

MAYOR AND COUNCIL
APRIL 7, 2014

Mayor Cerino called the meeting to order at 7:32 p.m. In attendance were Council members Liz Gross, Linda Kuiper, Samuel T. Shoge and Mauritz Stetson, W. S. Ingersoll, Town Manager, Jennifer Mulligan, Town Clerk, and guests.

Mayor Cerino asked if there were any additions or corrections to the minutes of the Mayor and Council meeting of March 17, 2014, the Public Forum for the C-1 Commercial District of March 10, 2014 and asked to ratify the minutes of the March 14, 2014 bid opening for the NEA – Our Town Grant. **Mr. Stetson moved to approve all the minutes as submitted, was seconded by Ms. Gross and carried unanimously.**

Mayor Cerino asked for a motion to pay bills. **Mr. Stetson moved to approve payment of the bills as presented, was seconded by Ms. Gross and carried unanimously.**

Mayor Cerino stated that Henry Highland Garnett Elementary School had a reading competition and two (2) of the four (4) winners were present. Ms. Kuiper and Mr. Jim Gatto presented citations and gift certificates to Procolino's to Aaron Saunders and Anna Edwards. Angel Llamas and Tennant Allen were unable to attend the meeting.

Ms. Sabine Harvey was present on behalf of the Chestertown Tea Party to discuss the festival, which will take place on May 23rd through May 26th. She said that the non-profits are able to raise approximately \$140,000.00 each year at this event. Ms. Harvey stated that all the stores planning to remain open during Tea Party would have their storefronts accessible to the crowd. The Farmer's from the Farmer's Market will be located on High Street (north of Spring Ave.) so that they can easily leave around noon.

Ms. Harvey stated that this year the festival would incorporate a colonial village on the courthouse lawn. She said that an invitation was sent to the U.S. Fife and Drum Band, and they were waiting to hear if they could attend.

Ms. Kuiper stated that the vendors would prefer that Cross Street not be closed, adding that she thought there were guests staying at the Imperial who had trouble parking last year. Ms. Harvey stated that they were working on those problems and that Cross Street would have some vendors to pull people down the block. Mayor Cerino suggested having bands at the end of Cross Street so the crowds would go down Cross Street.

The Council agreed to the permit request for the annual Tea Party Festival.

Mr. Mark Mumford, Public Information Officer, and Mr. Jeff Thompson, President, were present on behalf of the Chestertown Fire Department. Mr. Mumford stated that they would like to start education regarding the Fire Department and the costs involved in running the Fire Department.

Mr. Thompson stated that the total budget for this year was \$223,500.00. He said that income was from the Town of Chestertown, Kent County, and citizen donations. The rest of the budget came from fundraising. He said that there were major expenditures for trucks, fire equipment, electricity, building maintenance and air systems.

Mr. Thompson gave an overview of all the fire department did in and for the community. He said that there was an active roster of seventy-five (75) members, all volunteer. He said that there were no paid positions within the fire department.

Mr. Thompson stated that the Fire Department has a contract for a 2014 Sutphen Aerial Platform, at the cost of \$1.2 million. He said that the Sutphen Aerial Platform purchased in 1989 cost \$525,000.00 had to be replaced, but would be sold to offset some of the costs of the new truck.

Mr. Thompson stated that he would like the Mayor and Council to consider increased funding from the Town of Chestertown, financial assistance to repave the parking areas, demolition of the building on the Raimond property, notification when fire hydrants are out of service and flow testing/flushing of hydrants, painting and maintenance of fire hydrants, better communication of road closures, utilities interruptions, and better communication with Planning and Zoning. Mr. Thompson stated that new sirens for serious calls or natural emergencies was also an issue for discussion.

Mayor Cerino asked what the annual fundraising goal was for the Fire Department. Mr. Thompson stated that donations max out at \$60,000.00 each year.

Mr. Stetson asked what would happen to the property if the Raimond building was demolished. Mr. Thompson stated that there would likely be an expansion to the building and an extension of the parking lot.

Mr. Mumford stated that the fund the Town has provided to the Fire Department has been the same for decades. He said that a professional fire fighter would make approximately \$75,000.00 per year. He said that while preparing the Town budget there had to be additional funding for the Fire Department. Mayor Cerino suggested that the Fire Department prepare their budget and forward line item suggestions for the Town and set up a formal meeting with Mr. Ingersoll.

Ms. Muriel Cole was present on behalf of Homeports. She said that the 4th annual Healthy Aging Symposium would take place on Tuesday, April 15th from 8:00 a.m. to 2:00 p.m. at the Kent County Middle School. Ms. Cole stated that there would be many vendors on site, as well as to hear the keynote speaker, Dr. Walter Ettinger. Registration was open until Tuesday, April 8th and could be done through www.homeports.org.

Ms. Gail Owings, Executive Director of the Stories of the Chesapeake Heritage Area, Eastern Shore Heritage, Inc. (ESHI) was present to discuss economic development through heritage tourism. She said that that her organization was a portal to many grants offered through the State. Since their inception, ESHI has brought \$1.8 million in grants

to over 40 different organizations and provided technical assistance and event promotion. Ms. Owings stated that organizations in Chestertown have received over \$370,000.00 in grants since the certification of the Stories of the Chesapeake Heritage Area.

Ms. Owings asked for a letter of support to Maryland Heritage Areas Authority for a \$45,000.00 management grant. **Ms. Gross moved for a letter of support to the Maryland Heritage Areas Authority to be signed by the Council for a \$45,000.00 management grant, was seconded by Mr. Stetson and carried with four (4) in favor. Mayor Cerino recused himself from the vote and discussion.**

Mr. Ingersoll stated that an email from Bill Arrowood to the Board of Education was received by the Town and the subject placed on the agenda. He said that all parties were represented at this meeting, so it might be a good time to discuss the MOU.

Mayor Cerino stated that this property was owned by the County and the School Board, so the Town would support their wishes regarding this project. Mr. William Pickrum stated that he did not have any concerns at this time.

Dr. Karen Couch, Superintendent of Kent County Schools, stated that the Board of Education was supportive of the project in its conceptual stage. She said that there were some concerns about the distance between the bases. Dr. Couch stated that there were budgetary constraints on the School Board. She said that the ball field was an important aspect for the community, but not a major priority for the School Board and what resources that they could allocate was a question.

Dr. Couch stated that the baseball field would be discussed at the next meeting of the School Board. An area of concern for the School Board was dedicating any financial resources, noting that there were no longer grounds men as employees. She said that additional cutting of the field would be a cost. A second field was a concern, as traffic was already an issue along Campus Avenue. Also, scheduling a public meeting was necessary as there were concerns from neighbors.

Mayor Cerino stated that before the Council could formally agree to anything, he thought that the School Board and Kent County should agree with the Chestertown Recreation Commission on the conditions of the MOU.

Dr. Couch stated that there have been discussions about tennis courts at the Middle School, which would be fully endorsed. Mr. Ingersoll stated that he would like to see both tennis and a basketball court at the site.

Mr. Arrowood stated that the County and the Town would be responsible for sharing the costs. Dr. Couch stated that further into the MOU there were responsibilities for the Board, and it called for installation of the backstop and fencing (which would have to be outsourced), additional cuttings of the field and trash pick-up.

Dr. Couch stated that there was still an issue with the distance of the bases and it should be changed to 60' rather than 90'. Mr. Arrowood stated that he would not change the distance of the bases. Dr. Couch stated that the Board would not change their position on it either, noting that a 90' distance was for adults, not children.

Mayor Cerino stated that if the proposed ball field did not come to fruition, he would still like to communicate effectively with the School Board and Kent County to target recreation. Dr. Couch agreed.

Mr. Stetson stated that he thought the ball field was a good idea for Campus Avenue as that was where they used to play years ago.

Mr. Ingersoll handed out a tabulation of the 3 bids received for engineering at the Marina. He said that the tabulation was clear that McCrone best fulfilled the bid specifications, and that they were the second bidder (out of three in a close bid) coming in at \$39,990.00. **Mr. Stetson moved to approve the marina engineering bid in the amount of \$39,990.00 from McCrone, Inc., was seconded by Ms. Gross and carried unanimously.**

Mayor Cerino stated that he would like to schedule the Charrette at the next Mayor and Council meeting. The Council agreed. He said at the Charrette meetings, there would be decisions on the future of the Marina.

Mr. Ingersoll stated that Mr. Shoge had worked on the website RFP and asked if any of the Council had comments. He said that he thought bids could be accepted 30 days after the advertisement and he also suggested making the contract 5 years rather than 3. Ms. Gross stated that she thought there was a lot of repetition and redundancy, small handheld devices were not described, there was not enough emphasis on tourism, the website should focus on calendars from all organizations (not just Chestertown and Washington College), and the fees should be upfront for development of the site followed by a regular fee for upkeep and maintenance. Mr. Ingersoll stated that a bid form should be included. Ms. Gross stated that she would incorporate her comments into the RFP.

Mr. Shoge stated that he thought 5 years for the contract was too long. Ms. Kuiper agreed, stating that the contract could always be renewed. Mayor Cerino said to leave the contract a 3 years. Mr. Ingersoll stated that it would be advertised for 1 month from the time the RFP is finished. Mayor Cerino stated that once the edits were made, the entire Council should read the final draft before it went out.

Ms. Kuiper stated that the Town owned the domain name Chestertown.com. Ms. Gross asked why it was not a .gov. Mr. Shoge stated that the State would like the towns to go to the .gov and the domain was free through the State of Maryland.

Mr. Ingersoll stated that Ordinance 01-2014 Establishing Chapter 71: Elections could be adopted at the meeting. **Mr. Stetson moved to adopt Ordinance 01-2014 Establishing**

Chapter 71: Elections, was seconded by Ms. Gross and carried with four (4) in favor, Ms. Kuiper opposed.

Mr. Ingersoll stated that he was in receipt of the Dragonfly Heart Camp Triathlon permit for Sunday, June 15, from 5:30 a.m. to noon. **Mr. Stetson moved to approve the Dragonfly Heart Camp Triathlon, was seconded by Ms. Gross and carried unanimously.**

Mr. Ingersoll stated that the Hospital invited the Mayor and Council to take a "Hard Hat" tour of the emergency center on Wednesday, April 9th at 5:00 p.m. Mr. Ingersoll stated that the press was also invited to attend.

Mr. Ingersoll stated that the Floodplain Ordinance had to be repealed and replaced with the new Floodplain Ordinance. Mr. Ingersoll stated that tonight would be the introduction of Ordinance 02-2014 Floodplain. **Mr. Stetson moved to introduce Ordinance 02-2014 Floodplain to repeal and replace the original Floodplain Ordinance, was seconded by Mr. Shoge and carried unanimously.**

Mr. Ingersoll stated that the first budget workshop would be held on Thursday, April 10th and asked what time was best for the Council. Ms. Kuiper asked if the meeting could be at 6:00 p.m. The Council agreed. The meeting on May 13th would be held at 5:00 p.m.

Mayor Cerino stated that the NEA – Our Town bid, which was opened on March 14th, should be awarded. Ms. Kuiper stated that this was a matching grant. Mr. Ingersoll stated that the match would come out of unappropriated surplus. **Ms. Kuiper moved to ratify the NEA bid for the grant, was seconded by Ms. Gross and carried with four (4) in favor, Mr. Stetson opposed.**

Mayor Cerino stated that the Hospital would be in attendance at the Utilities Commission meeting of April 21, 2014 to discuss oil remediation at the Hospital site.

Mayor Cerino stated that Ms. Nancy McGuire was up for reappointment on the Historic District Commission and she has agreed to serve another term. **Ms. Kuiper moved to reappoint Ms. Nancy McGuire to the Historic District Commission, was seconded by Ms. Gross and carried unanimously.**

Mayor Cerino read a Proclamation declaring Tuesday, April 22nd as Arbor Day in Chestertown. Ms. Mulligan stated that the Arbor Day Festivities would take place at the Courthouse on April 29th at 1:15 p.m.

Mayor Cerino stated that the C-2 Business Forum would take place on Monday, April 14th at 7:00 p.m. at Town Hall, 2nd floor to discuss the economic climate in the downtown market place.

Mr. Shoge asked how the Business Forum was going to be run. Mayor Cerino stated that he would like to come up with a list of topics to discuss and would email it to the Council.

Ms. Gross stated that she gave Mr. Ingersoll a list of some problem places in her ward. She said that she was happy that road patching would begin shortly.

Ms. Gross stated that a resident approached her with plans that were being called the "Chestertown Colonial Christmas" and urged that more ecumenical name be chosen for the event, such as "Colonial Holiday Celebration". Mayor Cerino agreed.

Ms. Kuiper thanked the Street Crew for fixing the large pothole on Cannon Street and Queen Street.

Ms. Kuiper stated that the new Farmer's Market brochure was a huge success and said that they needed another 2,000 copies generated.

Ms. Kuiper stated that Tilghman's Island Winery has joined the Farmer's Market.

Ms. Kuiper said that KidSpot just opened at the Farmer's Market as well, and it was a huge hit with the kids.

Ms. Kuiper distributed the parking meter survey that she completed for the downtown area. She said that businesses were not named, but there was a breakdown of the survey, along with comments. Ms. Kuiper stated that the overall response was that there be no meters downtown, with one business owner stating that leases should reflect that there is no on-street parking for tenants renting apartments in the downtown. Ms. Kuiper stated that all but three (3) businesses were included in the study. Mayor Cerino stated that this could be a topic at the business forum next Monday.

Mr. Shoge stated that his constituents keep mentioning street lights along Flatland Road and it would be a major item he requested in budget meetings.

Mr. Shoge stated that Mr. Ingersoll has been helping him with tree management in Coventry Farms.

Mr. Shoge stated that the Chester River Cycling Club was fully operational and there were now about 28 members. The first ride was held last Thursday.

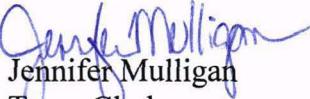
Mr. Stetson stated that on Saturday, March 22nd he attended an informational hearing at the library where Mr. de Mooy presented the different projects going on in Town. He said that there was standing room only and he thought that the public seemed to embrace the information.

Mr. Stetson stated that on March 19th he attended the Council of Governments (COG) meeting and said that mutual problems with some solutions were discussed. He said that

Ms. Bernadette Bowman had representatives from the State Highway Administration to discuss sign programs. He said that he submitted paperwork to see if he could get a sign for the Dog Park on Maryland 291.

Mr. Stetson stated that the bulletin board was installed at the Dog Park. He said that he would like to see a 30' pole installed so ospreys would build a nest.

There being no further business, **Mr. Stetson moved to adjourn the meeting at 8:40 p.m., was seconded by Mr. Shoge and carried unanimously.**

Submitted by: 
Jennifer Mulligan
Town Clerk

Approved by:
Chris Cerino
Mayor

Public Forum
C-2 Downtown Commercial District
April 14, 2014

1. Introductions - Council members
2. Introductions - Business owners
3. Parking
 - a. Results of Parking Survey (Linda Kuiper)
 - b. Information about the new parking lot being constructed on Cannon Street
 - c. Parking meter discussion: If we remove the parking meters, should we consider having two or three hour time limits for free parking?
4. Signage
 - a. Current sign ordinance (Bill Ingersoll)
 - b. Comments on the current sign ordinance
 - c. Action Plan to amend the sign ordinance, if necessary
5. Marketing and Promotion
 - a. web site
 - b. collaboration with DCA
 - c. collaboration with Kent Co
6. Special Events
 - a. What special events downtown give businesses the biggest boost?
 - b. What can we do in during the winter months to keep people coming downtown?
7. Maryland Main Street program
 - a. Main Street designation but the program has sat dormant for several years. Do we want to revive this program?
8. Recruiting New Businesses Downtown
 - a. ideas
 - b. strategies
9. Getting more College Students Downtown
 - a. ideas
 - b. strategies
10. General comments from business owners and the audience

DOWNTOWN CHESTERTOWN PARKING METER SURVEY

		KEEP METERS	NO METERS	FREE PARKING NOV THRU JANUARY
HIGH STREET - Between Mill and Spring Streets		X		
HIGH STREET - Between Spring and Cross Streets		X		
HIGH STREET - Between Cross and Water Streets	3	X		
MEMORIAL PLAZA		X		
CROSS STREET (both sides) - Between High and Cannon Streets		X		
CROSS STREET - Between Cannon and Police Station		X		
CANNON STREET - Between Mill and Cross Streets		X		

COMMENTS

1. Keep meters and allow business owners to unload until 10:30am
2. Sticker system for business owners (pay for permit to park)
3. Ticket system - 2 hour permit to park
4. Like the meter decorating contests
5. Raise the meter fees
6. Have designated parking area for merchants
7. Visitors feed the meters on weekends - bag the meters
8. Free parking during high water
9. Cannon Street - parking spaces not marked
10. Tenants in apartments will park on the street
11. Designate in apartment leases not to park on the street during business hours
12. Tenants in apartments park on the street when meters are bagged
13. Designate parking spots for Seniors

McCrone

CHESTERTOWN MARINA ENGINEERING BID TABULATION			
	DMS	LANE ENGINEERING	McCRONE
I. BIDDER QUALIFICATIONS			
a. Five similar projects	✓	✓	✓
b. Principals identified			
i. Engineers	✓	✓	✓
ii. Planners	✓	✓	✓
iii. Landscape Architect	✓	✓	✓
c. Form 254	✓	✓	✓
II. DRAFT/SCHEMATIC PLANS FOR PUBLIC COMMENT			
a. Initial layout of marina site and marina basin			
i. Marina site plan	✓	✓	✓
ii. Marina waterside plan	✓	✓	✓
b. Final layout of marina site and marina			
i. Marina site plan	*	**	✓
ii. Marina waterside plan	✓	✓	✓
III. PROVIDE MASTER PLANS, SPECS, CONSTRUCTION DOCUMENTS			
a. Site layout	✓	✓	✓
b. Piers, bulkheads, boat ramp, walking decks	✓	✓	✓
c. Parking lot(s)	*	**	✓
d. Storm drainage/management	*	**	✓
e. Lawns, landscaping plan	*	**	✓
f. Permit preparation and submission	✓	✓	✓
g. Deadlines addressed	✓	✓	✓
h. References provided (3 required)	✓	✓	✓
* DMS: Add-Alternate in Proposal			
** Lane Engineering: Note 7 of Concept Plan Preparation states " This will be a Concept Plan only and wil not contain the detailed site design, grading, sediment and erosion control, stormwater management, drainage, utility and landscape plans, details and specifications necessary to obtain development approvals or for construction purposes.			

**MARINA ENGINEERING
BID OPENING
MARCH 7, 2014**

Mayor Cerino called the bid opening to order at 12:00 p.m. In attendance were W. S. Ingersoll, Town Manager, Jennifer Mulligan, Town Clerk and guests.

The bids were as follows:

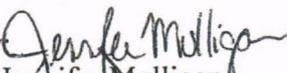
DMS & ASSOCIATES **\$ 39,950.00**
P. O. Box 80
Centreville, MD 21617
443-262-9130

LANE ENGINEERING, LLC. **\$ 40,000.00**
354 Pennsylvania Avenue
Centreville, MD 21617
410-822-8003

McCRONE, INC. **\$ 39,990.00**
320 Pennsylvania Avenue
Centreville, MD 21617
410-758-2237

Mr. Ingersoll stated that the bids were very close and award recommendation would follow a careful analysis of all three bids and any conditions or qualifications of the bids given by the bidders.

Mayor Cerino called the bid meeting to a close at 12:06 p.m.

Submitted by 
Jennifer Mulligan
Town Clerk

Approved by:
Chris Cerino
Mayor



CHESTERTOWN VOL. FIRE CO., INC.

P.O. Box 296

Chestertown, MD 21620

(410) 778-3434 FAX (410) 810-0348

Presentation to the Chestertown Mayor and Council
April 7, 2014

Topics:

Introduction

History

Administration

Operations

Exciting News!!

Areas of Concern

My name is Jeff Thompson, I am the 2014 President of the Chestertown Vol. Fire Co. With me I have, Chief Bruce Neal and Past President and PIO Mark Mumford.

We would like to Thank you for this opportunity to present you with the past, present and future status of the fire company.

Since 1909 and before we have provided the citizens of Chestertown and the surrounding areas with fire protection, by using the most up to date equipment, training and technology. You will see throughout this presentation that we always abide by our motto, "Service For Others" (100th Anniversary pamphlet)

ADMINISTRATION

President	Jeff Thompson
1 st Vice	Donald Hodges
2 nd Vice	Mike Olsen
Secretary	Cindy Morris
Asst Sect.	Debbie Hodges
Treasurer	Henrietta Maloney
Asst Treasurer	Bill Hildebrand
Chaplain	Pastor Leon Frison

Our administration works very hard everyday to make sure the fire company runs smoothly. There are over fifteen committees in place to carry out all of the duties, everything from building maintenance and fundraising to recruitment and retention.

Each year the company prepares a balanced budget, this year our total budget sits at \$223,500. Most of our income consists of yearly allocations from the Town of Chestertown, Kent County and donations from our citizens. Some of our yearly major expenditures include; truck maintenance, fire equipment, electric, fuel, building maintenance and air systems.

Some of our fundraising activities include three chicken bbq's, car washes, pool fills, and a yearly fund drive letter to our citizens.

Almost everything we do, is to support the very thing we are here for, "Fire Protection". But fire protection is not the only the only service we provide. Lets talk about operations.

OPERATIONS

Chief	Bruce Neal
Deputy	Bill Duley
Asst Chief	Brad Russum
Asst Chief	John Darling
Asst Chief	Donald Hodges
Captains	(3)
Lieutenants	(3)
Safety officer	
PIO	

Last year our fire company ran 758 Fire and EMS calls. We also had 18 company level training drills and numerous personnel participated in formal training, mainly sponsored by the Maryland Fire and Rescue Institute.

We maintain an active roster of 75 men and women. It is these individuals that our citizens depend on to protect their lives and property. These men and women are all "VOLUNTEERS", no one gets paid. They leave their families and their workplaces 24 hours a day, 7 days a week to give of their time and labor.

As I stated before fire protection is not all we do. We educate everyone about fire prevention, by visiting schools, day cares and have an open house in October. We respond on everything from pumping out basements, Medivac standbys and electrical hazards to rescuing animals out of trees. We also have to maintain the equipment we use and make sure it is ready to use when needed. This includes washing and waxing the equipment, sharpening tools, weekly equipment checks and maintaining our breathing apparatus just to name a few.

EXCITING NEWS

This past December the Chestertown Vol. Fire Company signed a contract to purchase a new 2014 Sutphen Aerial Platform. The cost of this piece of equipment is \$1.2 million dollars. It will replace the existing Sutphen Aerial Platform that was purchased in 1989 at a cost of \$525,000. We are expecting the arrival of this truck in late Summer or early Fall.

This Fall we will begin a extensive fundraising campaign and will celebrate its arrival with a customary "housing". We will let everyone know of our plans as the date gets closer.

AREAS OF CONCERN

We have a few items that we would like to discuss at a later date and we would be glad to meet with everyone involved at anytime.

Possibility of increase of funding provided by the Town of Chestertown.

Future financial assistance with repaving parking area.

Demolition of the building on the old Raymond property.

Notification of fire hydrants being out of service.

Flow testing and flushing of fire hydrants.

Maintenance of and painting of hydrants.

Maintenance of areas surrounding hydrants.

Better communications of road closures or utility interruptions

Better communication between planning and zoning and fire company.

New sirens, this was discussed in 2011 but nothing has been done.

Again, we Thank You for this opportunity to speak before you. We Thank You for everything the Town has done for us in the past and look forward to working with everyone in the future.

AGENDA
APRIL 7, 2014

MAYOR AND COUNCIL MEETING

1. Minutes of Mayor and Council meeting of March 17, 2014, Public Meeting for C-1 of March 10, 2014, and ratify minutes of the March 14, 2014 bid opening for the NEA – Our Town Grant
2. Payment of bills
3. HHGES Reading Awards
4. Sabine Harvey for Tea Party
5. Town Manager's Report
 - a. Marina Engineering Bid award
 - b. Website RFP
 - c. Adopt Ordinance 01-2014 Establishing Chapter 71: Elections
 - d. Tea Party permit
 - e. Dragonfly Heart Camp Triathlon permit
 - f. Hard Hat Tour of University of Maryland Shore Medical Center at Chestertown, Wednesday, April 9th at 5:00 p.m.
 - g. Introduce Ordinance 02-2014 Floodplain
 - h. Budget Schedule
 - i. Memorandum of Understanding – Baseball field at KCMS
6. Mayor Cerino's Report
 - a. Formally ratify NEA – Our Town bid award
 - b. Hospital presentation on April 21, 2014
 - c. Reappoint Nancy McGuire to the Historic District Commission for a 3 year term to March 1, 2017.
 - d. Arbor Day Proclamation
7. Ward Reports
8. Requests from the public to be on the agenda:
 - a. Muriel Cole – Healthy Aging Symposium
 - b. Mark Mumford – Chestertown Fire Department
 - c. Gail Webb Owings – Eastern Shore Heritage, Inc.
9. Questions or comments