



DAUPHIN COUNTY BOARD OF COMMISSIONERS

WORKSHOP MEETING

JANUARY 19, 2004

10:00 A.M.

MEMBERS PRESENT

Jeff Haste, Chairman
Dominic D. DiFrancesco, II, Vice Chairman
George P. Hartwick, III, Secretary

STAFF PRESENT

Chad Saylor, Chief Clerk; Julia Nace, Assistant Chief Clerk; Robert F. Dick, Treasurer; Gary Serhan, Deputy Controller; Randy Baratucci, Director of Purchasing; Edgar Cohen, Director of Facilities Maintenance; Dan Robinson, Director of Community and Economic Development; Rita Frealing-Shultz, Director of Domestic Relations; Robb Wentzel; Director of EMA; Mike Yohe, Director of Budget & Finance; Kay Sinner, Personnel; William Tully, Esq., Solicitor; C. Doran Vance, Esq., Solicitor's Office; Guy Beneventano, Esq., Solicitor's Office; Melanie McCaffrey, Solicitor's Office; Elke Moyer, Human Services Director's Office; Carolyn Thompson, Court Administrator; Kim Robison, Domestic Relations; Steve Chiavetta, Director of Registration and Elections; Mike Pries, Director of Safety & Security; Diane McNaughton, Press Secretary; Jena Wolgemuth, Commissioners' Office; Kacey Truax, Commissioners' Office; Lena Martinez, Commissioners' Office and Richie Martz, Commissioners' Office

GUESTS PRESENT

Samantha Rapp, Stan Rapp, Jayme Lynn Webb, Jeff Webb, Lee Groff, Kathleen Hay, Rose Mape, Joseph Massaro, Dr. Cherry, Corky Goldstein, Sebastian Triscari, Donald Hartman, Terry Novchich, Suzanne Mutic, Stephen Mutic and Jack Sherzer

MINUTES

CALL TO ORDER

Mr. Haste, Chairman of the Board, called the meeting to order at 10:00 a.m.

MOMENT OF SILENCE

Everyone observed a moment of silence

PLEDGE OF ALLEGIANCE

Everyone stood for the Pledge of Allegiance

APPROVAL OF MINUTES

Mr. Haste: We have three sets of meeting minutes that we will bring up at next week's Legislative Meeting.

PUBLIC PARTICIPATION

Mr. Haste: We are at the point in time in the meeting for public participation. Is there anyone in the audience that would like to address the Board on an item on the agenda? (There were none.)

DEPARTMENT DIRECTORS/GUESTS

Commissioners (Commissioner DiFrancesco)

Craig Webb Memorial Plaque Presentation to Mrs. Jayme Lynn Webb

Mr. DiFrancesco: I guess there are certain things and certain times that we face in life that we would prefer not to. There are certain people in the community that we call friends, family and public servants that we feel great pain at the loss. Recently one of those events occurred, when Craig Webb, a member of our community, a friend that I grew up with and somebody who has shown an incredible sense of commitment to the community, passed away at way too young of an age. Obviously, it is more meaningful when you know the person personally and I am pleased to have some folks in the audience now who knew him very, very well. These people shared relationships with him and came to appreciate what he meant to the community. I think, as you look at the gray clouds that move in when you feel this loss, you get some sort of relief when you see the number of people who show up to say goodbye and you start to realize how one life can be so meaningful in a community. I guess out of a sense of just personal knowledge, having known Craig for a long time, I thought it would be appropriate at this time to have the Board come up with a presentation. It is a presentation to the family, but a living memorial that will be placed at our EMA Center, in his name. This memorial will identify, each year, folks from within the emergency provider service industry who share Craig's level of commitment to the community. It is a tremendous honor today that this Board of Commissioners can join and celebrate in Craig's life, which is really

what we have to remember and hold onto. He set the bar high and we hope others saw that and will follow in his footsteps.

At this time, I would like to call the family and friends forward and join the Board as we present a plaque that will be hung at our Emergency Management Agency that will identify the firefighter of the year, the EMS provider of the year and the policeman of the year. Again, that will stay at the Center. As people come through, especially people that have a commitment to the emergency field, they will continue to see that and will continue to remember Craig and what he did for this community.

(Family and friends came forward. The audience applauded this recognition. The Board presented the Plaque to Mrs. Webb.)

It was a shock. This is just a little remembrance of what he did and I don't think you can find a better example in Dauphin County of someone who gave so much in so many different ways and had such a great attitude while he did it. Thank you all for being here today.

Commissioners (Commissioner Haste)

Presentation of a Diabetes Awareness Proclamation to Samantha Rapp

Mr. Haste: Could Samantha Rapp please come forward. Actually this is a real pleasure for the Board and for me, Samantha. I don't know if you know this and I don't know that I have really shared this with anybody, but having followed you in your activities has meant a lot to me. I am a soccer coach and in my coaching I have come across a number of players who have illnesses, one being diabetes and two had to play with a pump. In one individual's circumstances, they had difficulty with the school because of not knowing how to deal with the pump and what they do with it and the shots. I remember a story your father told me about some problems that you had with the school nurses and things like that. I was able to use that knowledge in a situation to help someone else. Long before you knew it you were actually able to help someone else that you don't even know in the process. A lot of that has to do with the courage and example you set for a lot of folks. This is a very proud day for a lot of us. Thank you.

We do have a Proclamation that I will read. This is for Samantha's efforts in passing legislation. You have probably set a record in your family now. I know your father is known for this, but he never has done anything like you have done at this early age.

Mr. Haste read the following Proclamation:

**Office of County Commissioner
Dauphin County, Pennsylvania**

Proclamation

We, the Dauphin County Board of Commissioners, take great pride and pleasure in congratulating Samantha Rapp of Hershey for her phenomenal success in lobbying the state General Assembly and Governor on behalf of those living with diabetes;

Whereas, this young student, daughter of Stan and Gretchen Rapp, has effectively and poignantly pled her case to state lawmakers in both the House and Senate, detailing the impact of diabetes on her life and the lives of those like her;

Whereas, Samantha's persuasive young voice and powerful first-hand experiences reflect her selfless commitment to community service and to protecting and improving the lives of others;

Whereas, her exemplary character and outstanding achievements rival those of seasoned lobbyists who have worked on the Hill for years;

Whereas, this Board of Commissioners is always delighted to recognize achievement and excellence in our young people, who are our best and brightest hope for the future;

Whereas, Samantha Rapp exemplifies the finest of American ideals and should inspire all Americans to make a positive difference in the democratic process;

Therefore, we join the 251,300 residents of Dauphin County in commending and congratulating Samantha Rapp as she witnesses the fruits of her labors as the new diabetes research law is implemented; we applaud her devotion to the democratic process and her willingness to get involved in an issue of such personal and global significance; we wish her continued success in all her endeavors; and in grateful recognition thereof, we do hereby declare January 19, 2005 to be "Samantha Rapp Day" in Dauphin County.

(The audience applauded Samantha on her efforts.)

Ms. Rapp: Thank you. I just really want to thank Tom Stephenson, because it was his idea to make this tax check-off bill. This would not have happened without him. I am really glad that it is now a law, because this could be the break through for a cure and so many diabetics can be saved from dying at an early age and long term problems. I am so glad this happened.

(The Commissioners thanked Samantha for making it happen.)

Mr. Haste: Both of those issues that we just dealt with sort of make one think. A little on something that Nick had said, it is amazing how at basically the end of someone's life how many people come in to show appreciation. Actually, in a way, it's unfortunate that we don't, as people in this society, do that before someone passes and we wait until the end and regret not doing something sooner. We move from that into someone as young and vibrant as Samantha who is seeing the ability to not take a defeatist attitude and to actually take a negative and make it a very positive situation, not only for her, but for others. That is a very good sign.

Rose Mape, Hershey Capital Region; Joseph Massaro, Chairman, Hershey Capital Region and David Black

Update of the Visitor's Bureau

Mr. Massaro: We thank the Board for your time. I am the hotel manager at the Hilton in Harrisburg and also the current Chairman of the Board for the Hershey Capital Region Visitors Bureau.

Ms. Mape: I am interim President of the Hershey Capital Regional Visitors Bureau.

Ms. Massaro: We are making the presentation this morning in light of the fact that Cumberland County has made an announcement that their intentions are to separate from the Hershey Capital Region Visitors Bureau and to form their own organization. That would leave our organization to three counties right now. We would be serving Dauphin, Franklin and Perry Counties.

The presentation today is focused on Dauphin County. Both Franklin and Perry have not given indication of what their intent is in the future. Our presentation is specific to Dauphin County. We review this as an opportunity and we thank you for working with us through this process to truly highlight and focus on all the inventory that Dauphin County possesses in tourism. The major attractions, hotels, restaurants, all that we have to offer. It is very valuable to our community and we see a great opportunity to go ahead and present that to the traveling public and encourage them to come and visit us and spend time and money here and enjoy all that we enjoy as citizens. Our mission is to offer tourism promotion services to our member counties, member businesses and attractions.

I would just like to highlight a few of the ways that we do that. I will keep my presentation short to allow for questions. There is quite a bit of back-up material in your packets that you can refer to. Services that we provide: advertising and promotion is done in a variety of ways. I have highlighted some. First, we have print advertising and tourism marketing publications, such as meetings, magazines, leisure magazines and the like. We also have production and distribution of the seasonal magazine. There is a copy of our latest issue of the magazine. It has been very well received and receives a very large distribution. We get plenty of phone calls from people requesting a copy. We can't keep them on the shelves. It is a very professional, attractive publication. Some of the best advertising promotion you can get is through public relations, as I am sure you are aware. There are examples of some most recent articles in your packet, one of which just came out in the small meetings magazine, which we didn't have a chance to put into your packet. We just received it and I'll hand that to you. It is a beautiful spread on our area as a small meetings market destination. We are really proud of that and should be able to get some good pieces of convention business from that article. Online marketing, first and foremost through our site, hersheycapitalregion.com and there is a home page attached in your material. Also while I was preparing I searched on MSN and asked for Hershey vacations and the first site to pop up under Hershey vacations was our site. That is a good thing. We joined

together with other county TPA's to put together a site called gopaoutdoors.com to highlight all the outdoor activities that our area has to offer for travelers.

Secondly, direct sales are a major component of the work that we do. This is a sales team who goes out and solicits conventions, meetings and motor coach business and sports groups. They represent us at trade shows for all industries that we solicit and there is a list of those trade shows that we plan on attending in your packet. We respond to incoming leads from groups and member facilities and also respond to group fulfillment needs. Very often if a convention or an organization has plans to come into the area they use the Visitors Bureau as a resource to find out everything they can about our region for things to do while they are in town.

Reservation and information services, we staff a toll free number which is 1-877-PA-PULSE. That service actually takes reservations for member hotels. We contract out with other organizations like the Carlisle Car Show to provide reservation services. We will also offer housing bureau services to conventions and the like. We provide individuals with information on the area brochures and so forth.

There are some regional partnerships that we have highlighted. We have gopaoutdoors.com. We have partnered with five other TPAs on an initiative for the sports market, which is "Ready, Set, Go Pennsylvania Sports". We were just awarded a grant by the State for that project and will be attending trade shows and have magazine sports tournament advertising and so forth. Another regional effort would be our partnership with Carlisle Productions. We also partner with members on co-op ads, partner at trade shows and things of that nature to maximize our investment and our presence at a specific event or in a specific publication.

Governance - the Board of Directors is comprised of tourism industry leaders in accordance with State guidelines. As we reduce the number of county boards we will be responsible to, we can become more specific on your desires for governance and get more feedback as we have less folks to be accountable to. Current Dauphin County board members are listed for your information. Since the number of counties represented has decreased, the Board is going to be asking for review of the by-laws as they pertain to Board make-up and appointment. The county commissioners of the represented counties will be consulted and again we just want to be careful that we are staying within the State guidelines so we can take advantage of the State grants and monies that are available to certified TPAs in the State.

Staffing – given the reduced geography to be promoted, staff will be reduced. We have already begun to do that by 4 to 5 employees from the 2004 levels. We say four to five, because we would like to have a discussion concerning some out-sourcing that we might be able to do or perhaps take advantage of some of the County's resources in some of the things that we need. Salaries will be frozen at the 2004 levels. I have listed the potential staff there, their position and what it is they will be responsible for. Again that is pending your goals and final funding ability. If I can just highlight the fact that there is very little money spent on administration. You can see the sales staff

represented there covering meetings, trade shows, conventions, motor coach sales and sports market sales. Also our account manager is a revenue producing position. That person is responsible to work with the membership on generated advertising dollars. Approximately \$300,000 was put in our last publication to help pay for our magazine. That is a revenue producing position.

ROI and accountability – Rose has helped in gathering together economic impact information. There are articles and sources attached. To highlight 2003 traveler spending totaled \$1,147 million. Up 2% over 2002. 3.8% of the total County economy comes from visitor spending and tourism employment accounts for 15.46% of all our employment in the County. Obviously we are asking for you to reinvest in that part of our economy so we can continue to grow. We have not kept records county-by-county as in the past. However, just to highlight one small section of our marketing plan, the sales staff booked 13,700 overnight rooms last year. When you use the multiplier of \$266 a day, which is what the International Association Convention Visitors Bureau uses that accounts for \$3,644,000 of economic impact from just those room nights alone. If you then take a look at what we already have in potentials for 2005 bookings to be made this year that equates to \$6.6 million in the economy which we believe is significant given again that it is just one small segment of our work. We would like to work with the Dauphin County Board of Commissioners to create measurement tools that are meaningful to help track your goals and those things you ask of us. We have attached a budget with two different options.

I just want to take a moment to talk about public/private cash contributions to the organization. Based on the 2005 proposed budgets, again both Option 1 and Option 2, the private sector would invest a little over \$500,000 into the organization. We are asking Dauphin County, in addition to the \$125,000 that we have budgeted for this year for an additional \$365,000 or \$250,000 based on which option you would choose. We have some money in there from Cumberland and Franklin counties contribution. We made an assumption for this presentation that Franklin would decide not to be a part of our organization so as to present a worst case. We have revenue in there from Franklin through the end of March and Cumberland through the end of January. Perry currently does not have a room tax and does not contribute any of the room tax dollars. They don't have any room tax dollars to contribute. Those contributions would equal anywhere from 8.9 to 11.5% of the total bed tax, total room tax that is collected within Dauphin County, which is in excess of \$4.2 million based on 2003 numbers.

Just to speak to the future of the organization, we view this as a step back in a growth year. We continue to see great opportunity to promote our area and would like to consider throughout this year ways that we can join together with other TPAs in other ways, similar to the sports initiative that I spoke about and then apply for what is called a Regional Marketing Grant at the State. Have the TPA work specifically toward County goals and join together for initiatives that have a starting point and an ending point. In other words, a television campaign for three months as an example where we might share in the expenses with other TPAs, apply for that grant and really hit the airwaves hard with a promotion or with a specific season in mind and then go back to our County

goals individually and look for the next opportunity to join together again for a regional effort. That concludes the presentation and I would ask for questions or comments.

Mr. DiFrancesco: Just a couple of comments. As I look over the priorities of your proposal I see that we had, I believe, direct impact. You have been listening to some of our common goals of trying to unite in purpose the two organizations. One of them is the outdoor activities and sports asset, which is something this Board has said we want to do more promoting of. There is a lot of money out there in these youth events that go on in other areas and we would certainly like to attract more of that business here in Dauphin County. I believe there is a great opportunity to do so. There is no question that tourism is a major, major factor in our economy here in Central Pennsylvania. I believe, as your numbers point out, there is a lot of room for growth. We do a great job and we can do a better job. Obviously the challenge before us is how do we find a way, even under the less expensive scenario \$250,000, to keep things going. I think we really have to look at this at least in the short term, the way the events develop. Right now it is a matter of keeping something alive and going that bears some fruit, but not necessarily the best thing obviously that we can hope for in the long run. I guess my first question to you is what do you think will happen with Franklin and Perry? Do you have any ideas? As I sit here I think my goal again would be to have some sort of regional alliance at some point in time when it works. Maybe that is not a short term goal, but it certainly would be a long term goal, because as a region we have a lot to offer. As a matter of fact, I would think that even if this organization would become Dauphin County only, we would want to continue to promote things in Cumberland. Obviously what goes on in Carlisle every summer is a major draw to this area and this County sees a benefit to that. I don't want to speak for the other two Commissioners, but I think you will find this Board looks at it and says a regional concept makes a lot more sense than does a County solo effort. Given the evaluation, what do you think will happen with the other two counties? Can you speak to that at this point?

Mr. Massaro: Our Cumberland County Board members have been in touch and those Franklin County members have really taken a position of lets wait and see how it unfolds. They are concerned about the geography. It makes sense that it would be a challenge to connect Franklin and Dauphin without Cumberland there. It would be hard to promote them as one region. So, they need to consider that. They also need to consider their funding and whether or not they can accomplish what they hope to accomplish with the limited funds that they do have generated from their bed tax. There are some great economies of scale with an organization that is joined together. I know they will need to consider that. They are just taking a wait and see approach.

Ms. Mape: Let me just add to that, we did speak with Franklin's Chamber Executive Directors. They have expressed an interest that even if they become a single County TPA they still want to do regional projects with us. I think there is potential for us to have regional cooperation even if they become a single TPA.

Mr. Massaro: One of the things that is interesting in the private sector of the membership, Dauphin County hotels, restaurants and attractions contribute about

\$80,000 towards membership. \$80,000 comes from counties outside our originally five county region. It shows that businesses want to be regional. They want to invest in the regional opportunities. There is a lot of support.

Mr. DiFrancesco: Lets talk one business in particular, because Hershey is so meaningful to the tourism that comes through Dauphin County and this region. I know you have worked with them in the past. Is there more opportunity there to work more closely with Hershey also to find sort of economies of scale where you can piggy-back on each others efforts?

Mr. Massaro: Yes, there sure is. There is always the sensitivity, being five county, to having Hershey be too far upfront. A lot of criticism from the other counties that we are spending their tax dollars to promote one attraction and not a real understanding that one attraction does feed their economies as well. Again, it was difficult to maneuver through that criticism. The less counties we represent the easier it would be to put our major attractions front and center.

Ms. Mape: We are working more closely with Hershey and we have seen it through on the meeting side. In my recent email to you of our update, the Drum and Bugle Corp, that was actually a piece of business that had contacted Hershey first and Hershey was not able to accommodate them on the weekend that they wanted. They then referred that piece of business to our office and we were able to send out a lead to get that piece of business within our own county. That is probably about the third or fourth piece of business that they have sent our way in two months. We see that opportunity continuing to grow, because Hershey, given the marketing budget that they have, is actually advertising in the trade publications. So, we are able to take advantage of that. I see, as we move forward here, a much greater opportunity to have alliances with Hershey and also the Heart of Pennsylvania magazine. They have asked us in the past to have a photo of Hershey on there. Hershey is certainly our draw. We would have loved to do that. It would make good marketing sense, however, when we were a regional TPA with Cumberland and Franklin we have to be sensitive to them as well. Now, if we only become a one county TPA here in Dauphin County certainly those opportunities to sit down with Hershey and to really drive some of our marketing things that piggy-back on their marketing really is going to do leaps and bounds for us.

Mr. DiFrancesco: I think from a policy perspective and given the decisions that we have to make it is pretty darn important to realize who your horses are in the race and not sort of push them aside, but capitalize on them.

Ms. Mape: We have a huge opportunity with that. I think our communications with their sales people has been positive.

Mr. Massaro: The vice president of sales for Hershey Entertainment and Resorts sits on our board. The vice president of marketing has worked with us also. We have also been in discussion with the State. Hershey and Lancaster have been involved on regional efforts that we can put together with Lancaster. The Pennsylvania Dutch is a

big family draw, as well as Hershey and perhaps we can capitalize on that so that is in the works.

Mr. DiFrancesco: Having sat on the other side and sort of made decisions about whatever we were going to take, a lot of things that are important aren't just necessarily the big draws. It is the smaller draws as well. Outdoor activities, fishing activities, that would actually be something that we would consider in terms of what our membership liked and there are a lot of other smaller issues. I would like to see a higher profile on Second Street marketing as well, because that is a major issue that people don't necessarily see coming into Harrisburg and even when they stop and do tours of the hotels and so forth they may not have an opportunity to understand the quality of our entertainment in the evening, the quality of our restaurants and so forth. Obviously we need somebody very professional out there doing that. I am sure there are other questions.

Mr. Hartwick: I have a number of comments and questions. Obviously this is an issue that I am extremely passionate about. I know the Board has made a cornerstone. I know when we ran for election we talked about what would be our best value and return for our investment of dollars. Before I make any comments, it is safe for Nick to speak for the Board in saying that we believe in regional efforts is the ultimate way to go. Quoting John Kennedy, as I sometimes do, "a rising tide lifts all ships" and a regional opportunity to market this region I think is ultimately the best way for us to try to be successful in attracting those tourism dollars. I remain firm behind that commitment. I also want to reiterate when we became a Board, I have never been a person to blame anyone, but a lot of the resources that we have from the hotel tax have been tied up with previous commitments, with the Giant Center, roadway improvement projects and with other efforts that have gone on in the City. We have often been bashed because of the lack of commitment that the former Board had given. To the overall regional effort, I believe that we certainly wanted to take a look at what was the best utilization of these resources and how could we maximize that investment to receive the largest return in Dauphin County. I just had a question about some restructuring, sort of flush this thing out with you and to see what your plans and proposals are. The first one is what staffing cuts, within the current organization, would you be proposing to meet the current allotted requested amount that you are asking from us today?

Mr. Massaro: Originally, the organization had a president and two vice presidents. The first decision was made to not rehire the president's position when Janice left, but to wait and see how the counties were responding to the organization and needs that they were requesting. Since then we learned about Cumberland. We kind of knew that was coming. We have a recommendation to our Board of Directors to name Rose, who is currently our interim president, president. We terminated one of our other vice presidents, again due to funding. She was working on predominately membership and operational type issues, like how to service organizations who were coming to the area, be a conference facilitator and things of that nature. We have eliminated the group tour and travel position. Having heard your request that sports was an important market, we decided to focus in on sports with one manager and then have our second manager

work on meetings, conventions and group tour and travel all as one market segment. We contemplated whether or not to do away with that position. We feel that it would jeopardize much of our membership revenue if we did that, because a majority of that membership revenue comes from hotels that pay \$10 per room towards membership and they rely on leads for conventions, meetings and group tours.

Mr. Hartwick: Quite frankly Joe that is why I asked the question. I know the area that I would not want to see cut is the one that actually allows for direct benefits for the hotels that are membership hotels within the organization trying to cut sales staff that is going out booking events for me. Just from an organizational standpoint, you would want to take a look at what you can effect within the organization versus how you can effect those direct services. We have heard that loud and clear from area hotels who receive a great benefit from the direct sales and marketing staff that goes out and books events. They don't have the resources to do so themselves and that is the reason why they want to sign up to be members to the organization and contribute and they receive a direct benefit as a result of the Visitors Bureau sales team going out to book those events for those hotels. The input that I wanted to give is they should be the last on the table as we talk about restructuring. The biggest fear that we have is investing in an organization that is sort of top heavy in staff and personnel and not as heavy in trying to provide direct services to the hotels and the industry. That is what we are doing in County government. We are trying to pay down County government in a way that has the least amount of impact on direct services and allow us to run it more efficiently and not have an effect on the actual operations. I know with an investment into the Visitors Bureau we want to make sure those direct operations are not suffering as a result of the transition. We are being dealt this hand. We are not putting you in the position to do this. Obviously we have to make some very tough choices with limited resources. I don't want to put good money that we have to try to lure folks into the region to try to just keep an organization together. I would like to hear some long term plans related to future marketing efforts, how we are going to cooperate again regionally and how are we going to make this investment. We don't want to just patch up an organization, because quite frankly, if we were going to do that it would be my idea to say, hey why don't we just contract with a public relations firm to do direct marketing and advertising to bring individuals here into Central Pennsylvania? They have the expertise and the marketing ability, why would we want to support this Bureau? I think it is a worthwhile endeavor and you guys have shown results, but what is the long term strategy in order to gain resources to enable us to do what we need to do to market?

Mr. Massaro: We had talked about that early on in our discussions. Nick asked a great question. This gets us an organization that can survive for a year. What does more money get us? Why should we continue to look at the future, the organization and reinvesting in it or investing more heavily? We have a solid core of staff and staff functions that are necessary in any organization of its kind. You can see, in our discussions, how the largest majority of the staff is made up of people out selling, which you mentioned is important. There is very little on administration. What can continued investment and continued growth bring you? In my belief, more advertising, more marketing, more direct contact with the potential customer. You have the staff and the

basic functions in place now; more investment brings you more exposure out there in the community. That television campaign I spoke about, very often the people point to the sleepover in Philadelphia campaign as a popular one, as one that has been effective. That was an over \$1 million marketing investment. Everyone knows it because it was done right, but it takes money to do it right. I think that is what continued growth and continued investment gets you. How do we get there -- through regional partnerships.

Mr. Hartwick: Because we need the dollars in order to invest in those marketing campaigns. The more money we spend on staff, the less money we spend in direct marketing dollars. We would like to see the biggest bang for our buck. Not speaking for the other Board members, that is where I would like to see it. The sports piece, we talked about that as something, being that I am from Steelton and of course I am passionate about sports. This Board has made the commitment in a few areas in the past, Keystone State Games, the figure skating championships and we realize the spin-off benefits of having these large scale events in the County. Have we been successful in attracting sports events and could you give me your evaluation from the Chairman's position on how effective has the sports marketing program been and is it a worthwhile endeavor?

Mr. Massaro: I will ask Rose to cite specifically some of the groups that we are working on. From my perspective as the Chair, we have been successful at it. We are new at it. We only entered the sports market, it has been about a year now. Anybody who has worked in sales knows that you have to lay a lot of groundwork before you start reaping the benefits. You have to throw a lot of mud on the wall to get some to stick if you will. We just entered that market and we are starting to see some success. We think we should stick with it to gain momentum and there is an awful lot of money being spent out there. You spoke of it. All of us who have children playing on traveling teams and such, see it. There is a lot of money to be made and we think it is the right direction to pursue.

Ms. Mape: In your packet, we have a listing of the things that we have booked. As far as it relates to sports, was the Archery Shooters Association which was 1,800 room nights. Also, junior wrestling has 2,200 room nights and American Cheer Power has 4,000 room nights. As we move forward, we have the AAU Basketball. That is looking probably 95% definite that it will occur here. That is 7,700 room nights. With us participating in Ready, Set Go Pennsylvania Sports, it is the money that we receive through that initiative to actually attend these sporting conferences that the State has provided us dollars to host breakfasts, lunches so we have a greater presence at those shows to get in front of those sports decision makers. We really feel working with our counterparts on these initiatives the State has already expressed a huge interest in this area too. They are actually going to put some dollars, at no cost to us as far as helping us come up with booths and some marketing materials, utilizing their own ad agency. We feel this coming year that it is going to be invaluable being at these shows to get a greater presence so we get more leads in our pipeline as far as bringing those different sporting events to this region.

Mr. Hartwick: Joe, you had mentioned one thing. What outcome based measurement tools, you mentioned those sort of giving us an evaluation of pro forma of how our investment is doing based upon what you think the return is? I know that data is hard to collect with all the intangibles and restaurants pending and all of that. What outcome based measurement tools could you provide to the Board that shows us what impact our investment dollars are going to have?

Mr. Massaro: The easiest thing to quantify is group bookings. You are signing a contract, you know specifically how many rooms are going to be held. Accounting for visitor traffic via hotel rooms is the best and most accurate way to do it. Smith Travel Research is a professional travel research firm that gives you numbers on occupancy growth and ranking within your competitors and all that kind of stuff. Again, through hotel rooms it is easy. Where it becomes a little bit more difficult is outdoors, how many people are you attracting to our region to go fishing or camping and that sort of thing? Again, individual travel is somewhat difficult to get your arms around. When you do a lot of television marketing, magazine advertising and such if you don't have a call to action like an 800 number or toll free number that has staff to service those people who call, you have no way to know. You are going to drive them some place and then count how many people go there. That is why you do need that foundation of staff to be able to react to it properly and be able to assure that you are effective.

Ms. Mape: Some of the other data that we look at, given that we have limited dollars for research, we would like to do intercept surveys where we are actually surveying people that actually came to the region. We do rely on the State tourism offices for information. I tried to pick the highlights in your packet. You would need to look at their economic impact report and also their trouble profile report. Economic, Dauphin County is the fifth highest county in the State for visitor spending. The counties that precede us are Allegheny, Philadelphia, Montgomery and Lancaster. Lancaster is just a tiny bit ahead of us. Comparing our numbers from 2002 to 2003, just here in Dauphin County, on visitor spending, we had a much greater increase than Lancaster. Those 2003 numbers, one could go back and say the efforts that we were putting in place as a Bureau did impact those numbers. As far as travel profile, when you look at South Central Pennsylvania, 26% of visitor spending is here. We are the highest tourism marketing region in the State. One of the things that I did want to add, we are working with Lancaster and all of those TPA directors within South Central. The State Tourism Office is very interested in having a regional effort very similar to Philadelphia and Pittsburgh. They would like to have a region, but we are struggling over the name. There has been research and talk about calling it Dutch Country Roads or Pennsylvania Dutch Country, but the bottom goal of what they want is for everybody to collaborate together and have a TV and print campaign, similar to what has happened in Philadelphia with the sleepover campaign. This is through a regional marketing initiative. There is no match money. Obviously they look for us on some investment, but the State is willing to put dollars in there. They have expressed that interest. That is a huge potential as we move forward. We just had a meeting the other week with our TPA directors within the region and the State Ad Agency and we made good progress.

In the next year or two, they are with a new administration so they want to see accomplishments as well. We are hoping as early as next year we would be able to do some type of TV campaign for our area.

Mr. Massaro: To put our budget into perspective quickly. Lancaster has a \$5 million budget. We are proposing \$1.2 million. We are really proud of the results that we have had with limited dollars and resources. We think we can do a heck of a lot more as we grow the organization.

Mr. Hartwick: Before I give closing comments, I want to commend you for your efforts. I guess the saying is "Tough times don't last, but tough people do" and you guys have faced some real difficult challenges with various boards and commissions and keeping the faith and your professionalism and how you communicated with our office has certainly been a welcome change from the initial relationship that we had. We are certainly appreciative of those efforts and you keeping up the fight. The one final comment, it is funny for me to hear when the hotels say it is their tax dollars. Ultimately, it is the people who pay tax dollars and it is the individuals who visit here that pay these tax dollars and it is those tax dollars that we want to reinvest to get more interest and more bookings and for individuals to say their tax dollars, it is always a sticking point with me. It is the consumers. This is a tax that actually hits individuals who are visiting our region. If you take a look comparatively in Dauphin County versus other counties as it relates to your hotel room tax, at 3% we are relatively low. I was up at State College at the BB King concert this weekend and they had 6% sales tax and the rooms were all booked. Ultimately we need to reevaluate where we are in that arena as well and make sure that we have the appropriate money to invest if we want to see real return for our dollars.

Mr. Massaro: You are right, individuals do pay it not the hotels. I think a little bit of the background where that comes from is very, very often, in particular hotels and group hotels, are asked to cut rates to compensate for tax. So, some times the hotels take it personally that the business is losing revenue to compensate for the tax dollar. I think that might be where some of that comes from.

Mr. Hartwick: I think Dauphin County comparatively has one of the lowest hotel tax rates than the others in the region. I know there are some concerns that the Hyatt hotels may have some difficulties and challenges if the hotel tax is raised. If we want to make a considerable investment like the Philadelphia investment, we need to have the real dollars to invest in marketing to see the region benefit as a result of that effort. I certainly would be an advocate of that. Again, thank you for keeping up the fight and communication.

Mr. Haste: A little more detail on your two options. Can you just give me a thumbnail sketch of the difference between the two options as to what we are looking at? Before you do that, what is finance charge and late fees?

Mr. Mape: Finance charge and late fees are because we have a cash flow problem. So, some of the bills may be sent out late and then we have to pay a finance charge, because we don't have sufficient cash flow to pay for everything on time.

Mr. Massaro: We have an interest expense on that line of credit.

Ms. Mape: That has been historical with the Bureau, because when we start getting into these months (January, February and March) we have less tax dollars coming in, but at this same period of time this is when we are front ending all of trade show booths and advertising, etc. We have to pay for those things at this time, so we extend a line of credit that we pay interest on and then as we move into the year as those checks increase, because we moved into our summer things, then we pay those off. But in the process of that we get hit with finance charges.

Mr. Haste: Could you give me your cash flow amount, not that I want to give Mr. Yohe any more work? If we could address that problem.

Mr. Massaro: Actually that is prepared for our Board so it is an easy thing to email to you.

Mr. Haste: Okay, now if you can just explain the difference between Option 1 and Option 2?

Ms. Mape: The difference between the two is that Option 2 takes into account that we would be able to have free rent somewhere here at the County level. It includes reduced advertising, IT services would be provided by the County or work out some other arrangement where we would not have to contract with an IT person, decrease monies available for postage, we basically are going to utilize the State. Just recently in the last several months a new warehousing program started for the distribution of different tourist promotion agencies' visitors guides and we are going to utilize that program so we decrease monies there. So, now we don't have to ship them out to all the Pennsylvania Welcome Centers. We eliminated two trade shows. The biggest difference between Option 1 and Option 2 is IT services and rent.

Mr. Haste: You are meeting with your Board tomorrow and you are going to run this past them?

Mr. Massaro: Yes, if these are options you want us to continue to pursue we will ask for their input. They ultimately have the authority or have the responsibility to approve the budget which we will ask of them if that is the direction you want us to go.

Mr. DiFrancesco: Looking at these numbers right now you are not carrying any real debt at this point other than the floating debt?

Ms. Mape: We don't have any floating debt. Our line of credit is paid off. Just to give you a little bit of information regarding our cash flow, we have about \$80,000 in the

savings and about another \$125,000 in the checking. We have really been holding. We don't have staff incurring any bills and we are not going out and continuing to generate expenses as far as mileage and things like that. We have not registered for trade shows, we are just holding until we see if additional dollars were going to be available. So we minimize and don't take on any more debt. Obviously we have bills out there that need to be paid.

Mr. Massaro: We put the next issue of the magazine on hold. It was due to come out February 15th. We are about two and half weeks behind schedule.

Mr. DiFrancesco: Was that the one that was completely done up?

Mr. Massaro: Yes, it was produced and it is ready to be printed.

The Commissioners thanked them for their presentation.

Corky Goldstein, Senior Vice President for Marketing & General Counsel and Sebastian Triscari, CEO & Chairman of the Board of Triscari Group
Presentation of Triscari Group Services

Mr. Goldstein: We thank you for the opportunity to take a few moments to be with you today. We have met with some members of your staff, Diane McNaughton and Chad Saylor over at our studios. The Triscari Group is a group that does integrated marketing. We do human resources, media production, which is really the core of what we do. We work with many commercial firms, but we also do a lot of work with Fayette County, Schuylkill County and Keystone Human Services. In all due respect to people in print media, where people live in a fast paced world, it is an emotional world. They see what is on television and in productions. This is really the core of our work. We believe, one of the things that Commissioner Hartwick mentioned before is about taxpayers and their dollars and they are always concerned, and they should be and as I am, being a life long resident of Dauphin County, with what is going on with our tax monies. We think what we have done in Fayette County and Schuylkill County and for Keystone Human Services and many of the lessons that we have learned from commercial firms and to counties for example to get the message out to the people as to the services that you offer. This can be the things and services that the taxpayers get for their tax dollars. We are doing work for a group called Anchor. We are on 500 stations nationwide with a tremendous commercial dealing with the monies for people who work with the handicapped, the mentally challenged and the physically challenged adults. We have done a lot of work with other counties. Our mission statement of the Triscari Group is to entertain, educate and to inspire people. One of the things that we all know is in order for people to learn about something you first have to entertain them to some degree. You have to educate them about what you want them to know about and then inspire them to do something. Why we come here today and one of the reasons that we met with your staff was, when the time comes that you are able to spend some dollars to present to the taxpayers/people the services and what they can get from their county; we are here to service you. We are here to tell you that we can do those kinds of things for Dauphin County that we have done for at least two other

counties. We are talking with other counties and governmental entities as well. We certainly feel we can do a lot with the former presentation in tourism as well. We have done a lot of work. We brought a few samplings, such as brochures and sampling DVDs. We gave that to Diane McNaughton and Chad Saylor. We did want to show you some of our work and some of the ways to communicate with people, particularly the taxpayers, as to the services and what Dauphin County does every day for the dollars they spend in their taxes. This is very important and I don't have to tell you that as elected officials that people are always concerned about where their money goes and what they get, so to speak, for the taxes that they pay. I would now like to turn it over briefly if I could to Sebastian Triscari, who is the founder, 13 years ago, of Triscari Group and who is now the Chief Executive Officer and Chairman of the Board of Triscari.

Mr. Triscari: I am a life long resident of Central Pennsylvania and was just away on vacation. One of the reasons that I decided to be here was because I love Central Pennsylvania and I wanted my children to go to the same high school that I did. So, while I had opportunities to go elsewhere, the wonderful thing about technology is that you can produce world class things right here and disseminate them to the world. As proof of that we just finished a project with Stephen Soderberg, a music video, right across the river. (A 60-second presentation was made.) They say a picture is worth a thousand words. I think you saw some of the clients and the caliber of work. There are four little pieces that I would like to show you and one is a two-minute piece that you may have seen, but it does speak to the caliber in what is going on in our belief and understanding.

Mr. Goldstein: I was just going to mention that the smart market is a grouping of, I believe, eight counties bringing tourism into an eight county area. They came together and a local firm came up with the branding of calling it the "Smart Market" and about a week to ten days prior to the presentation they asked us to do something visual that could be shown at the Whittaker Center. So, they gave us that "Smart Market" and the Triscari Group was able to put together this tourism clip or presentation and it was shown at the Whittaker Center and we were delighted with the results. You just saw a presentation before on what can be done visually and how excited things can be when you see something like this done on a regional basis.

Mr. Triscari: I have done over 3,000 30-second television commercials so I know a little bit about how to get people motivated and doing it cost effectively. It is here in Central Pennsylvania that one of the blessings we have is that the overhead is not as high so we can do things really cost effectively. (A presentation occurred.) Again that was put together in a ten-day turnaround. It was written by our people. We got a dozen highly talented very technically capable people and it is exciting in what you see. The quality on that is marginal because of the short turnaround. I would like to show you a 30-second spot that we got a national award on. This shows you a little bit more of the caliber of commercial. I invite you to come to our studio. We have a complete sound stage. The agency came to us because they wanted to do the shot and we had a studio. I talked them into letting us do it the way we wanted to do it and this is what we

came up with. It received a national award. (A 30-second spot was presented.) We just want you to know that we are here and if you have a need that we would be privileged to put these talents to work for you. I think they are world class and I am very proud and would love to help you promote the things that you are doing.

Mr. Goldstein: One of the last things to mention to you was as you can see and the emotion that people get from seeing something, whether it be on television or in the movies, that gets them inspired. This is the kind of thing that has to be done and we have done it successfully, not only commercially, but we feel we can help the County get their services out to the people of the County as to what kinds of things are available, what the County offers them, whether it be mental health or whatever. One of the things that I wanted to show you before was something we did for Anchor. Stephen Soderberg was the director of Traffic and has done some other things. He has a brother Peter who is a mentally challenged adult and we have done a lot of work in the mental health area, which here in Dauphin County discussions are being held with regard to moving people from the State Hospital into the community. In Pittsburgh they have been doing this for awhile where they are moving people. There is a firm that we work with out there that is called Berrlin that has 60 homes throughout Allegheny County where they have people in home settings, which is beautiful rather than being in institutions. I know that is one of things that you are wrestling with is once these people are released from the State Hospital where are they going to be if we don't have places for them. Pittsburgh – Allegheny County does have homes like that. We are doing something for Anchor and we wanted you to see that. This is running on 500 television stations throughout the country.

Mr. Triscari: It has also been successful in helping to raise I think over \$500,000 to push legislation through Congress. Actually House Bill 21, I believe that is the number, was passed by Anchor and they attribute a little bit of this to this grassroots campaign. (Another 30-second spot was presented.)

Just as a side, Berrlin is an organization that is funded by a county. They had a tremendous problem of keeping and retaining good employees. You can imagine how they were using outside agency people to staff and it was just driving them bankrupt. The quality of service was not consistent. We came in there with a campaign, actually we got a \$500,000 grant from the State of Pennsylvania to develop some of these tools. So, rather than spending a lot of time training someone who comes in and then leaves and goes through all the drug testing and all that; they weeded people out. According to their Controller, they saved over \$300,000 in training dollars alone because of one \$6,500 product that we put together for them to weed the people out. The beauty of technology is you can individualize things so easily. Digital technology, you don't have to compromise. We have so many things, images of Dauphin County that are in our vault that we can pull out and put together. We got great writers, computer graphics – we can make anything appear, very cost effectively. Things that perhaps you didn't think you would be able to do in this very challenging economic time you have to do things cost effectively. That is what we are here to do. I ask, if you could, to come over

and see the studio. You know we are here and if there is anything that we can do, it would be a privilege to help you in your important work.

The Commissioners thanked them for their presentation.

Mr. Hartwick: I am impressed with the quality of your work. Obviously I want to thank you for coming to give the presentation and hopefully that you will be able to partner with the Hershey Capital Region Visitors Bureau in trying to put together a successful marketing effort.

Mr. Goldstein: We are going to talk with them. We live in a world where images get the emotions of people.

Mr. Hartwick: A 30-second spot, say we were going to do something for promotion in Dauphin County, how much would it cost?

Mr. Triscari: There are so many things. Once we have a script I could tell you to the penny. One of the things that I am proud of, because I own the company, it won't be a penny more. There would be no change orders or surprises because we built the company on that promise. I had a production with James Earl Jones and it cost \$25,000 to have him for four hours to do the voice over. It can be as little as in the hundreds of dollars for a very simple spot. We can use our stock footage and just pull things together in the hundreds. It could go up to \$10,000 or \$12,000, depending on the computer graphics. The spot for F&M Bank was approximately \$13,000.

Mr. Hartwick: We are in the process of trying to educate the community about a practice in our Children and Youth and Human Services Agencies from the Group Decision Making. Depending upon production costs it may be something that we want to consider.

Mr. Triscari: We have a lot of stock footage that we have clearances of individuals talking. So much of it is the audio track. You have a good strong script that communicates the messages. Seven minutes is like 14 minutes. You can consistently transmit that information.

Mr. Goldstein: Technology changes so the equipment doesn't really mean much, but he bought it for the stock footage. No one has really had an opportunity to see it. You will see the stock footage room, which is all kept under certain type of elements so it is kept correct. No one has the stock footage of what he has. Of Dauphin County, there is tremendous footage. So, we can do things that are very cost effective, because we have the stock footage and you don't have to go out and take the pictures.

Mr. DiFrancesco: How much was James Earl Jones?

Mr. Triscari: \$25,000 for four hours.

Mr. DiFrancesco: Let me tell you that this Board of Commissioners will do any voice over it will be \$25,000 less than that.

Mr. Goldstein: We did one with Owen Harris, whose voice is just as good and the price was...

Mr. Triscari: Move the decimal.

Dr. Robert Cherry, Trauma Program Medical Director for the Penn State Shock Trauma Center and also the Chief of Trauma and Critical Care for the Department of Surgery of the Penn State Milton S. Hershey Medical Center and and Terry Novchich, Investigational Study Coordinator for the Department of Surgery
Presentation of Polyheme Trauma Trial

Dr. Cherry: We are certainly very pleased and happy to have the Board of Commissioners of Dauphin County place us on the Agenda to talk about a very important investigational study that the Milton S. Hershey Medical Center is considering upon embarking at this time. Just to let you know a little bit about trauma, because a lot of people are not really aware about this public problem that trauma is in this country and in South Central Pennsylvania. If you are between the ages of 1 and 44, trauma is the leading cause of death. You have a greater chance of dying from a traumatic injury than you do from cardiovascular disease, stroke or cancer. That cause is not just in terms of life and disability, which you can't put a price on, plus also an economic cost to the society as well, which is approximately \$400 billion a year. It is quite enormous. The public is not really aware of that. In trauma there is something called the golden hour, which is what we do in the first 60 minutes of care that has a direct impact on the outcome of the patient in terms of reducing disability and death. One of the things that we have not been able to do, to our satisfaction as a trauma community, is resuscitate trauma patients who are unstable suffering from massive amounts of blood loss at the scene. All that is available to us is a salt water solution to try to get the blood pressure up on a patient and get them stable enough for transport and get them to the nearest trauma center. Unfortunately, for pre-hospital personnel carrying blood products is something that is not practical and is not routinely done around the country. So, all we have is the salt water solution, which does not contain oxygen when patients who are suffering from hemorrhagic shock and sorely need oxygen to their vital organs to prevent them from becoming dysfunctional. That can ultimately lead to patient death. There is a company called Northfield Laboratories that has developed a product. It was the result of a U.S. Army grant back in 1969 and the original research has developed this product called Polyheme. This is a blood substitute. I am sure you can understand the military's interest in this particular product. The company was formed in 1985 and since that time period has conducted some interesting clinical trials on over 300 patients in five different trials. Essentially what this product does, is it takes donated blood and takes outdated blood that is not going to be used and it breaks down the red blood cells and extracts a protein called hemoglobin. Hemoglobin is a protein that carries oxygen to vital organs and tissues. It takes hemoglobin and essentially joined it together into a larger molecule and it has undergone an additional filtration process to make sure there are no viral elements in the blood. It is processed together into what looks a lot like

blood, but it is actually not blood as we know in the traditional sense. It does not have red blood cells. This is packaged hemoglobin protein. Essentially there are 16 sites about the country that are currently enrolling patients at the scene who have suffered from traumatic injuries utilizing this product in an investigational study. Patients at the scene, whose lives are in danger, who are suffering from significant amounts of blood loss and need resuscitation are categorized into two groups. One group will receive the traditional therapy where it is a salt water solution and the other will receive the blood substitute product. It is the intent of the investigators of the study to enroll a total of 720 patients across multiple sites around the country in order to show statistically that the blood substitute increases survival compared to the salt base solution. There has already been a previous study involving 171 patients looking at the Polyheme product versus the salt based solution. It did show an increased survival. What the FDA and the medical community is looking for is a sound scientific study that is acceptable to the FDA to utilize this as a potentially life saving product for those patients that are suffering from traumatic injuries at the scene. Normally when we engage in research studies, we discuss with the patients what the risks and benefits of the study is and then based on all the information the patient makes a decision as to whether or not to participate in the study. However, there are some patients, as you can imagine, in this situation who are in shock and who do not have decision making capacity and cannot, because of the urgency of the situation, comprehend or have the time to be able to discuss in detail the nature of the study. The FDA recognizes that these types of situations were sorely lacking in terms of research studies around the country and in 1986 passed an "Exception to Informed Consent", whereby if there are patients in life threatening circumstances, where there is no other satisfactory alternative and where the investigational product may in fact increase survival, where the risk to the patient is small compared to the potential benefits, this will be an acceptable study according to the FDA to embark upon. However, what it involves is those institutions that are considering participating in such studies go out into the community and explain the nature of the study so we can collect public comment. Essentially what has happened already is we have submitted our clinical protocol to our Institutional Review Board (IRB). The IRB is those boards within research centers that are involved in clinical trials composed of members of our scientific and medical community, as well as, lay people in our community who review all of our research at Hershey Medical Center to determine that it is a sound protocol and it is clinically safe and that we have the best interests in mind of the patient and then essentially makes a decision whether or not it is clinically sound protocol and the investigators can proceed. This has been presented to our IRB who had determined that it is a clinically sound study particularly based on the previous studies that have been done on the product already and has given us permission to go out to the community and discuss this particular product. We discussed this with a number of individuals in the media and I am sure you probably have seen local spots. The Patriot-News covered the story to get the word out and in addition we are visiting the six counties, including Dauphin County, where we do get the bulk of our trauma patients so people understand the nature of the study. During this process, which is occurring during the month of January, we are collecting public comment and gathering that information to present back to our Institutional Review Board. They will make the final decision as to whether or not the Penn State Hershey

Medical Center will participate in this study, not only based on its clinical merits, but also based on the feedback from the community and the fact that we have informed the community to a satisfactory extent as to the nature of the study that we are thinking about.

The benefits to the study are enormous as you can imagine. This has the potential to be a groundbreaking study. The potential to substitute blood with a safer product is something that everyone in the medical community and even in society does want. We feel that the risks to the study is minimal compared to the risks of getting blood and based on the previous studies the risks are no different than getting blood in the sense that you can have a rash. There is a possibility of viral transmission, although we think it is very low with this product because it has undergone an additional filtration process. There is risk of increased blood pressure and also risk of damage to organs, but again you can also see that with blood transfusions as well. We certainly feel that this study represents an enormous opportunity for the people of South Central Pennsylvania and the country at large and that is why we are considering this study very seriously and are going out to the community to get the message out. I don't know if you have any comments.

Ms. Novchich: I think just the opting out option.

Dr. Cherry: What we also want to do for those individuals who do not want to participate in the study for whatever reason we ask them to give us a call or get a hold of our website and they can request, free of charge, a wristband which they can wear during the duration of the study. What it tells the pre-hospital personnel at the scene is that this is an individual that does not want to participate in the study. We are also encouraging those individuals who do not want to participate to notify friends and families if they are at the scene that they can also express the patient's wishes as well. So far this is being done with enormous success, as I mentioned, with 16 other sites. We have also gone through the community consent process. We are optimistic that the community will receive this well. I open up for any additional questions.

Mr. Haste: Once it is in the patient, what is the life expectancy? How soon thereafter must you replace it with blood?

Dr. Cherry: It is sort of a two-fold question to that. Blood itself has a shelf life of 45 days, but we tend to use it within 30 days. As you can imagine blood tanks tend to reach for the oldest blood first to make sure that doesn't expire and it doesn't get wasted. There are problems with using blood that is going to 25 and 30 days, which the medical community is very much aware of. The shelf life for this particular product is at least 12 months. As far as when it is infused in the body, normally your red blood cells stick around for about 120 days, but once they are transfused they start to break down in about 30 days. For this particular product, the breakdown, the half life of it, meaning 50% if it starts to get consumed about 20 to 24 hours and then it starts to break down in the body. This is not a particular concern because what we are using this is for a bridge to essentially save someone's life, resuscitate them and then later on to be able to give

them blood products. In this particular study, we would give up to 6 units of the blood substitute, Polyheme, during the first 12 hours after injury and then we would start to give donated blood products as needed for continued resuscitation.

Mr. Haste: I saw in there that it is possible, in fact it said one case study where someone's blood was replaced basically twice.

Dr. Cherry: Yes, we are only using 6 units maximum in this particular study. But, there have been patients where up to 20 units of the blood substitute product has been given. That essentially represents two times the total blood volume of an individual. Those patients that have been transfused those massive amounts of this blood product are patients who have survived without getting blood, just surviving on the Polyheme product alone. That is quite impressive.

Mr. Hartwick: Long term risks outside of regular blood transfusion I think you hit on. I guess that is the biggest concern that most people have. Is there anything that you can enlighten us on? You seem very aware of all the facts and I see why you are head of the Trauma Unit. If you can just reiterate for me what the level of impact may be outside of a regular blood transfusion?

Dr. Cherry: That is one of the reasons why we are doing the study. This is something called a Phase III Trial for the FDA. What we are doing is testing it clinically. One, to make sure that there is a survival benefit and secondly to make sure that there is no increase adverse affects versus the saline solution that we normally give out on the scene. Other than what I talked about there may be other adverse consequences that we don't foresee and those I simply don't know and that is the reason for the study. However, based on the previous clinical trials on those 300 patients they have not seen increase adverse affects when compared with salt water solution or blood products. That is why, for those of us that have reviewed the information and have met with the company, we are very optimistic that this will be a successful study that could end up getting approval by the FDA.

Mr. Hartwick: In the area of medical malpractice, I want to thank you for your forward thinking on this in trying to bring this to the public. Obviously it has great benefits. The only concern you always have is what the long term impacts are in these cases.

Ms. Novchick: There is an independent data safety monitoring board that is independent of the study and continues to monitor its progress. They have done the study twice already as patients have been enrolled into the study have found no extra adverse events and are continuing the study without any change. That is good. There was an article in the paper last week as well regarding the Jehovah's Witness population in our community of which we have several thousand and we will be meeting with the hospital liaison and the Jehovah's Witness community next Wednesday to discuss how they best think we can get the information out to their community and what is the best means for them to carry their medical alert cards that they carry already. Although, the church is making an independent decision for those individuals whether or

not they want to participate because it is really not one of the restricted blood substances that they can receive.

Mr. Hartwick: Based upon your information the action you are asking us to take is to do what? Do you want us to adopt a Resolution? It says here that the public meeting enables the Medical Center to comply with federal regulations, which permit this trial to be conducted without obtaining the informed consent of the patients who will be enrolled. Could you explain that? It sounds a little dangerous from my perspective. Do you think the patients would all have the ability to make that determination and you are saying in the case that if they are in a trauma situation they can't, if we have this public hearing, we authorize you to use it without their consent, is that what you are asking?

Dr. Cherry: It is not a legislative dictum. What the FDA has essentially said is for those studies to qualify you must have an exception consent form because they are in a life threatening situation and can't make that decision. The investigational product may in fact increase their survival. What they said is that we go out to the community basically inform them and collect public comment and get feedback and present that information back to our IRB. What we are basically doing here is giving information to important representatives that have been elected by the people of Dauphin County so that you are also aware and could answer questions from your constituency or be able to redirect them appropriately to ourselves if there are questions that you can't answer. If there are comments that people here in the audience have we are available to answer questions as well. We are not asking for a legislative referendum on it, but what we are essentially doing is going to those areas within the community where we feel we can get the word out so we can adequately interface with the community and get the public feedback that we need to proceed with the study, if it is appropriate.

Mr. Haste: This is a Commissioners' Meeting. If I understood correctly, the Doctor is willing to hear any comments and I would just ask that you move to the hallway and those who have questions can ask them.

PERSONNEL

Ms. Sinner: In the Personnel Packet I do have one more attachment to the increases. This is for two employees who were missed on the non-union increases and if possible I would hope that we could vote on this today to approve it.

Mr. Haste: In fact, we all received this in an email. It was an oversight. Is there a motion to approve this Addendum to the Salary increases?

It was moved by Mr. Hartwick and seconded by Mr. DiFrancesco that the Board approve an Addendum, which consists of two employees who were missed in the original non-union increases scale; motion carried.

Ms. Sinner: On my Vacancies Listing, I have several positions for Spring Creek. They are items #1 through #6. I would ask for a vote on those today, because several of

those positions are being filled. The start date is January 24, 2005. That is why they would need approval now.

Mr. Hartwick: Actually there are 18 positions.

Ms. Sinner: There are three CNA's and two per diem Nurse Aides being hired. It is just to have a couple vacancies open. I just wanted to have a couple approved for filling in the future instead of each time they hire someone having to get it filled. It is getting cumbersome. I just wanted to have a couple open.

Mr. Hartwick: Correct me if I am wrong, from the Board's perspective I think the reason why we are doing that is so each Director needs to make the request so we are not having vacancies again that occur on the books that are being carried over. If it is becoming cumbersome, they have to make that formal request of us in order for us to allow for the vacancies. Am I correct in that assumption?

Mr. DiFrancesco: Since I just found my Vacancies List, can you shoot that past me again?

Ms. Sinner: The turnover at Spring Creek is so high. They are always getting new hire paperwork from Spring Creek for the CNA's. It is getting confusing. I have been holding on to the paperwork and not submitting it for approval to fill the vacancies when I get it and there has been some confusion with Spring Creek because they submit it, sometimes they send me the paperwork and sometimes they don't, we are going to try to get that straightened out. I just thought I would get permission to fill a couple additional CNA positions.

Mr. DiFrancesco: When you say they submit it, sometimes they tell you and sometimes they don't. What specifically are you referring to?

Ms. Sinner: The position justification form. It used to be that they sent that all the time. It is not flowing smoothly and we have to get that worked out. In the meantime, I am just trying to have a couple vacancies open so when they send me something at the last minute I have a couple ready to go to be filled.

Mr. DiFrancesco: Are you creating a new circumstance to meet their inadequacies or are you saying it makes a lot more sense for us, given the turnover and given the amount of activity to take this step?

Ms. Sinner: It makes sense given the volume of turnover. We used to always have several positions open all the time and that is the way that they are used to handling the paperwork. I know it is not automatic to request to fill each vacancy, because quite frankly they are not filling the positions as quickly as they are losing people. For instance, we got three full time CNA's starting and I had no approved vacancies open so I am just asking instead of getting three approved to just approve five so I have a couple extra.

Mr. Haste: Do we have five vacancies?

Ms. Sinner: Yes, we have many more than that.

Mr. DiFrancesco: For the last year or more, they had the ability to hire to fill those vacancies. They more or less had the freedom to do whatever they needed to do to fill those vacancies because we needed them filled. Ultimately what I am asking is how have we handled that in the past year if we are changing this now? At every single meeting that comes up we approve CNA's, not every single meeting, but it is probably close to it.

Ms. Sinner: We have been approving them just as we need them. It used to be for years as they were being vacated they were going through a meeting requesting permission to be filled. With the hiring freeze I stopped doing that. Now I am just putting them through as there is someone being hired. Sometimes hires don't go through or someone doesn't start. That doesn't have to go through a meeting again.

Mr. DiFrancesco: Right.

Ms. Sinner: We are running out of approved ones. I just want to have a couple in the background. If you don't want to do it that way in the future if you just want to keep it even.

Mr. DiFrancesco: I would definitely recommend that we would move forward in approving more vacancies than what we have applications to fill at this point. Simply because we are so far behind the eight ball and do need to increase our staffing levels out there because it costs us a tremendous amount of money when we don't have those vacancies filled. That is one issue. I would support that and would ask that of my colleagues. The second issue is if the process is not working to some degree I need to be made aware of that so we can go in and correct it. Because it will be corrected this afternoon. If there is an issue, it will be corrected this afternoon. But, I need to know that.

Ms. Sinner: I plan on going out and working with them to go over the paperwork and explain the steps. They get a copy of the Vacancies Listing and this Addendum is for a position that they hired someone and the position was not approved for filling yet.

Mr. DiFrancesco: When are you going out there?

Ms. Sinner: I have to talk to Jeff. I didn't get a chance to call him yet to set up a time when I can work with him. I expect to get the paperwork in a timely manner.

Mr. Haste: The other issue I see here to me, it is just either someone not understanding the system or someone just not keeping on top of what they are supposed to be doing. Here we are, just the third week into the year and you are asking to be able to post 18

positions with 13 of those we are going to fill and a number of those we need to take action on today when they know our timeframe. I can't imagine these people we are replacing, just left over the weekend. These positions had to be vacant for awhile.

Ms. Sinner: Their orientation is the 24th of January.

Mr. Haste: How long do you think they knew that?

Ms. Sinner: Since December.

Mr. Haste: That is my point and then to come in here at the last minute.

Ms. Sinner: Some of the New Hire paperwork I had ahead of time, but not in time to get in the packet for the last meeting.

Mr. Haste: I am not being critical of you. I am saying someone knows when they have vacancies, they know how many they need and they ought to just sit down and do a little planning.

Ms. Sinner: You would rather have the vacancies be approved before the new hires come through too instead of simultaneously.

Mr. Haste: Yes.

Mr. Hartwick: Yes, that is the process.

Mr. Saylor: May I just point out that they just hired a new Director of Personnel and he just started so that may be some of the problem.

Mr. DiFrancesco: The bottom line is this and it does have to be sent in a strong way and that is for the past year there was a tremendous amount of scrutiny going on. There was a tremendous amount of reorganizing and rebuilding that building, which was completely broken, no question from a management organization perspective. But, the pieces have been put back together and it is just very important that facility understands that it operates by the rules. We had some discussions about their purchasing. We have had some discussion regarding the personnel and there is absolutely no good reason why we should have to make a speedy decision on this. I will be stopping out there this afternoon and if you have any other issues make sure I know what they are.

Ms. Sinner: I know we used to always get the positions filled ahead of time, but then they were trying to hold off on things except with nursing. You need to get them filled right away.

Mr. DiFrancesco: From a personal perspective I don't want this Board to be standing in the way of hiring professional nurses or CNA's because right now our staffing levels are down. Quite frankly, the overtime and the agency nursing is what is absolutely killing us

out there. Those factors have to be brought under control and the only way to do that is to get a good stable professional staff.

Ms. Sinner: I know we did have an ongoing agreement, depending on when orientation fell to get approval at a Workshop if orientation was before the Legislative Meeting. The other thing is they only give their physicals on Wednesdays so that is part of the problem also. They have a set schedule.

Mr. DiFrancesco: All of that is known in advance and they can work their schedule around.

Mr. Haste: If it doesn't work then they need to figure a different day.

Ms. Sinner: They switched it a couple of times.

Mr. DiFrancesco: If we need to change something in the way we process then lets sit down and do that, but it is not a matter of I just didn't get it done. We can be flexible in putting a structure in place that works for everybody, but they have to take responsibility to know and make a formal request. They can't keep coming at the last minute saying hey we need...

Mr. Haste: Don't most of these people need a background check?

Ms. Sinner: Yes.

Mr. Haste: Wouldn't that be a flag at that point in time.

Ms. Sinner: We order the background checks now before they even offer them the position. They do that earlier in the process now before I get the new hire sheets and everything. That screens a lot of people out before they send them for a physical and drug tests.

Mr. Haste: At least at that point in time they know they need to fill five positions or something.

Ms. Sinner: Yes.

Mr. Haste: That might be a good time to request permission to post.

Ms. Sinner: Yes, they are always trying to get it filled. They are sending me the paperwork for the nursing positions. I got some on hold, but I was holding some because we were supposed to try to...

Mr. DiFrancesco: The bottom line is we do have a new Director out there and this would be a great time for Faye to sit down and to make sure the procedures are well known and the expectations are well set.

Ms. Sinner: He asked me about some things.

Mr. DiFrancesco: I just want to make sure that they realize that it is coming down from the Board and what the expectations are.

Mr. Haste: Let's continue. You want a vote right now though on Items #1 through #6?

It was moved by Mr. DiFrancesco and seconded by Mr. Hartwick reluctantly that the Board approve Items #1 through #6 on the Workshop Agenda Vacancies Listing Request to Post/Recruit/Interview; motion carried.

Mr. DiFrancesco: The Addendum obviously is not?

Ms. Sinner: Yes, if we could vote on that too, because that new hire starts on the 24th for orientation.

It was moved by Mr. DiFrancesco and seconded by Mr. Hartwick that the Board approve Item #1 on the Workshop Agenda Vacancies Listing Addendum Request to Post/Recruit/Interview; motion carried.

Mr. Hartwick: Just tell them that this person questioned some of the confidence that we have in their timing and how they are doing everything else. So make sure that the requests from the Board are correct.

Ms. Sinner: There are also some vacancies that the President Judge approved. I have them listed.

Mr. Serhan: I don't have an Addendum to this.

Mr. Haste: It is not a Salary Board.

Ms. Sinner: It is a Vacancies Listing and you don't get that listing. On your New Hires Listing, Item #1 through #9 are the Spring Creek new hires that are starting January 24th. I would like a vote on those.

It was moved by Mr. DiFrancesco and seconded by Mr. Hartwick that the Board approve Items #1 through #9 on the Workshop Agenda New Hires Listing; motion carried.

Ms. Sinner: Number 10 is also Spring Creek, but that is a later date. Are there any questions on any of the other new hires?

Mr. Hartwick: None that we can't handle until next week.

Ms. Sinner: Then I have the overtime reports and a request from the Prison for overtime. I have a Changes Listing as well. Item #3 is a Spring Creek transfer which is effective January 17, 2005. If I could, I would like a vote on that too.

Mr. Haste: How was it effective on the 17th, if we didn't take action.

Ms. Sinner: I got this paperwork right before the meeting and I didn't get it in last week.

Mr. Hartwick: We are going to have to talk about procedures a little bit in trying to get things more accurately and clear to the Board and in a more timely fashion.

Mr. Haste: No one is trying to stand in the way of what they do. Quite frankly there are procedures that they need to follow and they seem to not have caught on.

Ms. Sinner: I know how much I am helping with them and if I wasn't facilitating it would be a lot worse and it is very time consuming.

It was moved by Mr. DiFrancesco and seconded by Mr. Hartwick reluctantly that the Board approve Item #3 on the Workshop Agenda Changes Listing; motion carried.

Mr. Haste: I made myself a note. Could you make sure as we started last year that we continue this year that all of these get run by Mr. Yohe so he can check the budget situation on each one?

Ms. Sinner: Yes.

Mr. Haste: Just because we are in a new year I don't want to let that procedure fall through the cracks.

Mr. Saylor: While Kay is still here, we had discussed if Salary Board actions require other elected officials that they be at least present. I would like to have Kay monitor that particularly with the President Judge, as we deal a lot with him that they get a copy of the Salary Board packet prior to the meeting so they are aware that this is taking place.

PURCHASE ORDERS

Mr. Baratucci: You should have all received a packet yesterday. There are a couple of budget issues that we need to fix. One of them relates also to a situation at Spring Creek. If the Commissioner is going to go out there, he may want to address this issue as well.

Mr. DiFrancesco: At least I am aware of this one.

Mr. Baratucci: It happened last week, but we were able to scramble and get it fixed before it appeared on the report. It is the issue of making sure that there is money in

the proper codes before they submit a requisition. I have had a couple of conversations with Walt McCullough, who is the Chief Financial Officer out there.

Mr. DiFrancesco: I am assuming that this will be corrected by next week?

Mr. Baratucci: I am hoping that it will be. I am assuming that it will be.

Mr. DiFrancesco: It will be.

Mr. Baratucci: The issue that I wanted to bring up is that the conversations that I have had with Walt, he told me and it was kind of weird the way the discussion went, because he said that, he wasn't made aware of budget changes that were made to the codes, like collapsing of cost centers and changing of codes. He said they were made by CHR when they prepared the budget. My understanding is that Walt is a member of CHR. He is one of the two people that are out there. It seems to me like there is a communication issue between whoever at CHR is working with Mike and Mike said it was not Walt. There were some other people that came in when we did the whole budget thing and I don't think it has been communicated to Walt because he seems to generally want to do this right.

Mr. DiFrancesco: I will look into that this afternoon, because something is not right there. I am not so sure that you have a clear picture or that I have a clear picture on it, but I will check into that this afternoon.

Mr. Baratucci: That is what I am being told. I have a purchasing person out there who prepares this and she said that she does not get the information and when I go to Walt he said that he does not get the information. Somewhere there is a breakdown.

Mr. DiFrancesco: There will be a heart-to-heart conversation this afternoon covering a number of topics. So, if anybody else that works for the County would like to share some more information with me before I go out I would be happy to listen.

Mr. Baratucci: Besides that one for Spring Creek there is one for EMA that we also have to take care of. Again, there appears to be not enough money in that particular code for what they want to do. It is a couple hundred dollars and we will have to make an adjustment there. Other than that, I know we will make sure that they are corrected for next week when you vote. The rest of the packet are those beginning of the year items such the continuation of maintenance agreements for the year, some blanket yearly purchase orders and things like that. If you have any questions I would be happy to answer them, otherwise we will get it cleaned up and will have a packet for you to approve next week.

Mr. Haste: Page 25, the last one says...

Mr. Baratucci: It is \$.44. It is a matter of rounding.

Mr. Haste: Okay.

Mr. Baratucci: It is a monthly lease that we pay and I am sure they had a rounded number there and it is \$.44 over the \$31,309 and Mike informed me that he was not going to move \$.44, which I understand.

Mr. Hartwick: Stay on top of that Mike.

TRAINING PACKET

Mr. Haste: There is nothing that we need to do with the Training Packet, right?

Mr. Saylor: Correct.

ITEMS FOR DISCUSSION

- A. Amendment #6 to a Drug and Alcohol Grant Agreement between Dauphin County and Pennsylvania Department of Health.
(A VOTE IS REQUESTED 1/19/05)**
- B. Contract with Comfort Inn to provide meeting room space for a Family Group Conference Training Session – January 10-13, 2005.
- C. Contract with Temple University, Harrisburg to provide meeting room space for a Family Group Conference Training Session - January 24-27, 2005.
- D. Invoice with Bagel Lovers Catering to provide catering services during the Family Group Conference Training Sessions.
- E. Re-appoint Georgeann Zogas to the MH/MR Advisory Board.
(Term expires 12/31/07).
- F. Report of County Liquid Fuels Tax Fund for 2004 to be submitted to The PA Dept. of Transportation, Bureau of Municipal Services.
- G. Re-appoint the following individuals to the Children & Youth Advisory Board. (Terms expire January 26, 2008).
 - 1. Kim Smith
 - 2. Bradford Dorrance
 - 3. Aaishah Muhammad

Mr. Saylor: I need to request a vote on Items B, C and D.

Mr. Haste: We need to take action on Items A through D.

Mr. Hartwick: With B through D, I want to adopt pending Solicitor's review.

Mr. Tully: Due to the length of the meeting, I was able to review the contents. For B and C, they are approved. We really do not have a contract for D, it is basically a

handwritten offer to provide the services for that price. Considering the time constraints, I see no problems. I see no problem with any of those going forward.

Mr. Haste: So, you have no problem with B through D?

Mr. Tully: Correct.

It was moved by Mr. Hartwick and seconded by Mr. DiFrancesco that the Board approve Items A through D, as listed above under Items for Discussion; motion carried.

Mr. Haste: We have Items E through G that we will take up next week.

SOLICITOR'S REPORT

Mr. Haste: Is there anything else from the Solicitor, under Solicitor's Report?

Mr. Tully: No other changes and I would be happy to answer any questions. (There were none.)

CHIEF CLERK'S REPORT

Mr. Haste: Anything from the Chief Clerk?

Mr. Saylor: No.

COMMISSIONERS' COMMENTS

Mr. Haste: Any other comments from the Board of Commissioners?

We have a Prison Board meeting at 1:30.

PUBLIC PARTICIPATION

Mr. Haste: We are again at the point in time for public participation. Is there anyone in the audience that would like to address the Board? (There was none.)

ADJOURNMENT

There being no further business, it was moved by Mr. Hartwick and seconded by Mr. DiFrancesco that the Board adjourn.

Respectfully submitted,

Chad Saylor, Chief Clerk/Chief of Staff

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