access by the public during special events and functions. See "Attachment 1" which designates the boundary of the area to be leased. HOBS will maintain the outdoor spaces within the leased area.
- Structural changes to the building require prior approval of the Parks and Recreation Commission.
- The restrooms to be developed as part of the building renovation will be available for use by the public and will be cleaned and maintained by Ottawa County Parks.
- Within thirty (30) days of the approval this proposal by the Ottawa County Board of Commissioners, HOBS shall, by authorized representation of its Board of Directors, indicate its approval and acceptance of the Pumphouse Museum Proposal, (Exhibit "A"), as written.