

**AGENDA**  
**COMMISSIONERS OF POOLESVILLE**  
**June 5, 2023**  
**19721 BEALL STREET**  
**7:00 PM**

*To join the meeting, go to Youtube.com. Search "Pooleville"  
Click the "Filter" Icon and Click "Today"  
The Town Commission Meeting will be visible.  
A link is also on the Town Webpage*

*The meeting starts at 7 PM. You will only be able to see the meeting once it starts.*

1. **Call To Order**

2. **Pledge Of Allegiance**

3. **Announcements**

3.I. Welcome District 15 Delegates

Linda Foley  
David Fraser-Hildago  
Lily Qi

4. **Commissioners/Committee Reports**

Martin Radigan - Planning Commission

Ed Reed - Fair Access and Sustainable Pooleville

Sarah Paksima - Fair Access

Jeff Eck - Parks, Recreation and Streets

5. **Public Comment**

6. **Approval Of Minutes**

6.I. Minutes Of May 1, 2023

7. **Old Business**

7.I. Grocery CO-OP

Documents:

[POOLESVILLE CO-OP PRO-FORMA PROPOSAL 2023-05.PDF](#)

8. **New Business**

8.I. Rubber Playground Mulch

Documents:

[MEMORANDUM MULCH.PDF](#)

8.II. Fisher Avenue Speed Study

Documents:

9. **Town Manager Report**

Documents:

[SHORTFORM 2022.PDF](#)

10. **Adjournment**

**Public Testimony is Limited to Three Minutes  
This is a tentative agenda subject to change.**



Sarah Lebherz • Sarah Lebherz Consulting LLC  
Don Moffitt • Inside the Numbers LLC

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donmoffitt@columinate.coop

May 16, 2023

4 pages

To: Jennifer and Nathan Loyd, Link Hoewing  
From: Sarah Lebherz & Don Moffitt

## **Proposal for Financial Feasibility Work / Pro Forma**

Jennifer, Nathan and Link,

I enjoyed speaking with you about Poolesville and the possibility of opening a co-op in the area. I'm happy to provide you with this proposal on behalf of Don Moffitt and myself. If you authorize the work, our job will be to help determine how the collective vision you have can be financially sustainable, as well as to foster understanding of the finances of the co-op. Don and I collaborate on the work.

The work included in this proposal includes both the development of pro forma financial statements and ongoing support. The pro forma is the primary tool for the co-op to assess the financial feasibility of the project.

The pro forma we develop for you includes the sources and uses of funds for development, the annual debt service for all required loans, assumptions for key operating expenses, all three financial statements for ten years of operations (income statement, balance sheet and cash flow statement), and key financial metrics that indicate the likelihood of a sustainable project.

You'll receive an Excel workbook consisting of several interrelated worksheets that you can use for "what if" scenarios. In addition to the pro forma the services included in this proposal are:

1. A discussion your project, vision and assumptions. We'll schedule this when you authorize the work.
  2. An in-person review over Zoom to review the first draft of the pro forma, including expected outcomes. This is typically four weeks after the meeting in item 1.
  3. A transmittal memo accompanying the first draft of the pro forma, explaining the structure of the model, key inputs, outcomes and issues.
  4. Recommendations for further research to refine estimates of costs, assumptions, etc.
  5. Meetings every four to six weeks to discuss issues you're facing and changes in your project.
  6. Revisions and updates to the pro forma as needed.
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**Terms**

*Fees.* Our fee for the financial pro forma and ongoing support is \$7,500. On occasion, for a small percentage of pro forma clients, a need for an additional fee develops due to major delays in the project or significant changes in assumptions. We'll let you know in advance if the work exceeds the basis for this proposal and bill you from that point on an hourly basis.

*Retainer.* A retainer for 50% of the fee (\$3,750) is due once you authorize the work. We'll invoice you for the retainer via Columinate. The remainder of the fee is due and will be invoiced when the first draft is delivered to you. Payment is due within seven days of receipt of the invoice.

*Expiration, authorization.* This proposal is valid for thirty days. If it meets your needs, you can notify us by email that you authorize the work. In your authorization, please let us know to whom we should send the contract for e-signature.

Thanks for the opportunity; please let me know if you have any questions.

I look forward to working with you!



Sarah Lebherz  
Sarah Lebherz Consulting, LLC

***All information and recommendations are provided in good faith based upon the experience and judgment of the Consultant. The Client remains responsible for the accuracy of all information provided to Columinate and Consultant. The Client is also responsible for all decisions made and all actions or inactions that result from this work.***

**DON MOFFITT** works with Columinate providing support for co-ops planning large capital investments. His services include pro forma financials and financial literacy, expansion and business planning, assistance with lease negotiations and general development assistance. He's worked in natural foods retail since 1981, including Vice President of Store Development and Regional President for Whole Foods Market as well as Project Manager for the Durham Co-op Market in Durham, NC. He has a B.Architecture (University of Texas, Austin) and an MBA (University of North Carolina, Chapel Hill).

**SARAH LEBHERZ** works with Don developing pro forma financials for start-up cooperatives. She's worked at Common Market Co-op in Frederick, MD for over 25 years as Merchandising Manager, General Manager, Project Manager and most recently, Chief Financial Officer. She has been Project Manager for two expansion projects for Common Market during her tenure, including the expansion of the original store and the development of a second store. She has previously served as a member of the Risk Management Committee for the Eastern Corridor of National Cooperative Grocers (NCG).

**COLUMINATE** is a service cooperative representing the skills of independent consultants with longstanding commitment to and engagement in the food co-op community. Our experience encompasses all phases of business and organizational development. We know how to integrate the financial challenges of business development with the cooperative and community-based organizations that are mission driven. We specialize in the growth and development of food cooperatives, having participated in over 250 food co-op expansion projects over the past 30 years. There are dozens of startup food co-op groups among our clients.

I had the pleasure of working with Don Moffitt over the course of several months as he provided us with an extensive pro forma review and strategic planning for our long term debt. Don was the right person for the job; he is kind, thorough and has the depth of



**East Aurora  
Co-op Market**  
locally grown, community owned

knowledge necessary to turn financial chaos into a workable plan. He approached each interaction with the air of a patient professor/mentor and I was immediately at ease working with him. Don encouraged honesty and openness as he got to know our situation and the key players. This approach enabled him to get a fully accurate picture of our store, our predicament and the resources available for working through our challenges. Don's compassionate, nonjudgmental attitude engendered a level of trust that was essential to the work at hand. He fully grasped our financial situation and partnered with me to find workable long term solutions — and we have a fully functional pro forma to boot!

Jessica Armbrust  
General Manager

East Aurora Co-op Market 591 Main Street, East Aurora NY 14052 | 716-655-2667 | [www.eastauroora.coop](http://www.eastauroora.coop)



Don combined extensive experience in natural-food-store design, site selection, operations and management with excellent financial skills. He built strong relationships with key stakeholders through careful listening and close collaboration. He played a key role in site acquisition, pro forma development, community fundraising, lender relationships and equipment selection.

Leila Wolfrum  
General Manager  
Durham Co-op Market, Durham, N.C.

Working with Don has exceeded all my expectations for hiring a consultant to put together our pro forma. I knew I would receive a detailed and thorough pro forma for our project, but I had no idea that Don would accompany that document with consulting sessions focused on defining and refining the financial feasibility of the project. Because of his years of experience -- both in corporate natural foods and co-op development -- Don is able to speak to store build and operations, the role of the GM, co-op fundraising, and a multitude of other considerations that ultimately impact the cost and viability of any start up food cooperative.



Aside from Don's vast technical acumen, he has a rare gift in being skilled at walking groups of non-CPA types through his thinking; He is able to make the spreadsheets come alive for us, translating numbers into real-life features of our project and the decisions that lie ahead in pursuit of a site and funds. Don has made our Board feel comfortable as we build our financial muscles and has also walked with us as we refine our vision for the store, ask ourselves tough questions about feasibility, and grapple with an industry that features razor thin margins and stiff competition. Don works well with others in his industry who are involved in our project, speaking with confidence on his views and being able to alter assumptions when confronted with new information.

I feel fully confident that Don will guide us to a financially feasible plan for our project, while steering us away from making choices which could render our project non-viable. I can't recommend his services highly enough!

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**Jillian Jason** | Board President  
Wild Onion Market | Food Cooperative

**Memorandum**

To: Commissioners of Poolesville

From: Wade Yost, Town Manager

Date: June 1, 2023

RE: Rubber Playground Mulch

The Town currently has 6 tot lots with rubber mulch. I have received bids for the removal of the rubber mulch and replace with engineered wood fiber as the rest of the tot lots currently have.

<b>Park</b>	<b>Rubber Mulch Removal</b>	<b>Engineered Wood install</b>
Brooks Park	4,574	3,153
Dr. Dillingham Park	8,810	6,305
Elgin Park	10,189	7,275
Bodmer Park	19,776	13,774
Wootton Heights Tot Lot	3,675	2,910
Deyo Park	5,880	4,074
Sub - Total	\$52,904	\$37,419
<b>Total - \$90,395</b>		

Town of Poolesville  
To: Town Commissioners and Parks Board  
From: Niles Anderegg, Assistant Town Manager  
CC: Wade Yost, Preston King, John Strong  
Date: 5/30/2023  
Re: Fisher Avenue Speed Analysis

## Background

Based on resident concerns, staff requested a speed study of the traffic on Fisher Ave. The Montgomery County Police Department set up their speed trailer in “ghost mode” on Fisher Ave. The maximum speed limit for this area is 25 miles per hour (MPH) on town-controlled roads and 30 miles on the state-controlled sections of Fisher Ave, still within town limits.

## Data

The data collected looked at eastbound traffic on Fisher Ave from May 1 and May 25, 2023. During this time, there were 66,299 trips, with an average of about 2,649 daily trips (note the daily trips have nearly tripled since the state did a study in 2010). The average speed on West Willard was 27 MPH, with 85% of the trips below 40 MPH and 82% between 21-35 MPH. The data also shows that traffic along Fisher Ave stays relatively the same between 7 am and 6 PM, with the highest traffic times at 7 and 8 am and noon. In other words, during morning rush hours and lunch.

## Analysis

Based on this data, the speed limit of 25 is appropriate, given current traffic conditions. When reviewing traffic data, one of the key metrics is the 85% speed. For example, the town’s speed hump policy requires that the 85% speed be greater than ten over the speed limit for the town to install speed humps. Given that 82% is within 10 miles of the 25-mile-per-hour speed limit, there is generally no excessive speeding in this area. However, it is also worth looking at the range of speed we see on the road. The lowest recorded speeds were in the 11 to 15 MPH range, and the highest recorded speed was between 66 and 70 MPH.

## Recommendations

Based on the data gathered so far, staff is taking the following actions. First, we have requested that the Police collect speed data for Westbound traffic to get a complete picture of traffic along Fisher Ave. Second, this data does not look at drivers' behavior when at crosswalks; therefore, staff is installing more speed signs and crosswalk signage to emphasize to drivers that they are in a pedestrian zone.





TOWN OF  
**Poolesville**  
MARYLAND

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Office of the Secretary  
Maryland Department of Planning  
Attn: David Dahlstrom, AICP  
301 W. Preston St.  
Baltimore, Maryland 21201-2305

Re: Annual Report Calendar Year 2022

Dear Mr. Dahlstrom:

The Town of Poolesville Planning and Zoning Commission approved the following annual report for the reporting year 2022 as required under §1-207(b) and §1-208(c)(1)(i) and (c)(3)(ii) of the Land Use Article on May 10, 2023. In addition, this report has been filed with the local legislative body.

1. Number of new Residential Permits Issued inside and outside of the Priority Funding Area (PFA):

**Table 1: New Residential Permits Issued  
Inside and Outside the Priority Funding Area (PFA)**

<b>Residential – Calendar Year 2022</b>	<b>PFA</b>	<b>Non - PFA</b>	<b>Total</b>
<b># New Residential Permits Issued</b>	<b>6</b>	<b>0</b>	<b>6</b>

2. Our jurisdiction is not scheduled to complete and submit a 5-Year Mid-Cycle comprehensive plan implementation review report this year.
3. There were not any growth-related changes, including land use changes, zoning ordinance changes, rezonings, new schools, changes in water or sewer service, or municipal annexations that changed municipal and unincorporated boundaries.
4. Our jurisdiction did not identify and/or implement any recommendations for improving the planning and development process.
5. In 2022, the Planning Commission began the Comprehensive review/rewrite process and reached out to the Maryland Department of Planning.
6. All members of the Planning Commission and Board of Appeals have completed an educational training course.

Sincerely,

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Niles Anderegg  
Assistant Town Manager