



Massachusetts Cannabis Control Commission

Marijuana Product Manufacturer

General Information:

License Number: MP281399
Original Issued Date: 10/10/2018
Issued Date: 09/10/2020
Expiration Date: 10/10/2021

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: Central Ave Compassionate Care, Inc.

Phone Number: 978-423-1520 Email Address: jhillier@centralavecare.org

Business Address 1: 31 Central Ave

Business Address 2:

Business City: Ayer

Business State: MA

Business Zip Code: 01432

Mailing Address 1: 31 Central Ave

Mailing Address 2:

Mailing City: Ayer

Mailing State: MA

Mailing Zip Code: 01432

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

PRIORITY APPLICANT

Priority Applicant: yes

Priority Applicant Type: RMD Priority

Economic Empowerment Applicant Certification Number:

RMD Priority Certification Number: RPA201835

RMD INFORMATION

Name of RMD: Central Ave Compassionate Care, Inc.

Department of Public Health RMD Registration Number: 004

Operational and Registration Status: Obtained Final Certificate of Registration and is open for business in Massachusetts

To your knowledge, is the existing RMD certificate of registration in good standing?: yes

If no, describe the circumstances below:

PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 100

Percentage Of Control: 100

Role: Director

Other Role:

First Name: John

Last Name: Hillier

Suffix:

Gender: Male

User Defined Gender:

What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)

Specify Race or Ethnicity:

Person with Direct or Indirect Authority 2

Percentage Of Ownership: Percentage Of Control:

Role: Board Member Other Role:

First Name: Valery Last Name: Hillier Suffix:

Gender: Female User Defined Gender:

What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)

Specify Race or Ethnicity:

Person with Direct or Indirect Authority 3

Percentage Of Ownership: Percentage Of Control:

Role: Board Member Other Role:

First Name: Kenneth Last Name: Frank Suffix:

Gender: Male User Defined Gender:

What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)

Specify Race or Ethnicity:

ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

No records found

CLOSE ASSOCIATES AND MEMBERS

No records found

CAPITAL RESOURCES - INDIVIDUALS

No records found

CAPITAL RESOURCES - ENTITIES

No records found

BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

No records found

DISCLOSURE OF INDIVIDUAL INTERESTS

Individual 1

First Name: John Last Name: Hillier Suffix:

Marijuana Establishment Name: Late Spring, INC D/B/A Gage Cannabis Company Business Type: Marijuana Retailer

Marijuana Establishment City: Ayer Marijuana Establishment State: MA

Individual 2

First Name: John Last Name: Hillier Suffix:

Marijuana Establishment Name: Late Spring, INC D/B/A Gage Cannabis Company Business Type: Marijuana Product Manufacture

Marijuana Establishment City: Ayer Marijuana Establishment State: MA

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 31 Central Ave

Establishment Address 2:

Establishment City: Ayer Establishment Zip Code: 01432

Approximate square footage of the Establishment: 2000

How many abutters does this property have?: 39

Have all property abutters have been notified of the intent to open a Marijuana Establishment at this address?: Yes

HOST COMMUNITY INFORMATION

Host Community Documentation:

| Document Category | Document Name | Type | ID | Upload Date |
|--------------------------------------------|--------------------------------------------------------|------|---------------------------|-------------|
| Community Outreach Meeting Documentation | Central Ave Community Outreach Meeting Attestation.pdf | pdf | 5b1fdbb1e0abb143d35458d2 | 06/12/2018 |
| Plan to Remain Compliant with Local Zoning | Plan to Remain Compliant with Local Zoning.pdf | pdf | 5b1fdbb2db987f505ab2965b | 06/12/2018 |
| Community Outreach Meeting Documentation | Attachment B.pdf | pdf | 5b1fdbbab797ff43e7a4fc45 | 06/12/2018 |
| Community Outreach Meeting Documentation | Attachment C.pdf | pdf | 5b1fdbbd8d1e3843f1aff7d0 | 06/12/2018 |
| Certification of Host Community Agreement | Certification of Host Community Agreement.pdf | pdf | 5b1fdbbc210757543fbca68c8 | 06/12/2018 |
| Community Outreach Meeting Documentation | Central Ave Attachment A.pdf | pdf | 5b6a01b0b60ce4391d87dcbc | 08/07/2018 |

Total amount of financial benefits accruing to the municipality as a result of the host community agreement. If the total amount is zero, please enter zero and provide documentation explaining this number.: \$4927

PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

| Document Category | Document Name | Type | ID | Upload Date |
|--------------------------|------------------------------------------|------|--------------------------|-------------|
| Plan for Positive Impact | Central Ave Plan for Positive Impact.pdf | pdf | 5b6a01b9aa953e3937b590e1 | 08/07/2018 |

ADDITIONAL INFORMATION NOTIFICATION

Notification: I Understand

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Other Role:
First Name: John Last Name: Hillier Suffix:
RMD Association: RMD Owner
Background Question: no

Individual Background Information 2

Role: Other Role:
First Name: Valery Last Name: Hillier Suffix:
RMD Association: Not associated with an RMD
Background Question: no

Individual Background Information 3

Role: Other Role:

First Name: Kenneth Last Name: Frank Suffix:

RMD Association: Not associated with an RMD

Background Question: no

ENTITY BACKGROUND CHECK INFORMATION

No records found

MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

| Document Category | Document Name | Type | ID | Upload Date |
|----------------------------------------------------------|--------------------------------------------------|------|--------------------------|-------------|
| Department of Revenue - Certificate of Good standing | Central Ave Certificate of Good Standing DOR.pdf | pdf | 5b1fdd93db987f505ab2966b | 06/12/2018 |
| Articles of Organization | Central Ave Articles of Organization.pdf | pdf | 5b1fdd9461b87343dda2fca2 | 06/12/2018 |
| Bylaws | Central Ave bylaws doc 1 of 2.pdf | pdf | 5b1fdd9807462b5064379948 | 06/12/2018 |
| Bylaws | Central Ave bylaws doc 2 of 2.pdf | pdf | 5b1fdd9b480890506ed9ac98 | 06/12/2018 |
| Secretary of Commonwealth - Certificate of Good Standing | Cert of good standing Sec of state.pdf | pdf | 5b1fddbfb797ff43e7a4fc5f | 06/12/2018 |

Certificates of Good Standing:

| Document Category | Document Name | Type | ID | Upload Date |
|----------------------------------------------------------------------|---------------------|------|--------------------------|-------------|
| Department of Unemployment Assistance - Certificate of Good standing | DUA CA.pdf | pdf | 5f2b0b988093f4686f9c90c9 | 08/05/2020 |
| Department of Revenue - Certificate of Good standing | DOR CA.pdf | pdf | 5f2b0b993935fc643b5608a4 | 08/05/2020 |
| Secretary of Commonwealth - Certificate of Good Standing | Sec of State CA.pdf | pdf | 5f2b0b9aa23bf56860679a41 | 08/05/2020 |

Massachusetts Business Identification Number: 462786590

Doing-Business-As Name:

DBA Registration City:

BUSINESS PLAN

Business Plan Documentation:

| Document Category | Document Name | Type | ID | Upload Date |
|-------------------|-------------------------|------|--------------------------|-------------|
| Proposed Timeline | Updated Timeline CA.pdf | pdf | 5f2b2396a24e76648176d6e8 | 08/05/2020 |

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

| Document Category | Document Name | Type | ID | Upload Date |
|----------------------------------|--------------------------------------|------|--------------------------|-------------|
| Inventory procedures | Inventory procedures.pdf | pdf | 5b1fdeea6220743bfd9cba3 | 06/12/2018 |
| Maintaining of financial records | Maintaining of financial records.pdf | pdf | 5b1fdeeb719dca5046293fae | 06/12/2018 |
| Method used to produce products | Method used to produce products.pdf | pdf | 5b1fdeec5617f143c98ba9ad | 06/12/2018 |

| | | | | |
|----------------------------------------------------------------|------------------------------------------------------------------------|-----|--------------------------|------------|
| Dispensing procedures | Dispensing procedures.pdf | pdf | 5b1fdeedcb211e5050f0f76d | 06/12/2018 |
| Qualifications and training | Qualifications and training.pdf | pdf | 5b1fdf0adb987f505ab29679 | 06/12/2018 |
| Quality control and testing | Quality control and testing.pdf | pdf | 5b1fdf0b61b87343dda2fca8 | 06/12/2018 |
| Record Keeping procedures | Record Keeping procedures.pdf | pdf | 5b1fdf0b07462b506437995a | 06/12/2018 |
| Personnel policies including background checks | Personnel policies including background checks.pdf | pdf | 5b1fdf0cb797ff43e7a4fc65 | 06/12/2018 |
| Prevention of diversion | Prevention of diversion.pdf | pdf | 5b1fdf0d480890506ed9aca2 | 06/12/2018 |
| Storage of marijuana | Storage of marijuana.pdf | pdf | 5b1fdf1f63f5ba502c34399b | 06/12/2018 |
| Restricting Access to age 21 and older | Restricting Access to age 21 and older.pdf | pdf | 5b1fdf1f10757543fbc68de | 06/12/2018 |
| Sample of unique identifying marks used for branding | Samples of unique identifying marks used for branding.pdf | pdf | 5b1fdf205246fb5032dde544 | 06/12/2018 |
| Security plan | Security Plan.pdf | pdf | 5b1fdf23b47dfe43b93eb60f | 06/12/2018 |
| Separating recreational from medical operations, if applicable | Separating recreational from medical operations.pdf | pdf | 5b1fdf2353361a503c1d4ed4 | 06/12/2018 |
| Transportation of marijuana | Transportation of marijuana.pdf | pdf | 5b1fdf32719dca5046293fb2 | 06/12/2018 |
| Types of products Manufactured. | Types of Products Manufactured.pdf | pdf | 5b1fdf335617f143c98ba9b1 | 06/12/2018 |
| Diversity plan | Central Ave Diversity plan.pdf | pdf | 5b6a02d9da72283955c5fc92 | 08/07/2018 |
| Security plan | Central Ave Hours of Operation and After-Hours Contact Information.pdf | pdf | 5b6a02da4e62492d8f343930 | 08/07/2018 |
| Sample of unique identifying marks used for branding | Sample of unique identifying marks used for branding.pdf | pdf | 5b6a035d4e62492d8f343934 | 08/07/2018 |

ATTESTATIONS

I certify that no additional entities or individuals meeting the requirement set forth in 935 CMR 500.101(1)(b)(1) or 935 CMR 500.101(2)(c)(1) have been omitted by the applicant from any marijuana establishment application(s) for licensure submitted to the Cannabis Control Commission.: I Agree

I understand that the regulations stated above require an applicant for licensure to list all executives, managers, persons or entities having direct or indirect authority over the management, policies, security operations or cultivation operations of the Marijuana Establishment; close associates and members of the applicant, if any; and a list of all persons or entities contributing 10% or more of the initial capital to operate the Marijuana Establishment including capital that is in the form of land or buildings.: I Agree

I certify that any entities who are required to be listed by the regulations above do not include any omitted individuals, who by themselves, would be required to be listed individually in any marijuana establishment application(s) for licensure submitted to the Cannabis Control Commission.: I Agree

Notification: I Understand

I certify that any changes in ownership or control, location, or name will be made pursuant to a separate process, as required under 935 CMR 500.104(1), and none of those changes have occurred in this application.: I Agree

I certify that to the best knowledge of any of the individuals listed within this application, there are no background events that have arisen since the issuance of the establishment's final license that would raise suitability issues in accordance with 935 CMR 500.801.: I Agree

I certify that all information contained within this renewal application is complete and true.: I Agree

ADDITIONAL INFORMATION NOTIFICATION

Notification: I Understand

COMPLIANCE WITH POSITIVE IMPACT PLAN

Progress or Success Goal 1

Description of Progress or Success: Goal: Central Ave will give a hiring preference to qualified applicants from the following groups:

Past or present residents of the geographic "areas of disproportionate impact," which have been defined by the Commission and identified in its Guidance for Identifying Areas of Disproportionate Impact.

State-designated Social Equity Program participants

Massachusetts residents who have past drug convictions

Massachusetts residents with parents or spouses who have drug convictions

Central Ave has given hiring preference, has hired and continues to employ qualified applicants from areas of disproportionate impact. Currently, 11 out of 44 (25%) individuals reside in an area of disproportionate impact.

Progress or Success Goal 2

Description of Progress or Success: Central Ave has engaged with Mass CultivatED as described in the Positive Impact Plan. A financial donation in the amount of \$10,000 has been donated. The first round of program participants begin September 1. The fellowship will begin and take place throughout the months of October and November.

COMPLIANCE WITH DIVERSITY PLAN

Diversity Progress or Success 1

Description of Progress or Success: In February of 2020, the Gage staff completed one of two annual diversity trainings. The session, titled "Diversity 101," summarizes treating others with respect and maintaining an inclusive workplace through addressing the following:

An overview of diversity including an explanation of diversity moments and other key diversity terms.

Discussion of biases and the importance of challenging one's assumptions about others

Discussion of organizational diversity

Exploration of gender and identity issues

Discussion of harassment in the workplace

The second of the two annual diversity trainings is taking place in August of 2020. This training will take place in two sessions. The two sessions, titled "How Was Your Day?" and "The Respectful Workplace: It Starts with You" cover the following topics:

Eliminating unconscious bias

Ending Harassment and Bullying

Supporting the pursuit of a workplace free of discrimination, inequality, and disrespect

Avoiding discriminatory or intolerant behavior

Respecting individuals unique perspectives and knowledge

Diversity Progress or Success 2

Description of Progress or Success: Please see attached.

PRODUCT MANUFACTURER SPECIFIC REQUIREMENTS

Item 1

Label Picture:

| Document Category | Document Name | Type | ID | Upload Date |
|-------------------|--------------------------------------------|------|--------------------------|-------------|
| | Lemon Lime Fruit Chew_Label_Compliance.pdf | pdf | 5d9774368d8d0715f6674a3d | 10/04/2019 |

Name of Item: Lemon Lime Fruit Chews

Item Type: Edible
MIP

Item Description: A Lemon Lime Fruit Chew, with roughly 5 mg THC per unit

Item 2

| Document Category | Document Name | Type | ID | Upload Date |
|-------------------|--------------------------------------------|------|--------------------------|-------------|
| | Watermelon Fruit Chew_Label_Compliance.pdf | pdf | 5d97710cbc90861af114bf96 | 10/04/2019 |

Name of Item: Watermelon Fruit Chew **Item Type:** Edible MIP

Item Description: A Watermelon Chew, with roughly 5 mg THC per unit

Item 3

| Document Category | Document Name | Type | ID | Upload Date |
|-------------------|--------------------------------------|------|--------------------------|-------------|
| | Milk Chocolates_Label_Compliance.pdf | pdf | 5d977111a489aa1afc40115e | 10/04/2019 |

Name of Item: Milk Chocolate **Item Type:** Edible MIP

Item Description: A Chocolate, with roughly 5 mg THC per unit

Item 4

| Document Category | Document Name | Type | ID | Upload Date |
|-------------------|---------------------------|------|--------------------------|-------------|
| | CA THC Dark Chocolate.pdf | pdf | 5f2c06ab193ee2646b479fcd | 08/06/2020 |

Name of Item: Dark Chocolate **Item Type:** Edible MIP

Item Description: A Chocolate, with roughly 5 mg THC per unit

Item 5

| Document Category | Document Name | Type | ID | Upload Date |
|-------------------|-----------------------------|------|--------------------------|-------------|
| | CA THC White Chocolates.pdf | pdf | 5f2c06ba17c8fd6455708492 | 08/06/2020 |

Name of Item: White Chocolate **Item Type:** Edible MIP

Item Description: A Chocolate, with roughly 5 mg THC per unit

Item 6

| Document Category | Document Name | Type | ID | Upload Date |
|-------------------|----------------------------------|------|--------------------------|-------------|
| | CA Blue Raspberry Fruit Chew.pdf | pdf | 5f2c06c5193ee2646b479fd1 | 08/06/2020 |

Name of Item: Blue Raspberry Fruit chew **Item Type:** Edible MIP

Item Description: A Blue Raspberry Fruit Chew, with roughly 5 mg THC per unit

HOURS OF OPERATION

| | |
|-------------------------|------------------------|
| Monday From: 6:30 AM | Monday To: 11:30 PM |
| Tuesday From: 6:30 AM | Tuesday To: 11:30 PM |
| Wednesday From: 6:30 AM | Wednesday To: 11:30 PM |
| Thursday From: 6:30 AM | Thursday To: 11:30 PM |
| Friday From: 6:30 AM | Friday To: 11:30 PM |
| Saturday From: Closed | Saturday To: Closed |
| Sunday From: Closed | Sunday To: Closed |

Community Outreach Meeting Attestation Form

The applicant must complete each section of this form and initial each page before uploading it to the application. Failure to complete a section will result in the application being deemed incomplete. Instructions to the applicant appear in italics. Please note that submission of information that is “misleading, incorrect, false, or fraudulent” is grounds for denial of an application for a license pursuant to 935 CMR 500.400(1).

I, John Hillier, (insert name) attest as an authorized representative of Central Ave. Compassionate Care, Inc. (insert name of applicant) that the applicant has complied with the requirements of 935 CMR 500 and the guidance for licensed applicants on community outreach, as detailed below.

1. The Community Outreach Meeting was held on 3/21/18 (insert date).
2. A copy of a notice of the time, place, and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was published in a newspaper of general circulation in the city or town on 3/9/18 (insert date), which was at least seven calendar days prior to the meeting. A copy of the newspaper notice is attached as Attachment A (*please clearly label the newspaper notice in the upper right hand corner as Attachment A and upload it as part of this document*).
3. A copy of the meeting notice was also filed on 3/9/18 (insert date) with the city or town clerk, the planning board, the contracting authority for the municipality, and local licensing authority for the adult use of marijuana, if applicable. A copy of the municipal notice is attached as Attachment B (*please clearly label the municipal notice in the upper right-hand corner as Attachment B and upload it as part of this document*).
4. Notice of the time, place and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was mailed on 3/9/18 (insert date), which was at least seven calendar days prior to the community outreach meeting to abutters of the proposed address of the Marijuana Establishment, and residents within 300 feet of the property line of the petitioner as they appear on the most recent applicable tax list, notwithstanding that the land of any such owner is located in another city or town. A copy of one of the notices sent to abutters and parties of interest as described in this section is attached as Attachment C (*please clearly label the municipal notice in the upper right hand corner as Attachment C and upload it as part of this document; please only include a copy of one notice and please black out the name and the address of the addressee*).

5. Information was presented at the community outreach meeting including:
 - a. The type(s) of Marijuana Establishment to be located at the proposed address;
 - b. Information adequate to demonstrate that the location will be maintained securely;
 - c. Steps to be taken by the Marijuana Establishment to prevent diversion to minors;
 - d. A plan by the Marijuana Establishment to positively impact the community; and
 - e. Information adequate to demonstrate that the location will not constitute a nuisance as defined by law.
6. Community members were permitted to ask questions and receive answers from representatives of the Marijuana Establishment.

The following letter demonstrates that the sites at 31 Central Ave and 38 Littleton Rd are compliant with the Town of Ayers local codes, ordinances, and bylaws. A certificate of occupancy will be achieved prior to final licensing from the Commission. There are currently no local licensing requirements for a Marijuana Establishment in the town of Ayer.



BUILDING DEPARTMENT
TOWN OF AYER

CHARLES R. SHULTZ, Jr., BUILDING COMMISSIONER
ZONING OFFICER

TOWN HALL 1 MAIN ST. AYER, MASSACHUSETTS. 01432
(978) 772-8214

March 19, 2018

Dear Chairman Hoffman and Commissioners,

This letter serves to document that Central Ave. Compassionate Care, Inc.'s site at 31 Central Ave. and proposed site at 38 Littleton Rd. in Ayer are compliant with the Town of Ayer's Zoning bylaws/ordinances in effect at this time as well as the buffer zone requirement as defined in the Cannabis Control Commission's "Guidance for Municipalities Regarding Marijuana for Adult Use" dated January 2018.

Please feel free to contact me at your convenience, should you have any questions or require any further information. I may be reached @ 978-772-8214 Monday through Friday 8 am to 11 am.

Regards,


Charles R. Shultz Jr.
Building Commissioner/Zoning officer
Town of Ayer
1 Main Street
Ayer, MA 01432

NOTIFICATION OF COMMUNITY OUTREACH HEARING

DATE & TIME OF MEETING

March 21, 2018, at 6:30 p.m.

MEETING LOCATION

Ayer Town Hall, 1 Main Street, Ayer MA
in the Great Hall

ADDRESS OF PROPERTY WHERE
ACTIVITY IS PROPOSED:

31 Central Avenue, Ayer, MA, &
38 Littleton Road, Ayer, MA

EXPLANATION OF ACTIVITY:

Central Ave Compassionate Care, Inc.
desires to expand its operations to add retail
marijuana establishment to its current role of
medical marijuana dispensary, and further to
expand its location to include 38 Littleton
Road, Ayer, MA

Central Ave Compassionate Care, Inc. ("Central Ave") will host a community outreach meeting at the above date, time and location to discuss its plans to expand its business to include a retail marijuana establishment, and further to expand its operations to include a location at 38 Littleton Road, Ayer, Massachusetts. This meeting will provide an opportunity to members of the public to voice any concerns they may have.

This Community Outreach Meeting will provide an opportunity to discuss Central Ave's plan of expansion to include two distinct business models. Discussion will include the positive impact Central Ave is striving to make in the community and some of the ongoing plans and programs implemented to help achieve that goal. Safety and security is of paramount importance to Central Ave, and this meeting will provide an opportunity to discuss plans, concerns and ideas. This meeting will feature a question and answer period.

Information regarding the time and date of the Community Outreach Hearing will be published in the Nashoba Valley Voice Newspaper.


Notice of the Public Hearing including the time and date will be posted in the Ayer Town Hall 48 hours in advance.

LAW OFFICES
LORDEN, PASTOR & LILLY, P.C.

44 East Main Street
Ayer, Massachusetts 01432

JOHN J. LORDEN
ROY W. PASTOR
CHRISTOPHER T. LILLY

Phone (978) 772-0011
Facsimile (978) 772-9902
E-Mail: attorney@lorden-pastor.com


March 5, 2018

RE: Central Ave Compassionate Care, Inc.
Community Outreach Hearing

Dear Sir or Madam :

Please be advised that this office represents Central Ave Compassionate Care, Inc. with regard to its plans to expand its business. A copy of the Notification of Community Outreach Hearing is enclosed for your review.

Kindly contact my office should you have any questions.

Yours very truly,



Christopher T. Lilly

CTL/ler

Enc.

CERTIFIED MAIL NO. 7016 2070 0000 1394 8064
RETURN RECEIPT REQUESTED

NOTIFICATION OF COMMUNITY OUTREACH HEARING

DATE & TIME OF MEETING

March 21, 2018, at 6:30 p.m.

MEETING LOCATION

Ayer Town Hall, 1 Main Street, Ayer MA
in the Great Hall

ADDRESS OF PROPERTY WHERE
ACTIVITY IS PROPOSED:

31 Central Avenue, Ayer, MA, &
38 Littleton Road, Ayer, MA

EXPLANATION OF ACTIVITY:

Central Ave Compassionate Care, Inc.
desires to expand its operations to add retail
marijuana establishment to its current role of
medical marijuana dispensary, and further to
expand its location to include 38 Littleton
Road, Ayer, MA

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Notice of the Public Hearing including the time and date will be posted in the Ayer Town Hall 48 hours in advance.

Host Community Agreement Certification Form

The applicant and contracting authority for the host community must complete each section of this form before uploading it to the application. Failure to complete a section will result in the application being deemed incomplete. Instructions to the applicant and/or municipality appear in italics. Please note that submission of information that is "misleading, incorrect, false, or fraudulent" is grounds for denial of an application for a license pursuant to 935 CMR 500.400(1).

Applicant

I, John Hillier, (*insert name*) certify as an authorized representative of Central Ave Compassionate Care, Inc. (*insert name of applicant*) that the applicant has executed a host community agreement with The Town of Ayer (*insert name of host community*) pursuant to G.L.c. 94G § 3(d) on March 27, 2018 (*insert date*).


Signature of Authorized Representative of Applicant

Host Community

I, Robert Pontbriand, (*insert name*) certify that I am the contracting authority or have been duly authorized by the contracting authority for The Town of Ayer (*insert name of host community*) to certify that the applicant and The Town of Ayer (*insert name of host community*) has executed a host community agreement pursuant to G.L.c. 94G § 3(d) on March 27, 2018 (*insert date*).


Signature of Contracting Authority or
Authorized Representative of Host Community

[illegible]

NOTICE OF PUBLIC HEARING

NOTICE OF PUBLIC MEETING
Pepperell Conservation Commission
The Pepperell Conservation Commission will hold a public meeting under M.G.L. Ch. 131, §40, the Wetlands Protection Act, as required by the regulation 310 CMR 1.06.06.01. The Pepperell Wetlands Protection By-Law. The meeting will be held in Town Hall, 1 Main St. Pepperell on Tuesday, March 20, 2018 at 7 PM.
The Commission will consider a Request for Determination of Applicability filed by Vaudo to add an additional house within 100 feet and intermittent wetlands at 103 Brookline. The public is invited to attend.
Robert T. Elliott

P WANTED
Truck Worker w
ift • Weekends a
Truck experience h
not necessar

Send Resume
Attn: Dennis W
@sentineladvent
or call (978) 516
.....
ntinel & Ent
o Adver
arketpl



Find
us
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HE  S

Find
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An email was sent to the Town of Ayer from John Hillier addressed to Town Manager Robert Pontbriand on August 5, 2020, requesting documentation of any costs that the Town has incurred that are associated with the operation of Central Ave Compassionate Care. As of the submission of this renewal application, there has not been a response.

Central Ave Compassionate Care, Inc. has prepared a plan to positively impact areas of disproportionate impact, as defined by the Commission, in accordance with 935 CMR 500.101(2)(b)(10).

Programs

1. Central Ave intends to hold information sessions in areas of disproportionate areas including, but not limited to Fitchburg, Lowell, and Worcester. In addition to advertising available positions, Central Ave will offer job skill assessment and resume/cover letter workshops job seekers better develop their skill sets and attractiveness as potential candidates. These events will be held at minimum three times per year. If there are no vacant positions, Central Ave will continue to hold workshops. Central Ave will adjust locations should the Commission update the list of disproportionately affected communities.
2. Central Ave will give a hiring preference to qualified applicants from the following groups:
 - a. Past or present residents of the geographic “areas of disproportionate impact,” which have been defined by the Commission and identified in its Guidance for Identifying Areas of Disproportionate Impact.
 - b. State-designated Social Equity Program participants
 - c. Massachusetts residents who have past drug convictions
 - d. Massachusetts residents with parents or spouses who have drug convictions
3. Central Ave will work to support charities and community organizations that are either located in or work with areas of disproportionate impact.

Measurement and Accountability

After year one of operations, Central Ave will review the following:

1. Attendance of job fairs and workshops.
2. Outcomes of interviews generated by job fairs.
3. Overall percentage of staff who are from the following groups:
 - a. Past or present residents of the geographic “areas of disproportionate impact,” which have been defined by the Commission and identified in its Guidance for Identifying Areas of Disproportionate Impact.
 - b. State-designated Social Equity Program participants
 - c. Massachusetts residents who have past drug convictions
 - d. Massachusetts residents with parents or spouses who have drug convictions
4. Number of charities and community organizations that are either located in or work with areas of disproportionate impact that have had financial or labor donations from Central Ave and the quantity of those donations.

Utilizing these data points, Central Ave will be able to set goals for year two and reevaluate strategies as necessary.



Commonwealth of Massachusetts
Department of Revenue
Christopher C. Harding, Commissioner

mass.gov/dor

Letter ID: L1957206144
Notice Date: May 9, 2018
Case ID: 0-000-435-344



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



CENTRAL AVE COMPASSIONATE CARE INC
31 CENTRAL AVE
AYER MA 01432-1401

Why did I receive this notice?

The Commissioner of Revenue certifies that, as of the date of this certificate, CENTRAL AVE COMPASSIONATE CARE INC is in compliance with its tax obligations under Chapter 62C of the Massachusetts General Laws.

This certificate doesn't certify that the taxpayer is compliant in taxes such as unemployment insurance administered by agencies other than the Department of Revenue, or taxes under any other provisions of law.

This is not a waiver of lien issued under Chapter 62C, section 52 of the Massachusetts General Laws.

What if I have questions?

If you have questions, call us at (617) 887-6367 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 8:30 a.m. to 4:30 p.m..

Visit us online!

Visit mass.gov/dor to learn more about Massachusetts tax laws and DOR policies and procedures, including your Taxpayer Bill of Rights, and MassTaxConnect for easy access to your account:

- Review or update your account
- Contact us using e-message
- Sign up for e-billing to save paper
- Make payments or set up autopay

Edward W. Coyle, Jr., Chief
Collections Bureau



The Commonwealth of Massachusetts
William Francis Galvin

Minimum Fee: \$35.00

Secretary of the Commonwealth, Corporations Division
One Ashburton Place, 17th floor
Boston, MA 02108-1512
Telephone: (617) 727-9640

Special Filing Instructions

Articles of Organization

(General Laws, Chapter 180)

Federal Employer Identification Number: 462786590 (must be 9 digits)

ARTICLE I

The exact name of the corporation is:

CENTRAL AVE COMPASSIONATE CARE INC

ARTICLE II

The purpose of the corporation is to engage in the following business activities:

THE NOT-FOR-PROFIT CORPORATION IS EMPOWERED TO TRANSACT ANY AND ALL
LAWFUL BUSINESS FOR WHICH CORPORATIONS MAY BE EMPOWERED UNDER THE LAWS
OF THE COMMONWEALTH OF MASSACHUSETTS PROVIDING NO CONFLICT EXISTS WITH
105CMR725 AND THE PRINCIPLE PURPOSE OR PURPOSES FOR WHICH THE CORPORATION IS
ORGANIZED IS; (A) FOR CIVIC, EDUCATIONAL, CHARITABLE, AND BENEVOLENT PURPOSES;
(B) FOR THE PROSECUTION OF ANY ANTIQUARIAN, HISTORICAL, LITERARY, SCIENTIFIC,
MEDICAL, CHIROPRACTIC, ARTISTIC, MONUMENTAL OR MUSICAL PURPOSES

ARTICLE III

A corporation may have one or more classes of members. If it does, the designation of such classes, the manner of election or appointments, the duration of membership and the qualifications and rights, including voting rights, of the members of each class, may be set forth in the by-laws of the corporation or may be set forth below:

THE CORPORATION SHALL HAVE NO MEMBERS AND NO MEMBERSHIP. ANY ACTION OR
VOTE REQUIRE BY CHAPTER 180 OF THE GENERAL LAWS TO BE TAKEN BY MEMBERS OF
THE CORPORATION SHALL BE TAKEN BY ACTION OR VOTE OF THE SAME PERCENTAGE OF
THE DIRECTORS OF THE CORPORATION.

ARTICLE IV

Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members, are as follows:

(If there are no provisions state "NONE")

NONE

Notes: The preceding four (4) articles are considered to be permanent and may only be changed by filing appropriate Articles of Amendment.

ARTICLE V

The by-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers, whose names are set out on the following page, have been duly elected.

ARTICLE VI

The effective date of organization of the corporation shall be the date approved and filed by the Secretary of the Commonwealth. If a *later* effective date is desired, specify such date which shall not be more than *thirty days* after the date of filing.

ARTICLE VII

The information contained in Article VII is not a permanent part of the Articles of Organization.

a. The street address (*post office boxes are not acceptable*) of the principal office of the corporation in Massachusetts is:

No. and Street: 31 CENTRAL AVE
City or Town: AYER State: MA Zip: 01432 Country: USA

b. The name, residential street address and post office address of each director and officer of the corporation is as follows:

| Title | Individual Name First, Middle, Last, Suffix | Address (no PO Box) Address, City or Town, State, Zip Code | Expiration of Term |
|-----------|------------------------------------------------|------------------------------------------------------------------------------|-----------------------|
| PRESIDENT | JOHN H. HILLIER | 24 BROWN RD SHIRLEY, MA 01464 USA PO BOX 1334 SHIRLEY, MA 01464 USA | 12/31/2013 |
| TREASURER | JOHN H. HILLIER | 24 BROWN RD SHIRLEY, MA 01464 USA PO BOX 1334 SHIRLEY, MA 01464 USA | 12/31/2013 |
| CLERK | JOHN H. HILLIER | 24 BROWN RD SHIRLEY, MA 01464 USA PO BOX 1334 SHIRLEY, MA 01464 USA | 12/31/2013 |
| DIRECTOR | JOHN H. HILLIER | 24 BROWN RD SHIRLEY, MA 01464 USA PO BOX 1334 SHIRLEY, MA 01464 USA | 12/31/2013 |

c. The fiscal year (i.e., tax year) of the business entity shall end on the last day of the month of:
December

d. The name and business address of the resident agent, if any, of the business entity is:

Name:
No. and Street:
City or Town: State: Zip: Country:

I/We, the below signed incorporator(s), do hereby certify under the pains and penalties of perjury that I/we have not been convicted of any crimes relating to alcohol or gaming within the past ten years. I/We do hereby further certify that to the best of my/our knowledge the above-named officers have not been similarly convicted. If so convicted, explain:

IN WITNESS WHEREOF AND UNDER THE PAINS AND PENALTIES OF PERJURY, I/we, whose

signature(s) appear below as incorporator(s) and whose name(s) and business or residential address (es) beneath each signature do hereby associate with the intention of forming this business entity under the provisions of General Law, Chapter 180 and do hereby sign these Articles of Organization as incorporator(s) this 19 Day of June, 2013. *(If an existing corporation is acting as incorporator, type in the exact name of the business entity, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said business entity and the title he/she holds or other authority by which such action is taken.)*

JOHN H HILLIER, 24 BROWN ROAD, SHIRLEY, MA 01464

THE COMMONWEALTH OF MASSACHUSETTS

I hereby certify that, upon examination of this document, duly submitted to me, it appears that the provisions of the General Laws relative to corporations have been complied with, and I hereby approve said articles; and the filing fee having been paid, said articles are deemed to have been filed with me on:

June 19, 2013 01:38 PM

A handwritten signature in black ink, reading "William Francis Galvin". The signature is written in a cursive style with a large, stylized 'G' at the end.

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

BY-LAWS
OF
CENTRAL AVE COMPASSIONATE CARE, INC.

Adopted by Original Incorporator and Director.

The organization has not been formed for the making of any profit. The assets of the organization shall not be distributed to, or benefit the directors or officers or other individuals. The assets and income shall only be used to promote corporate purpose as described in the Articles of Organization. Nothing contained herein, however, shall be deemed to prohibit the payment of reasonable compensation to employees and independent contractors for services provided to the organization.

ARTICLE 1—OFFICE AND PURPOSE

Section 1. Office

The principal office of the Corporation shall initially be located at 31 Central Avenue, Ayer, Middlesex County, Massachusetts. The directors may change the said location by majority vote and upon the filing of a certificate of such change with the Secretary of the Commonwealth and upon approval by the Massachusetts Department of Public Health under 105 CMR 725.100 (F)(1)

Section 2. Purpose

The purpose of the corporation shall be strictly as set forth in the Articles of Organization.

ARTICLE II—MEMBERS

Section 1. Members

The Corporation shall have no members as set forth in the Articles of Organization.

ARTICLE III—BOARD OF DIRECTORS

Section 1. Management of the Corporation

The general management of the affairs of this Corporation shall be vested in the Board of Directors. The Board of Directors shall fix its policies, have power to employ and discharge necessary staff and other help, authorize expenditures and take all necessary and proper steps to

carry out the purposes of this corporation and promote its best interests, all in accordance and conformity with 105 CMR 725.

Section 2. Qualifications of Directors

Each Director shall be at least twenty-one (21) years of age.

Section 3. Number of Directors

The Directors of this Corporation shall number at least one (1), and not more than five (5).

Section 4. Board of Directors

The persons named in the Articles of Organization of this Corporation, as amended, shall act as the Board of Directors of this Corporation. John H. Hillier; Chair, Valery E. Hillier; Vice Chair, Shayne Lynn, Kenneth Frank and Bridget Conry; Secretary/Clerk are so named.

Section 4.5. Conflicts of Interest

- (A) Prior to taking his/her position on the Board of Directors and annually thereafter, each Director shall submit in writing to the President, a Statement of Potential Conflict, detailing a list of all businesses and other organizations of which he/she is an officer, director, trustee, member, owner (either as a sole proprietor or partner), shareholder (with at least 5% interest in all outstanding voting shares), employee or agent with which the Corporation has, or might be expected to have, a relationship or transaction in which the Director might have conflicting interest. Each written statement shall be submitted with any necessary changes annually. The President shall become familiar with the statements of all Directors in order to guide his/her conduct should a conflict arise.
- (B) Conduct of the Meetings of the Board When a Conflict Exists: At such time as any matter comes before the Board of Directors in such a way as to give rise to a conflict of interest, the affected Director shall make known the potential conflict, whether disclosed by his/her written statement or not, and after answering any questions that might be asked of him/her shall withdraw from the meeting for so long as the matter shall continue under discussion. Should the matter be brought to a vote, the affected Director shall not vote hereon. In the event that he/she fails to withdraw voluntarily, the President is empowered and shall require that the affected Director remove himself/herself from the room during both the discussion and vote on the matter. In the event the conflict of interest affects the President, the Treasurer is empowered to and shall require that the President remove himself/herself in the same manner, and for the duration of discussion and action on the matter the Treasurer shall preside.
- (C) Establishment of a Quorum For a Special Meeting When a Conflict Exists: If the matter is the item of business for which a special meeting of the Board was called, the affected the director shall not be counted to establish a quorum. Nor shall he/she participate in the deliberations or vote thereon.

Section 5. Term of Directors

The term of the Directors shall be one year starting January 1 and expiring 12/31 or until the appointment of a qualified successor.

Section 6. Newly-Created Directorships and Vacancies

Except as otherwise provided in Section 5 of this Article, newly-created Directorships resulting from an increase in the number of Directors and vacancies occurring in the Board of Directors (due to death, resignation or removal) may be filled by vote of a majority of the Directors then in office.

Section 7. Removal of Directors

Any of the Directors may be removed with or without cause by a vote of a majority of the Directors, after reasonable notice and opportunity to be heard.

Section 8. Resignation of Directors

Any Director may resign at any time by delivering written notice to the President or Clerk of the Corporation. The acceptance of a resignation shall not be necessary to make it effective, but no resignation shall discharge any accrued obligation or duty of a Director.

Section 9. Quorum of Directors

A majority of the number of Directors fixed by these By-Laws shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, but if less than such a majority is present at the meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice.

Section 10. Meetings of the Board of Directors

There shall be at least one regular meeting of the Board of Directors yearly after a seven (7) day notice has been given. Each such meeting should normally appoint and elect replacement directors. Such notice may be waived in writing.

Special meetings may be held at any time by the request of the President or the Board of Directors upon ten (10) days written notice.

Section 11. Compensation of Directors

Directors shall not receive any salary for their services as Directors. However, they shall be entitled to receive for their services such amount if any, as the directors may determine, which may include items like expenses of attendance at meetings. Directors shall not be precluded from serving the corporation in any other capacity and receiving compensation for any such services.

Section 12. Limits of Liability for Directors

No Director shall be personally liable for any debt, liability or obligation of the Corporation.

Section 13. Action by Vote

Each director shall have one vote. When a quorum is present at any meeting, a majority of the votes properly cast by directors present in person or duly represented shall decide any question, including election to any office, unless otherwise provided by law, the articles of organization, or these by-laws.

Section 14. Action by Writing

Any action required or permitted to be taken at any meeting of the directors may be taken without a meeting if all directors entitled to vote on the matter consent to the action in writing and the written consents are filed with the records of the meetings of the directors. Such consents shall be treated for all purposes as a vote at a meeting.

Section 15. Proxies

Directors may vote either in person or by written proxy dated not more than thirty (30) days before the meeting named therein, which proxies shall be filed before being voted with the clerk or other person responsible for recording the proceedings of the meeting. Unless otherwise specifically limited by their terms, such proxies shall entitle the holders thereof to vote at any adjournment of the meeting but the proxy shall terminate after the final adjournment of such meeting.

ARTICLE IV—OFFICERS

Section 1. Number

The Officers of the Corporation shall be a President, a Treasurer, and a Clerk to be elected by the Board of Directors. Any two or more offices may be held by the same person. The Clerk shall be a resident of the Commonwealth of Massachusetts unless the corporation has a resident agent duly appointed and noticed for the purpose of service of process.

Section 2. Election of Officers

All officers shall be appointed by a majority of the Board of Directors then in office. Each officer shall hold office until that officer's successor shall have been duly appointed by the Board of Directors.

Section 3. President

The President shall be the principal executive officer of the Corporation and shall, in conformity with the direction and wishes of the Board of Directors, plan, supervise and control all of the business and affairs of the Corporation. The President shall preside at all meetings of the Board of Directors. The President, together with such other officers as may be appointed by resolution of the Board of Directors for that purpose, shall have authority to sign checks. The President, in general, shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time until the time of the next election.

Section 4. Treasurer

The Treasurer, as Chief Financial Officer of the corporation, shall have the care and custody of all funds and securities of the Corporation and deposit all such monies in the name of the Corporation in such depositories as may be designated by the Board of Directors. The Treasurer, in absence of the President, shall sign all documents in the name of the Corporation when authorized to do so by the Board of Directors. Together with such other officials as may be appointed by resolution of the Board of Directors for that purpose, the Treasurer shall have authority to sign checks. The Treasurer, in general, shall perform all of the duties incident to the office of Treasurer and such other duties from time to time may be assigned to the Treasurer by the President or by the Board of Directors. If required, the Treasurer shall provide such security for the faithful discharge of such duties as the Board of Directors may determine.

Section 5. Clerk

The Clerk shall keep a record of all meetings of the Board of Directors and shall attend to the mailing, posting and publication of notices of such meetings. The Clerk shall have charge of the seal of the Corporation, if any, and of such books, records and other papers as the Board of Directors may direct.

Section 6. Removal or Vacancies of Officers

Any officer appointed by the Board of Directors may personally resign, be removed or suspended by the Board of Directors with or without cause. If the office of any Officer becomes vacant, the Directors may appoint any qualified member of the Board of Directors to fill such a vacancy, who shall hold the office until his or her successor is appointed and qualified.

ARTICLE V—MISCELLANEOUS PROVISIONS

Section 1. Fiscal Year

The fiscal year of the Corporation shall commence on the first day of January and terminate on the thirty-first day of December in each calendar year.

Section 2. Execution of papers.

Except as the directors may generally or in particular cases authorize the execution thereof in some other manner, all deeds, leases, transfers, contracts, bonds, notes, checks, drafts and other obligations made, accepted or endorsed by the corporation shall be signed by the president or by the treasurer.

Any recordable instrument purporting to affect an interest in real estate, executed in the name of the corporation by two of its officers, of whom one is the president or a vice president and the other is the treasurer or an assistant treasurer, shall be binding on the corporation in favor of a purchaser or other person relying in good faith on such instrument notwithstanding any inconsistent provisions of the articles of organization, by-laws, resolutions or votes of the corporation.

Section 3. Amendment and Repeal

By-Laws may be amended, repealed or adopted, in conformity with 105 CMR 725, by a majority of the entire Board of Directors provided that written notice of the amendment, repeal or adoption has been given to each of the Board of Directors at least seven (7) days prior to the meeting at which the proposed action is taken.

ARTICLE VI Goal and Priorities in Company Business Practice


It is the goal and priority of Central Ave Compassionate Care, Inc. to maintain strict compliance with the statutory and regulatory framework established by the Commonwealth of Massachusetts under 105 C.M.R. 725.000, and other authority. In furtherance of that goal and priority, the Company establishes the following principles, guidelines and educational aims::

- Preventing the distribution of marijuana to minors;
- Preventing revenue from the sale of marijuana from going to criminal enterprises, gangs, and cartels;
- Preventing the diversion of marijuana from states where it is legal under state law in some form to other states;
- Preventing state-authorized marijuana activity from being used as a cover or pretext for the trafficking of other illegal drugs or other illegal activity;
- Preventing violence and the use of firearms in the cultivation and distribution of marijuana;
- Preventing drugged driving and the exacerbation of other adverse public health consequences associated with marijuana use;
- Preventing the growing of marijuana on public lands and the attendant public safety and environmental dangers posed by marijuana production on public lands; and

- Preventing marijuana possession or use on federal property

A true and complete copy.

Attest:


John H. Hillier, Clerk

5/31/2018
Date



The Commonwealth of Massachusetts
Secretary of the Commonwealth
State House, Boston, Massachusetts 02133

William Francis Galvin
Secretary of the
Commonwealth

Date: April 13, 2018

To Whom It May Concern :

I hereby certify that according to the records of this office,

CENTRAL AVE COMPASSIONATE CARE INC

is a domestic corporation organized on **June 19, 2013**

I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 180 section 26 A, for revocation of the charter of said corporation; that the State Secretary has not received notice of dissolution of the corporation pursuant to Massachusetts General Laws, Chapter 180, Section 11, 11A, or 11B; that said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



In testimony of which,

I have hereunto affixed the

Great Seal of the Commonwealth

on the date first above written.

William Francis Galvin

Secretary of the Commonwealth

Certificate Number: 18040312070

Verify this Certificate at: <http://corp.sec.state.ma.us/CorpWeb/Certificates/Verify.aspx>

Processed by:

Central Ave Compassionate Care, Inc's policies for maintaining of financial records already been required, analyzed, approved, and recognized by the Massachusetts Department of Public Health and are not required per 935 CMR 500.101(2)(a).

Central Ave Compassionate Care, Inc's staff qualifications and training has already been required, analyzed, approved, and recognized by the Massachusetts Department of Public Health and is not required per 935 CMR 500.101(2)(a).

Central Ave Compassionate Care, Inc's quality control and testing procedures have already been required, analyzed, approved, and recognized by the Massachusetts Department of Public Health and are not required per 935 CMR 500.101(2)(a).

Central Ave Compassionate Care, Inc's record keeping procedures have already been required, analyzed, approved, and recognized by the Massachusetts Department of Public Health and are not required per 935 CMR 500.101(2)(a).

Central Ave Compassionate Care, Inc's personnel policies, including background checks, have already been required, analyzed, approved, and recognized by the Massachusetts Department of Public Health and are not required per 935 CMR 500.101(2)(a).

The Limited Access Areas of Central Ave Compassionate Care, Inc. is limited to registered agents, all of whom are required to be at least 21 years of age, wherever possible. On occasion, Central Ave is required to bring in outside vendors, contractors, and visitors. All of these individuals are required to provide proof of identification which documents that they are at least 21 years of age and obtain a visitor identification badge prior to entering the facility. Unless a they are a registered qualifying patient accessing the dispensary in accordance with 725 CMR 105, no individual under the age of 21 is allowed onto the premises.

Central Ave Compassionate Care, Inc. will not have any separation of recreational from medical cannabis in the cultivation areas.

Goal

Central Ave has developed the following diversity plan to promote equity among minorities, women, veterans, people with disabilities, and people of all gender identities and sexual orientation amongst its staff. The plan is comprised of a hiring strategy and a retention, training, and promotion strategy.

Hiring

Applicant Pool

A diverse team begins with a diverse applicant pool. As such, Central Ave intends to conduct deliberate outreach to ensure expansive points of entry for positions through methods such as advertising, job fairs, and other community outreach opportunities. Central Ave will note the demographics of applicant pools and adjust advertising strategies to better target underrepresented persons to promote equity amongst these groups.

Interview Process

Central Ave will develop and implement a screening system to mitigate bias of any employees involved in the interviewing process. All interviewers will be required to utilize a rubric that outlines specific and standardized criteria to be used across all interviews of the same position. These rubrics will be completed and submitted by interviewees, compiled over time, and reviewed to ensure interviewers are approaching applicants fairly.

Retention

Training and Promotion

Central Ave will provide trainings and professional development opportunities to staff at all levels to encourage growth for all employees to ensure a diverse workforce from entry level positions to upper management. Central Ave encourages all staff members to further their training and education and will reimburse staff members for any approved training or coursework that is relevant to their position or growth so long as that staff member receives a passing grade or certificate of completion.

Company Culture

Central Ave aims to provide an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives. To accomplish this, trainings designed to increase awareness on diversity and inclusion will be held at minimum two times per year.

Measurement and Accountability

Establishing and maintaining a diverse workforce will present evolving challenges that require constant diligence. As such, Central Ave will conduct annual reviews of data that will inform a reevaluation of the diversity strategy. This data will be collected through staff surveys and HR records. Major points will include demographic of applicant pools, current employees, past employees, changes in employment status (promotions, conversions to full time, raises, etc), and any feedback from personnel, especially underrepresented groups. Through analyzing these results, Central Ave will be able to adjust and build upon the diversity strategy to better reach the goal.