



Massachusetts Cannabis Control Commission

Marijuana Retailer

General Information:

License Number: MR284222
Original Issued Date: 03/08/2022
Issued Date: 02/09/2023
Expiration Date: 03/08/2024

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: New Dia Fenway LLC

Phone Number: 617-763-5159 Email Address: ross@newdia.co

Business Address 1: 8 Zoar St Business Address 2:
Business City: Worcester Business State: MA Business Zip Code: 01604
Mailing Address 1: 8 Zoar St Mailing Address 2:
Mailing City: Worcester Mailing State: MA Mailing Zip Code: 01604

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

PRIORITY APPLICANT

Priority Applicant: yes
Priority Applicant Type: Economic Empowerment Priority
Economic Empowerment Applicant Certification Number: EE201826
RMD Priority Certification Number:

RMD INFORMATION

Name of RMD:
Department of Public Health RMD Registration Number:
Operational and Registration Status:
To your knowledge, is the existing RMD certificate of registration in good standing?:
If no, describe the circumstances below:

PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 89.98 Percentage Of Control:
100
Role: Owner / Partner Other Role:

First Name: Ross	Last Name: Bradshaw	Suffix:
Gender: Male	User Defined Gender:	
What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French), Black or African American (of African Descent, African American, Nigerian, Jamaican, Ethiopian, Haitian, Somali)		
Specify Race or Ethnicity:		

Person with Direct or Indirect Authority 2

Percentage Of Ownership: 3.34	Percentage Of Control:
Role: Owner / Partner	Other Role:
First Name: Amanda	Last Name: Bradshaw Suffix:
Gender: Female	User Defined Gender:
What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French), Black or African American (of African Descent, African American, Nigerian, Jamaican, Ethiopian, Haitian, Somali)	
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

Entity Contributing Capital 1

Entity Legal Name: New Dia, LLC	Entity DBA:
Email: ross@newdia.co	Phone: 617-763-5159
Address 1: 8 Zoar St	Address 2:
City: Worcester	State: MA Zip Code: 01604
Types of Capital: Monetary/Equity	Other Type of Capital: Total Value of Capital Provided: \$100000 Percentage of Initial Capital: 100
Capital Attestation: Yes	

BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

No records found

DISCLOSURE OF INDIVIDUAL INTERESTS

Individual 1

First Name: Ross	Last Name: Bradshaw	Suffix:
Marijuana Establishment Name: New Dia LLC	Business Type: Marijuana Retailer	
Marijuana Establishment City: Worcester	Marijuana Establishment State: MA	

Individual 2

First Name: Amanda	Last Name: Bradshaw	Suffix:
Marijuana Establishment Name: New Dia LLC	Business Type: Marijuana Retailer	
Marijuana Establishment City: Worcester	Marijuana Establishment State: MA	

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 48-62 Brookline Ave

Establishment Address 2:

Establishment City: Boston

Establishment Zip Code: 02215

Approximate square footage of the establishment: 13000

How many abutters does this property have?:

155

Have all property abutters 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
Certification of Host Community Agreement	HCA Certification Form_New Dia.pdf	pdf	608f50bb85675207abc78f83	05/02/2021
Community Outreach Meeting Documentation	New Dia - Fenway Community Meeting Attestation.pdf	pdf	60ab19ab51a81d07d9fe35d5	05/23/2021
Plan to Remain Compliant with Local Zoning	Plan to Remain Compliant with Local Zoning.pdf	pdf	6146afc17cede707aacb0804	09/18/2021
Community Outreach Meeting Documentation	Approval - Virtual Community Outreach Meeting .pdf	pdf	615863323d1a3f6867ed0d2f	10/02/2021
Community Outreach Meeting Documentation	List of Community Meeting Attendees.pdf	pdf	615863c82831f56830cd5f66	10/02/2021

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.: \$

PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	Positive Impact Plan- Boston.pdf	pdf	615c970f92505868ec66903e	10/05/2021

ADDITIONAL INFORMATION NOTIFICATION

Notification:

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role:

Other Role:

First Name: Ross

Last Name: Bradshaw Suffix:

RMD Association: Not associated with an RMD

Background Question: no

Individual Background Information 2

Role:

Other Role:

First Name: Amanda

Last Name: Bradshaw Suffix:

RMD Association: Not associated with an RMD

Background Question: no

ENTITY BACKGROUND CHECK INFORMATION

Entity Background Check Information 1

Role: Investor/Contributor

Other Role:

Entity Legal Name: New Dia

Entity DBA:

Entity Description: Licensed Adult Use Retail Establishment

Phone: 617-763-5159

Email: ross@newdia.co

Primary Business Address 1: 118 Cambridge St

Primary Business Address 2:

Primary Business City: Worcester

Primary Business State: MA

Principal Business Zip Code: 01603

Additional Information:

MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Secretary of Commonwealth - Certificate of Good Standing	COGS - Secretary of Commonwealth - New Dia Fenway .pdf	pdf	6147e299fa001407bd314352	09/19/2021
Articles of Organization	Articles of Organization - 3.23.pdf	pdf	6147e48b3e5df507d5e574d6	09/19/2021
Bylaws	Company Bylaws - 4.2.pdf	pdf	6147ed34fa001407bd314366	09/19/2021
Department of Revenue - Certificate of Good standing	COGS - Department of Revenue - New Dia Fenway.pdf	pdf	6148ff0f19da0307d35597c2	09/20/2021
Secretary of Commonwealth - Certificate of Good Standing	COGS - Department of Unemployment - Attestation.pdf	pdf	615920f17afdc8683b26739c	10/02/2021

Certificates of Good Standing:

Document Category	Document Name	Type	ID	Upload Date
Secretary of Commonwealth - Certificate of Good Standing	The Commonwealth of Massachusells.pdf	pdf	63975be1a0fd020008d96c6a	12/12/2022
Department of Revenue - Certificate of Good standing	New Dia Fenway - DOR Good Standing.pdf	pdf	63975c9952253500084505a5	12/12/2022
Department of Unemployment Assistance - Certificate of Good standing	COGS - Department of Unemployment - Attestation.pdf	pdf	63ae48815225350008578ecb	12/29/2022

Massachusetts Business Identification Number: 001495792

Doing-Business-As Name:

DBA Registration City: Worcester

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan for Liability Insurance	Plan to Obtain Liability Insurance - New Dia .pdf	pdf	6094bb4b8f80610756a127c7	05/07/2021
Business Plan	Business Plan - New Dia - Boston .pdf	pdf	6147efc3f076f507dc7dfb02	09/19/2021
Proposed Timeline	Proposed Updated Timeline - 48-62 Brookline Ave.pdf	pdf	6387bc7f52253500083797ad	11/30/2022

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan for obtaining marijuana or marijuana products	Plan for obtaining marijuana or marijuana products.pdf	pdf	60a3281985675207abc7ca1e	05/17/2021
Restricting Access to age 21 and older	Plan for Restricting Access to Age 21 and Older.pdf	pdf	60a329cae067a90777b52a4e	05/17/2021
Prevention of diversion	Prevention of Diversion .pdf	pdf	60a32a4a68436d078d6b551c	05/17/2021
Storage of marijuana	Storage of Marijuana .pdf	pdf	60a32a8dd91389075ed3c08b	05/17/2021
Inventory procedures	Inventory Procedures.pdf	pdf	60a32b23e067a90777b52a52	05/17/2021
Quality control and testing	Quality Control and Testing.pdf	pdf	60a32b99954bd3079c692f15	05/17/2021
Personnel policies including background checks	Personnel Policies Including Background Checks .pdf	pdf	60a32c268ecb05074fe6ccdf	05/17/2021
Record Keeping procedures	Record Keeping Procedures .pdf	pdf	60a32cf1e067a90777b52a56	05/17/2021
Maintaining of financial records	Maintaining of Financial Records .pdf	pdf	60a32d6a954bd3079c692f19	05/17/2021
Qualifications and training	Qualifications and Training .pdf	pdf	60a32e4fb15b2007955544aa	05/17/2021
Energy Compliance Plan	Energy Compliance Plan.pdf	pdf	60a32f04e067a90777b52a5a	05/17/2021
Transportation of marijuana	Transportation of Marijuana.pdf	pdf	60ac6ac951a81d07d9fe3a7a	05/24/2021
Security plan	Security Plan.pdf	pdf	61594f8e92505868ec6680ab	10/03/2021
Dispensing procedures	Dispensing Procedures.pdf	pdf	615952dfec8df6685105b903	10/03/2021
Diversity plan	Diversity Plan .pdf	pdf	6170d4a6c73bae68fe11937b	10/20/2021

MARIJUANA RETAILER SPECIFIC REQUIREMENTS

No documents uploaded

No documents uploaded

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 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:

COMPLIANCE WITH POSITIVE IMPACT PLAN

Progress or Success Goal 1

Description of Progress or Success: * Goal: 75% of managers and employees will be hired from disproportionately impacted communities (Mission Hill, Roxbury, Dorchester). Specifically; 35% of these residents will be from Mission Hill, 30% of these residents will be from Roxbury, and 10% of these residents will be from Dorchester.

* Program: At least annually and when hiring, New Día shall post advertisements on the company social media, local job boards, and in the local newspaper, The Boston Bulletin, stating that New Día is specifically looking to hire residents from these communities.

* Metric: New Día will count the number of individuals hired who reside in areas of disproportionate impact. The number will be assessed from the total number of individuals hired to ensure 75% fall within this goal.

* Progress: To date New Día has zero (0) employees and therefore this goal is still in progress. When hiring New Día will adhere to our Positive Impact Plan to ensure completion of annual goals.

COMPLIANCE WITH DIVERSITY PLAN

Diversity Progress or Success 1

Description of Progress or Success: Goal: Host 1 annual free workshop within the community to assist minorities, women, veterans, persons with disabilities, and LGBTQ+ with creating resumes, cover letters, and references for entering the adult-use marijuana industry. Program: New Día will post flyers and update our company website and social media to inform the public of upcoming workshops. Information included in notifications will include the time, location, and workshop goals which include assisting individuals from diverse demographics enter into the adult-use marijuana industry. Metric: New Día will count the number of annual workshops that have been held to specifically foster diversity within the industry. The progress of our program will be documented upon renewal of our provisional license.

Progress: In collaboration with the non-profit, the EON Foundation, New Día assisted with hosting a workshop on May 12th specifically focused on highlighting minority cultivators and horticultural opportunities in Cannabis. The event was open to the public +21 and was announced via social media, the company website. The workshop was held between 6pm-8:30pm and was attended by 15 -20 individuals from the Worcester and Boston community.

HOURS OF OPERATION

Monday From: 10:00 AM	Monday To: 9:00 PM
Tuesday From: 10:00 AM	Tuesday To: 9:00 PM
Wednesday From: 10:00 AM	Wednesday To: 9:00 PM
Thursday From: 10:00 AM	Thursday To: 9:00 PM
Friday From: 10:00 AM	Friday To: 9:00 PM
Saturday From: 10:00 AM	Saturday To: 9:00 PM
Sunday From: 10:00 AM	Sunday To: 9:00 PM

Host Community Agreement Certification Form

Instructions

Certification of a host community agreement is a requirement of the application to become a Marijuana Establishment (ME) and Medical Marijuana Treatment Center (MTC). Applicants must complete items 1-3. The contracting authority for the municipality must complete items 4-8. Failure to complete a section will result in the application not being deemed complete. This form should be completed and uploaded into your application. 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(2) and 501.400(2).

Certification

The parties listed below do certify that the applicant and municipality have executed a host community agreement on the specified date below pursuant to G.L. c. 94G § 3(d):

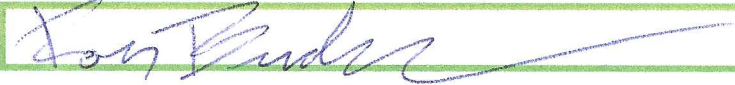
1. Name of applicant:

New Dia, LLC

2. Name of applicant’s authorized representative:

Ross Bradshaw

3. Signature of applicant’s authorized representative:



4. Name of municipality:

Boston

5. Name of municipality’s contracting authority or authorized representative:

Robert Arcangeli



6. Signature of municipality's contracting authority or authorized representative:

Robert Arcangeli

7. Email address of contracting authority or authorized representative of the municipality (*this email address may be used to send municipal notices pursuant to 935 CMR 500.102(1) and 501.102(1).*):

robert.arcangeli@boston.gov

8. Host community agreement execution date:

November 11, 2020



Community Outreach Meeting Attestation Form

Instructions

Community Outreach Meeting(s) are a requirement of the application to become a Marijuana Establishment (ME) and Medical Marijuana Treatment Center (MTC). 935 CMR 500.101(1), 500.101(2), 501.101(1), and 501.101(2). The applicant must complete each section of this form and attach all required documents as a single PDF document before uploading it into the application. If your application is for a license that will be located at more than one (1) location, and in different municipalities, applicants must complete two (2) attestation forms – one for each municipality. Failure to complete a section will result in the application not being deemed complete. 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(2) and 501.400(2).

Attestation

I, the below indicated authorized representative of that the applicant, attest that the applicant has complied with the Community Outreach Meeting requirements of 935 CMR 500.101 and/or 935 CMR 501.101 as outlined below:

1. The Community Outreach Meeting was held on the following date(s): April 22, 2021
2. At least one (1) meeting was held within the municipality where the ME is proposed to be located.
3. At least one (1) meeting was held after normal business hours (this requirement can be satisfied along with requirement #2 if the meeting was held within the municipality and after normal business hours).



4. A copy of the community outreach notice containing the time, place, and subject matter of the meeting, including the proposed address of the ME or MTC was published in a newspaper of general circulation in the municipality at least 14 calendar days prior to the meeting. A copy of this publication notice is labeled and attached as “Attachment A.”

- a. Date of publication: April 7, 2021
- b. Name of publication: Boston Globe

5. A copy of the community outreach notice containing the time, place, and subject matter of the meeting, including the proposed address of the ME or MTC was filed with clerk of the municipality. A copy of this filed notice is labeled and attached as “Attachment B.”

- a. Date notice filed: April 14, 2021

6. A copy of the community outreach notice containing the time, place, and subject matter of the meeting, including the proposed address of the ME or MTC was mailed at least seven (7) calendar days prior to the community outreach meeting to abutters of the proposed address, and residents within 300 feet of the property line of the applicant’s proposed location as they appear on the most recent applicable tax list, notwithstanding that the land of the abutter or resident is located in another municipality. A copy of this mailed notice is labeled and attached as “Attachment C.” Please redact the name of any abutter or resident in this notice.

- a. Date notice(s) mailed: April 14, 2021

7. The applicant presented information at the Community Outreach Meeting, which at a minimum included the following:
- a. The type(s) of ME or MTC 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 ME or MTC to prevent diversion to minors;
 - d. A plan by the ME or MTC to positively impact the community; and
 - e. Information adequate to demonstrate that the location will not constitute a nuisance as defined by law.
8. Community members were permitted to ask questions and receive answers from representatives of the ME or MTC.



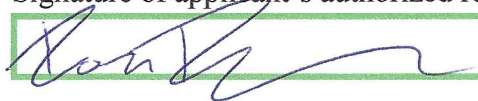
Name of applicant:

New Dia

Name of applicant's authorized representative:

Ross Bradshaw

Signature of applicant's authorized representative:



NOTICE OF VIRTUAL COMMUNITY OUTREACH HEARING

**NEW DIA
48-62 BROOKLINE AVE,
BOSTON, MA 02215**

In accordance with 935 CMR 500.101(1)(a)(9), New Dia will hold a virtual Community Outreach Hearing on April 22, 2021 at 7:00pm via ZOOM URL: <https://zoom.us/j/97709958881?pwd=TWFPbFl3QklxQ2ZLci8xcjRWUWZydz09> or Call in Number 1-929-205-6099 enter Meeting ID 977 0995 8881 and Passcode 366728 then press #. New Dia intends to apply for the following Adult-use Marijuana Establishment license: Marijuana Retailer at 48-62 Brookline Ave, Boston, MA 02215 pursuant to G. L. c. 94G, Chapter 55 of the Acts of 2017, 935 CMR 501.000, et. seq.

Attachment A

Information presented at the virtual Community Outreach Hearing will include, but not be limited to:

The type of Marijuana Establishment to be located at the proposed address; Information adequate to demonstrate that the location will be maintained securely; Steps to be taken by the Marijuana Establishment to prevent diversion to minors; A plan by the Marijuana Establishment to positively impact the community; Information adequate to demonstrate that the location will not constitute a nuisance as defined by law; and an attestation that community members were permitted to ask questions and receive answers from representatives of the Marijuana Establishment.

Meeting materials will be posted on Newdia.co at least 24 hours prior to the virtual Community Outreach Hearing. Interested residents may hear about the proposal and ask questions at the virtual Community Outreach Hearing. In addition, interested residents may submit questions in advance to Amanda@newdia.co.

A copy of this notice is on file with the City Clerk's office located at 1 City Hall Square Room 601, Boston, MA 02201-2014, and a copy of this Notice will be mailed at least seven calendar days prior to the virtual Community Outreach Hearing to abutters of the proposed address of the Adult-use 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.

New Dia

Ross Bradshaw, CEO

Publication Logo
Unavailable

Publication Name:

Boston Globe, The

Publication URL:

www.boston.com/

Publication City and State:

Boston, MA

Publication County:

Suffolk

Notice Popular Keyword Category:

Notice Keywords:

Notice Authentication Number:

202104082228510687972

1196976686

Notice URL:

[Back](#)

Notice Publish Date:

Wednesday, April 07, 2021

Notice File:



[48590204072021.PDF](#)

Notice Content

PLEASE NOTE: The following text was electronically converted from the PDF document above, and may not be 100% accurate. Because of this, please view the PDF for the most accurate information.

NOTICE OF VIRTUAL COMMUNITY OUTREACH HEARING NEW DIA 48-62 BROOKLINE AVE, BOSTON, MA 02215 In accordance with 935 CMR 500.101(1)(a)(9), New Dia will hold a virtual Community Outreach Hearing on April 22, 2021 at 7:00pm via ZOOM URL: <https://zoom.us/j/97709958881?pwd=TWFPbFI3QklxQ2ZLci8xcjRWUWZydz09> or Call in Number 1-929- 205-6099 enter Meeting ID 977 0995 8881 and Passcode 366728 then press #. New Dia intends to apply for the following Adult-use Marijuana Establishment license: Marijuana Retailer at 48-62 Brookline Ave, Boston, MA 02215 pursuant to G. L. c. 94G, Chapter 55 of the Acts of 2017, 935 CMR 501.000, et. seq. Information presented at the virtual Community Outreach Hearing will include, but not be limited to: The type of Marijuana Establishment to be located at the proposed address; Information adequate to demonstrate that the location will be maintained securely; Steps to be taken by the Marijuana Establishment to prevent diversion

Web display limited to 1,000 characters. Please view the PDF for the complete Public Notice.

[Back](#)



Ross Bradshaw <ross@newdia.co>

City Clerk Notice of Virtual Community Outreach Meeting - New Dia

1 message

Ross Bradshaw <ross@newdia.co>

Wed, Apr 14, 2021 at 4:51 PM

To: maureen.feeney@boston.gov, patrick.fandel@boston.gov

Cc: Dennis Quilty <DQuilty@mqmlp.com>

Hello,

On behalf of New Dia, attached is an official notice of a virtual community outreach meeting on April 22, 2021 regarding a retail marijuana establishment at 48-62 Brookline Ave, Boston, MA 02215.

If you have any questions, please contact Amanda Bradshaw at amanda@newdia.co

Confirmation of receipt would be greatly appreciated.

Thank you

Ross Bradshaw
T 617-763-5159

ross@newdia.co [LinkedIn](#)

**Notice of Community Meeting - New Dia.pdf**

858K

NOTICE OF VIRTUAL COMMUNITY OUTREACH HEARING

NEW DIA

48-62 BROOKLINE AVE, BOSTON, MA 02215

In accordance with 935 CMR 500.101(1)(a)(9), New Dia will hold a virtual Community Outreach Hearing on **April 22, 2021 at 7:00pm via ZOOM URL: <https://zoom.us/j/97709958881?pwd=TWFPbFl3QklxQ2ZLci8xcjRWUWZydz09>** or **Call in Number 1-929-205-6099 enter Meeting ID 977 0995 8881 and Passcode 366728 then press #.** New Dia intends to apply for the following Adult-use Marijuana Establishment license: Marijuana Retailer at 48-62 Brookline Ave, Boston, MA 02215 pursuant to G. L. c. 94G, Chapter 55 of the Acts of 2017, 935 CMR 501.000, *et. seq.*

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- The type of Marijuana Establishment to be located at the proposed address;
- Information adequate to demonstrate that the location will be maintained securely;
- Steps to be taken by the Marijuana Establishment to prevent diversion to minors;
- A plan by the Marijuana Establishment to positively impact the community;
- Information adequate to demonstrate that the location will not constitute a nuisance as defined by law; and
- An attestation that community members were permitted to ask questions and receive answers from representatives of the Marijuana Establishment.

Meeting materials will be posted on newdia.co at least 24 hours prior to the virtual Community Outreach Hearing. Interested residents may hear about the proposal and ask questions at the virtual Community Outreach Hearing. In addition, interested residents may submit questions in advance to Amanda@newdia.co.

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New Dia

Ross Bradshaw

CEO

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY		SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
<p>■ Complete items 1, 2, and 3.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <div style="background-color: black; width: 100%; height: 100px;"></div>		<p>A. Signature  <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>Service Type</p> <p><input type="checkbox"/> Adult Signature <input type="checkbox"/> Priority Mail Express® <input type="checkbox"/> Adult Signature Restricted Delivery <input type="checkbox"/> Registered Mail™ <input checked="" type="checkbox"/> Certified Mail® <input type="checkbox"/> Registered Mail Restricted Delivery <input type="checkbox"/> Certified Mail Restricted Delivery <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Collect on Delivery <input type="checkbox"/> Signature Confirmation™ <input type="checkbox"/> Insured Mail <input type="checkbox"/> Signature Confirmation Restricted Delivery <input type="checkbox"/> Insured Mail Restricted Delivery (over \$500)</p>		<p>■ Complete items 1, 2, and 3.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <div style="background-color: black; width: 100%; height: 100px;"></div>		<p>A. Signature  <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type</p> <p><input type="checkbox"/> Adult Signature <input type="checkbox"/> Priority Mail Express® <input type="checkbox"/> Adult Signature Restricted Delivery <input type="checkbox"/> Registered Mail™ <input checked="" type="checkbox"/> Certified Mail® <input type="checkbox"/> Registered Mail Restricted Delivery <input type="checkbox"/> Certified Mail Restricted Delivery <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Collect on Delivery <input type="checkbox"/> Signature Confirmation™ <input type="checkbox"/> Insured Mail <input type="checkbox"/> Signature Confirmation Restricted Delivery <input type="checkbox"/> Insured Mail Restricted Delivery (over \$500)</p>	
 9590 9402 5500 9249 7977 31 Article Number (Transfer from service label) 7019 2280 0002 2765 0502		 9590 9402 5500 9249 8046 75 2. Article Number (Transfer from service label) 7019 2280 0002 2765 0403		 9590 9402 5500 9249 8046 75 2. Article Number (Transfer from service label) 7019 2280 0002 2765 0403		 9590 9402 5500 9249 8046 75 3. Service Type <p><input type="checkbox"/> Adult Signature <input type="checkbox"/> Priority Mail Express® <input type="checkbox"/> Adult Signature Restricted Delivery <input type="checkbox"/> Registered Mail™ <input checked="" type="checkbox"/> Certified Mail® <input type="checkbox"/> Registered Mail Restricted Delivery <input type="checkbox"/> Certified Mail Restricted Delivery <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Collect on Delivery <input type="checkbox"/> Signature Confirmation™ <input type="checkbox"/> Insured Mail <input type="checkbox"/> Signature Confirmation Restricted Delivery <input type="checkbox"/> Insured Mail Restricted Delivery (over \$500)</p>	
PS Form 3811, July 2015 PSN 7530-02-000-9053 Re: <i>New Dia</i>		Domestic Return Receipt		PS Form 3811, July 2015 PSN 7530-02-000-9053 Re: <i>New Dia</i>		Domestic Return Receipt	

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY		SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
<p>■ Complete items 1, 2, and 3.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <div style="background-color: black; width: 100%; height: 100px;"></div>		<p>A. Signature  <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type</p> <p><input type="checkbox"/> Adult Signature <input type="checkbox"/> Priority Mail Express® <input type="checkbox"/> Adult Signature Restricted Delivery <input type="checkbox"/> Registered Mail™ <input checked="" type="checkbox"/> Certified Mail® <input type="checkbox"/> Registered Mail Restricted Delivery <input type="checkbox"/> Certified Mail Restricted Delivery <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Collect on Delivery <input type="checkbox"/> Signature Confirmation™ <input type="checkbox"/> Insured Mail <input type="checkbox"/> Signature Confirmation Restricted Delivery <input type="checkbox"/> Insured Mail Restricted Delivery (over \$500)</p>		<p>■ Complete items 1, 2, and 3.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <div style="background-color: black; width: 100%; height: 100px;"></div>		<p>A. Signature  <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type</p> <p><input type="checkbox"/> Adult Signature <input type="checkbox"/> Priority Mail Express® <input type="checkbox"/> Adult Signature Restricted Delivery <input type="checkbox"/> Registered Mail™ <input checked="" type="checkbox"/> Certified Mail® <input type="checkbox"/> Registered Mail Restricted Delivery <input type="checkbox"/> Certified Mail Restricted Delivery <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Collect on Delivery <input type="checkbox"/> Signature Confirmation™ <input type="checkbox"/> Insured Mail <input type="checkbox"/> Signature Confirmation Restricted Delivery <input type="checkbox"/> Insured Mail Restricted Delivery (over \$500)</p>	
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NOTICE OF VIRTUAL COMMUNITY OUTREACH HEARING

NEW DIA

48-62 BROOKLINE AVE, BOSTON, MA 02215

In accordance with 935 CMR 500.101(1)(a)(9), New Dia will hold a virtual Community Outreach Hearing on **April 22, 2021 at 7:00pm via ZOOM URL: <https://zoom.us/j/97709958881?pwd=TWFPbFl3QklxQ2ZLci8xcjRWUWZydz09>** or **Call in Number 1-929-205-6099 enter Meeting ID 977 0995 8881 and Passcode 366728 then press #.** New Dia intends to apply for the following Adult-use Marijuana Establishment license: Marijuana Retailer at 48-62 Brookline Ave, Boston, MA 02215 pursuant to G. L. c. 94G, Chapter 55 of the Acts of 2017, 935 CMR 501.000, *et. seq.*

Information presented at the virtual Community Outreach Hearing will include, but not be limited to:

- The type of Marijuana Establishment to be located at the proposed address;
- Information adequate to demonstrate that the location will be maintained securely;
- Steps to be taken by the Marijuana Establishment to prevent diversion to minors;
- A plan by the Marijuana Establishment to positively impact the community;
- Information adequate to demonstrate that the location will not constitute a nuisance as defined by law; and
- An attestation that community members were permitted to ask questions and receive answers from representatives of the Marijuana Establishment.

Meeting materials will be posted on newdia.co at least 24 hours prior to the virtual Community Outreach Hearing. Interested residents may hear about the proposal and ask questions at the virtual Community Outreach Hearing. In addition, interested residents may submit questions in advance to Amanda@newdia.co.

A copy of this notice is on file with the City Clerk's office located at 1 City Hall Square Room 601, Boston, MA 02201-2014, and a copy of this Notice was mailed at least seven calendar days prior to the virtual Community Outreach Hearing to abutters of the proposed address of the Adult-use 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.

New Dia

Ross Bradshaw

CEO

Plan to Remain Compliant with Local Zoning

The City of Boston amended its zoning code on April 13, 2018, to allow the dispensing of marijuana for adult-use in various neighborhoods and subdistricts in the City of Boston. New Día (the “Company”), is proposing to develop and operate a Marijuana Establishment at 48-62 Brookline Ave, Boston, Massachusetts. This site is located in the Fenway Entertainment Zoning district, which permits the operation of a marijuana establishment, specifically a Marijuana Retailer, by Conditional Use Permit from the Boston Zoning Board of Appeals (the “Board”) pursuant to Article 55 of the City of Boston Zoning Code.

New Día appeared before the Board on February 23, 2021 and received its Conditional Use Permit. The Company has also recently entered into a host community agreement with the City.

New Día hereby submits that it will continue to comply with all local and state requirements and will be responsible for ongoing compliance with local and state rules and regulations.

From: Lesley Hawkins <lesley.hawkins@boston.gov>

Sent: Tuesday, March 23, 2021 4:37 PM

To: Ryan Gazda <rgazda@mqmlp.com>; Cannabis Board <cannabisboard@boston.gov>; Patrick Fandel <patrick.fandel@boston.gov>

Cc: Dennis Quilty <DQuilty@mqmlp.com>

Subject: Re: New Dia, LLC - Community Outreach

Ryan,

This email serves as confirmation that you may proceed with the required community outreach and that the same may be conducted virtually. Please ensure you follow all CCC requirements regarding the same which can be found [here](#). While the Mayor's Office of Neighborhood Services will not conduct nor attend the meeting I have cc:ed Patrick Fandel who can provide instructions regarding the necessary postings with the City Clerk's Office.

Thank you,

Lesley

Lesley Delaney Hawkins, Esq.

Executive Secretary, Licensing Board for the City of Boston

Executive Secretary, Boston Cannabis Board

(o) 617.635.4170 | (f) 617.635.4742

SIGN UP FOR PERIODIC UPDATES FROM THE BOSTON CANNABIS BOARD [HERE](#).

SIGN UP FOR PERIODIC UPDATES FROM THE LICENSING BOARD. [Licensees](#). [Attorneys and Practitioners](#).

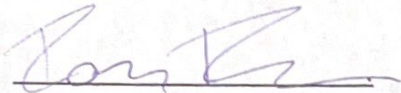
CITY of BOSTON

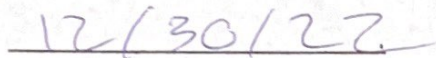
List of Community Meeting Attendees – 4/22/21

1. Ross Bradshaw
2. Dennis Quilty
3. Ryan Gazda
4. Pam Beale
5. Kris Anderson
6. Amanda Bradshaw
7. Bill Taylor
8. Lauren Brody
9. Richard Giordano
10. Terri North (617-921-5526)
11. "iPhone" (no name or number listed)

Affidavit of No Response to Municipal Cost Letter

I, Ross Bradshaw, a Manager of New Dia Fenway LLC hereby certify that on December 19th 2022, New Dia Fenway LLC sent formal notice to the City of Boston requesting from our host community, records of any cost to the city reasonably related to the operation of the establishment. As of December 30, 2022 no response was received from the City of Boston related to this request.


Name


Date

From: Ross Bradshaw ross@newdia.co
Subject: New Dia - Cannabis Control Commission Annual Renewal Request
Date: December 19, 2022 at 9:50 PM
To: Jasmin Winn jasmin.winn@boston.gov

RB

Hi Jasmin,

Great connecting with you.

As I was saying to Alia, in order for New Dia to comply with our annual renewal conditions, we are required to submit a formal request for records with the City of Boston of any cost incurred by the City over the past year as a result of our operations / application.

Is this request something you can assist with, if available?

Positive Impact Plan

New Día's core mission is using the new cannabis industry as a platform to create genuine economic opportunity for Boston's most disadvantaged residents and to uplift communities and individuals left behind in Boston's tech and real estate boom.

New Día will be a state-wide example of how to best operate as a successful and responsible marijuana retailer, while at the same time empowering and enriching residents and communities within the city of Boston. New Día will provide benefits to the community far beyond just providing safe access to marijuana. A summary of our plans to positively impact disproportionate areas of impact, and the surrounding community includes:

- Employment for Community Residents
 - Goal: 75% of managers and employees will be hired from disproportionately impacted communities (Mission Hill, Roxbury, Dorchester). Specifically; 35% of these residents will be from Mission Hill, 30% of these residents will be from Roxbury, and 10% of these residents will be from Dorchester.
 - Program: At least annually and when hiring, New Día shall post advertisements on the company social media, local job boards, and in the local newspaper, *The Boston Bulletin*, stating that New Día is specifically looking to hire residents from these communities.
 - Metric: New Día will count the number of individuals hired who reside in areas of disproportionate impact. The number will be assessed from the total number of individuals hired to ensure 75% fall within this goal.
- Assistance to Individuals Seeking Employment and Advancement in the Marijuana Industry
 - Goal: Host 2 annual free cannabis career workshops within the disproportionately impacted community of Roxbury to assist individuals (21 and over) who wish to enter the marijuana industry.
 - Program: Two weeks in advance of the workshop New Día will post advertisements in the Boston Bulletin and update our company website to inform the public of the upcoming opportunity. Information included in notifications will include the time, location, and workshop goals which include resume writing, interviewing techniques, and learning of various career paths within the Cannabis industry. Each workshop will be held at the Black Market located in Roxbury, MA with a goal of assisting at least 15 participants.
 - Metric: New Día will count the number of annual workshops that have been held and the number of individuals that have attended. The progress of our program will be documented upon renewal of our provisional license.

New Día's positive impact plan will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of Marijuana Establishments. In addition, any actions taken, or programs instituted will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.



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

William Francis Galvin
Secretary of the
Commonwealth

July 20, 2021

TO WHOM IT MAY CONCERN:

I hereby certify that a certificate of organization of a Limited Liability Company was filed in this office by

NEW DIA FENWAY, LLC

in accordance with the provisions of Massachusetts General Laws Chapter 156C on **March 23, 2021.**

I further certify that said Limited Liability Company has filed all annual reports due and paid all fees with respect to such reports; that said Limited Liability Company has not filed a certificate of cancellation; that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156C, § 70 for said Limited Liability Company's dissolution; and that said Limited Liability Company is in good standing with this office.

I also certify that the names of all managers listed in the most recent filing are: **ROSS BRADSHAW**

I further certify, the names of all persons authorized to execute documents filed with this office and listed in the most recent filing are: **ROSS BRADSHAW**

The names of all persons authorized to act with respect to real property listed in the most recent filing are: **ROSS BRADSHAW**



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



The Commonwealth of Massachusetts
William Francis Galvin

Minimum Fee: \$500.00

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

Certificate of Organization

(General Laws, Chapter)

Identification Number: 001495792

1. The exact name of the limited liability company is: NEW DIA FENWAY, LLC

2a. Location of its principal office:

No. and Street: 8 ZOAR ST
 City or Town: WORCESTER State: MA Zip: 01604 Country: US

2b. Street address of the office in the Commonwealth at which the records will be maintained:

No. and Street: 8 ZOAR ST
 City or Town: WORCESTER State: MA Zip: 01604 Country: USA

3. The general character of business, and if the limited liability company is organized to render professional service, the service to be rendered:

APPLYING FOR A LICENSE WITH THE CANNABIS CONTROL COMMISSION

4. The latest date of dissolution, if specified:

5. Name and address of the Resident Agent:

Name: ROSS BRADSHAW
 No. and Street: 8 ZOAR ST
 City or Town: WORCESTER State: MA Zip: 01604 Country: USA

I, ROSS BRADSHAW resident agent of the above limited liability company, consent to my appointment as the resident agent of the above limited liability company pursuant to G. L. Chapter 156C Section 12.

6. The name and business address of each manager, if any:

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
MANAGER	ROSS BRADSHAW	8 ZOAR ST WORCESTER, MA 01604 US

7. The name and business address of the person(s) in addition to the manager(s), authorized to execute documents to be filed with the Corporations Division, and at least one person shall be named if there are no managers.

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code

8. The name and business address of the person(s) authorized to execute, acknowledge, deliver and record any recordable instrument purporting to affect an interest in real property:

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
REAL PROPERTY	ROSS BRADSHAW	8 ZOAR ST WORCESTER, MA 01604 US

9. Additional matters:

SIGNED UNDER THE PENALTIES OF PERJURY, this 23 Day of March, 2021,
ROSS BRADSHAW

(The certificate must be signed by the person forming the LLC.)

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:

March 23, 2021 10:48 PM

A handwritten signature in black ink, reading "William Francis Galvin". The signature is written in a cursive, flowing style with a large initial 'W' and 'G'.

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

**BYLAWS
OF
NEW DIA FENWAY, LLC**

**ARTICLE I
SHAREHOLDERS**

Section 1. Annual Meeting. An annual meeting shall be held once each calendar year for the purpose of electing directors and for the transaction of such other business as may properly come before the meeting. The annual meeting shall be held at the time and place designated by the Board of Directors from time to time.

Section 2. Special Meetings. Special meetings of the shareholders may be requested by the President, the Board of Directors, or the holders of a majority of the outstanding voting shares.

Section 3. Notice. Written notice of all shareholder meetings, whether regular or special meetings, shall be provided under this section or as otherwise required by law. The Notice shall state the place, date, and hour of meeting, and if for a special meeting, the purpose of the meeting. Such notice shall be mailed to all shareholders of record at the address shown on the corporate books, at least 10 days prior to the meeting. Such notice shall be deemed effective when deposited in ordinary U.S. mail, properly addressed, with postage prepaid.

Section 4. Place of Meeting. Shareholders' meetings shall be held at the corporation's principal place of business unless otherwise stated in the notice. Shareholders of any class or series may participate in any meeting of shareholders by means of remote communication to the extent the Board of Directors authorizes such participation for such class or series. Participation by means of remote communication shall be subject to such guidelines and procedures as the Board of Directors adopts. Shareholders participating in a shareholders' meeting by means of remote communication shall be deemed present and may vote at such a meeting if the corporation has implemented reasonable measures: (1) to verify that each person participating remotely is a shareholder, and (2) to provide such shareholders a reasonable opportunity to participate in the meeting and to vote on matters submitted to the shareholders, including an opportunity to communicate, and to read or hear the proceedings of the meeting, substantially concurrent with such proceedings.

Section 5. Quorum. A majority of the outstanding voting shares, whether represented *in person* or by proxy, shall constitute a quorum at a shareholders' meeting. In the absence of a quorum, a majority of the represented shares may adjourn the meeting to another time without further notice. If a quorum is represented at an adjourned meeting, any business may be transacted that might have been transacted at the meeting as originally scheduled. The shareholders present at a meeting represented by a quorum may continue to transact business until adjournment, even if the withdrawal of some shareholders results in representation of less than a quorum.

Section 6. Informal Action. Any action required to be taken, or which may be taken, at a shareholders meeting, may be taken without a meeting and without prior notice if a consent in writing, setting forth the action so taken, is signed by the shareholders who own all of the shares entitled to vote with respect to the subject matter of the vote.

ARTICLE II DIRECTORS

Section 1. Number of Directors. The corporation shall be managed by a Board of Directors consisting of 3 director(s).

Section 2. Election and Term of Office. The directors shall be elected at the annual shareholders' meeting. Each director shall serve a term of 5 year(s), or until a successor has been elected and qualified.

Section 3. Quorum. A majority of directors shall constitute a quorum.

Section 4. Adverse Interest. In the determination of a quorum of the directors, or in voting, the disclosed adverse interest of a director shall not disqualify the director or invalidate his or her vote.

Section 5. Regular Meeting. An annual meeting shall be held, without notice, immediately follow in g and at the same place as the annual meeting of the shareholders. The Board of Directors may provide, by resolution, for additional regular meetings without notice other than the notice provided by the resolution.

Section 6. Special Meeting. Special meetings may be requested by the President, Vice-President, Secretary, or any two directors by providing five days' written notice by ordinary United States mail, effective when mailed. Minutes of the meeting shall be sent to the Board of Directors within two weeks after the meeting.

Section 7. Procedures. The vote of a majority of the directors present at a properly called meeting at which a quorum is present shall be the act of the Board of Directors, unless the vote of a greater number is required by law or by these by-laws for a particular resolution. A director of the corporation who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presented to have assented to the action taken unless their dissent shall be entered in the minutes of the meeting. The Board shall keep written minutes of its proceedings in its permanent records.

If authorized by the governing body, any requirement of a written ballot shall be satisfied by a ballot submitted by electronic transmission, provided that any such electronic transmission must either set forth or be submitted with information from which it can be determined that the electronic transmission was authorized by the member or proxy holder.

Section 8. Informal Action. Any action required to be taken at a meeting of directors, or any action which may be taken at a meeting of directors or of a committee of directors, may be taken

without a meeting if a consent in writing setting forth the action so taken, is signed by all of the directors or all of the members of the committee of directors, as the case may be.

Section 9. Removal/ Vacancies. A director shall be subject to removal, with or without cause, at a meeting of the shareholders called for that purpose. Any vacancy that occurs on the Board of Directors, whether by death, resignation, removal or any other cause, may be filled by the remaining directors. A director elected to fill a vacancy shall serve the remaining term of his or her predecessor, or until a successor has been elected and qualified.

Section 10. Resignation. Any director may resign effective upon giving written notice to the chairperson of the board, the president, the secretary or the Board of Directors of the corporation, unless the notice specifies a later time for the effectiveness of such resignation. If the resignation is effective at a future time, a successor may be elected to take office when the resignation becomes effective.

Section 11. Committees. To the extent permitted by law, the Board of Directors may appoint from its members a committee or committees, temporary or permanent, and designate the duties, powers and authorities of such committees.

ARTICLE II OFFICERS

Section 1. Number of Officers. The officers of the corporation shall be a President, a Treasurer, and a Secretary.

President/Chairman. The President shall be the chief executive officer and shall preside at all meetings of the Board of Directors and its Executive Committee, if such a committee is created by the Board.

Secretary. The Secretary shall give notice of all meetings of the Board of Directors and Executive Committee, if any. shall keep an accurate list of the directors, and shall have the authority to certify any records, or copies of records, as the official records of the corporation. The Secretary shall maintain the minutes of the Board of Directors' meetings and all committee meetings.

Treasurer / CFO. The Treasurer shall be responsible for conducting the financial affairs of the corporation as directed and authorized by the Board of Directors and Executive Committee, if any, and shall make reports of the corporation's finances as required, but no less often than at each meeting of the Board of Directors and Executive Committee.

Section 2. Election and Term of Office. The officers shall be elected annually by the Board of Directors at the first meeting of the Board of Directors, immediately following the annual meeting of the shareholders. Each officer shall serve a one year term or until a successor has been elected and qualified.

Section 3. Removal or Vacancy. The Board of Directors shall have the power to remove an officer or agent of the corporation. Any vacancy that occurs for any reason may be filled by the Board of Directors.

ARTICLE IV CORPORATE SEAL, EXECUTION OF INSTRUMENTS

The corporation shall not have a corporate seal. All instruments that are executed on behalf of the corporation which are acknowledged and which affect an interest in real estate shall be executed by the President or any Vice- President and the Secretary or Treasurer. All other instruments executed by the corporation, including a release of mortgage or lien, may be executed by the President or any Vice- President. Notwithstanding the preceding provisions of this section, any written instrument may be executed by any officer(s) or agent(s) that are specifically designated by resolution of the Board of Directors.

ARTICLE V AMENDMENT TO BYLAWS

The bylaws may be amended, altered, or repealed by the Board of Directors or the shareholders by a majority of a quorum vote at any regular or special meeting; provided however, that the shareholders may from time to time specify particular provisions of the bylaws which shall not be amended or repealed by the Board of Directors.

ARTICLE VI INDEMNIFICATION

Any director or officer who is involved in litigation by reason of his or her position as a director or officer of this corporation shall be indemnified and held harmless by the corporation to the fullest extent authorized by law as it now exists or may subsequently be amended (but, in the case of any such amendment, only to the extent that such amendment permits the corporation to provide broader indemnification rights).

ARTICLE VII STOCK CERTIFICATES

The corporation may issue shares of the corporation's stock without certificates. Within a reasonable time after the issue or transfer of shares without certificates, the corporation shall send the shareholder a written statement of the information that is required by law to be on the certificates. Upon written request to the corporate secretary by a holder of such shares, the secretary shall provide a certificate in the form prescribed by the directors.

ARTICLE VIII DISSOLUTION

The corporation may be dissolved only with authorization of its Board of Directors given at a

special meeting called for that purpose, and with the subsequent approval by no less than two-thirds (2/3) vote of the members.

Certification

Amanda Bradshaw, Secretary of New Dia Fenway , LLC hereby certifies that the foregoing is a true and correct copy of the bylaws of the above- named corporation, duly adopted by the initial Board of Directors on April 02, 2021.

A handwritten signature in black ink, appearing to read "Amanda Bradshaw". The signature is fluid and cursive, with the first name "Amanda" written in a larger, more prominent script than the last name "Bradshaw".

Amanda Bradshaw, Secretary



Commonwealth of Massachusetts
Department of Revenue
Geoffrey E. Snyder, Commissioner

mass.gov/dor

Letter ID: L0413492416
Notice Date: September 20, 2021
Case ID: 0-001-281-744



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



NEW DIA FENWAY LLC
8 ZOAR ST
WORCESTER MA 01604-3573

Why did I receive this notice?

The Commissioner of Revenue certifies that, as of the date of this certificate, NEW DIA FENWAY LLC 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) 887-6400 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 9:00 a.m. to 4:00 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:

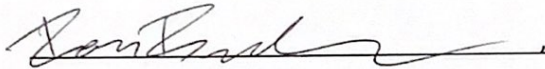
- Review or update your account
- Contact us using e-message
- Sign up for e-billing to save paper
- Make payments or set up autopay

Edward W. Coyle, Jr., Chief
Collections Bureau

Certificate of Good Standing from Department of Unemployment
Assistance Attestation

Attestation

I, Ross Bradshaw, certify that New Dia Fenway, LLC currently does not have employees and cannot obtain a certificate of good standing with the Massachusetts Department of Unemployment Assistance until hiring occurs.

A handwritten signature in black ink, appearing to read "Ross Bradshaw", written over a horizontal line.

Signature

Plan to Obtain Liability Insurance

New Día plans to obtain an additional insurance policy through C & S Insurance Agency, Inc. Through this policy, New Día will obtain and maintain general liability coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate, annually, and product liability insurance coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate, annually. The deductible for each policy shall be no higher than \$5,000 per occurrence.



**BUSINESS PLAN
2021**

ross@newdia.co

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- 4.6. Security Plan

1.0 EXECUTIVE SUMMARY

New Día is applying as an Equity Empowerment applicant for an adult use marijuana retail license in Boston, Massachusetts. We will provide employment and career training in retail management, human resources, and finance to community members who are at least 21 years of age and/or have a marijuana-related Cori. New Día will provide lab-tested cannabis in the form of flowers, balms, liquid tinctures, edibles, and salves. Through our diversity initiatives, our goal is for community members to receive complimentary educational training and workshops on developing relevant skills for ownership and employment within the marijuana industry. In addition, New Día is committed to providing free assistance and education to other prospective minority applicants who wish to start their own marijuana-related businesses in compliance with state and local laws.

“DIVERSITY – IN – ACTION”

We will be an exceptional minority-owned business, neighbor, and the benchmark for inclusion and diversity within the marijuana industry here in Massachusetts. Our vision, “Diversity in Action” reaches well beyond being a marijuana retailer. Our diversity-centered philosophy represents doing business in a responsible, ethical, and intentional way that provides opportunity to communities and people who have been disproportionately harmed by the war on drugs. Our vision relies on our skilled team and network of trusted partners who demonstrate integrity, professionalism, and inclusion, allowing us to provide excellence to our customers and to our communities.

1.1. HISTORY

The mission and ideals of New Día are not concepts or fads that have developed overnight. Our values centering around “Marijuana”, “Diversity”, “Empowerment”, “Opportunity”, and “Social Justice” were not conceived in the current landscape of popular marijuana buzz words or hollow phrases. The roots of New Día and our principles of equity, ownership, and minority representation within this new era of legal marijuana date back to 2012 with the work of our Founder and CEO, Ross Bradshaw. In 2012 after medical marijuana was legalized in the Commonwealth, Ross became a vocal advocate and entrepreneur for marijuana rights and the overall need to reform Massachusetts unjust marijuana laws which were disproportionately enforced in minority communities. Ross’ dedication to reforming Massachusetts marijuana laws combined with his business acumen as a CPA, lead to his appointment as the Treasurer of Massachusetts chapter of the National Organization for the Reform of Marijuana Laws (NORML) from 2013 to 2015.

As early as 2014, Ross, along with other state advocates, began to address their attention to the glaring absence of minority ownership within the state Medical Marijuana program and the potential implications of a continued pattern if marijuana were to become fully legalized in the Commonwealth.

Ross later went on to become a volunteer for the “Yes on 4” campaign in 2016, recruiting and educating the public about the marijuana ballot initiative and the potential for economic development within minority communities.

In 2017, Ross continued his fight for minority representation and communities harmed by prohibition as a board of director for Equitable Opportunities Now (EON), a Massachusetts non-profit dedicated to ensuring just representation, equity, and opportunity for people of color within the cannabis industry.

Through his 6 years of experience as a respected Massachusetts marijuana advocate and entrepreneur fighting for equity, Ross has gained a unique experience and invaluable insight into the emerging industry, which has culminated into his vision of a marijuana business that truly reflects equity, opportunity, and diversity in action, New Día.

1.2. MISSION

New Día will be a state-wide example of how to best operate as a successful and responsible marijuana retailer, while at the same time empowering and enriching the communities we serve. Our mission is to provide ownership, employment, education and opportunity to communities most harmed by marijuana prohibition by providing a safe and secure means of access to regulated marijuana within the city. New Día will provide benefits to the community far beyond providing safe access to marijuana – diversity initiatives in the form of career counseling for individuals wanting to participate in the industry, business workshops for entrepreneurs, community revitalization, parent and youth marijuana education and overall access to economic empowerment services will be components of our offering.

Our belief, “Diversity in Action” emphasizes that our vision reaches far beyond just being a marijuana provider. Our diversity-centered philosophy represents doing business in a thoughtful, inclusive and inspiring way that will foster growth within our community.

2.0 THE NEW DÍA TEAM

2.1. NEW DÍA OWNERSHIP

New Día is owned and operated by professionals with experience in retail, management, security, finance, education, substance abuse, mental health, and the medical/recreational marijuana industry. The majority of owners are current or previous Boston residents and have years of experience working in Boston communities on a variety of issues. This breadth of experience and deep ties to the community will be needed to help guide us through the many complex issues that marijuana dispensaries will encounter within the city.

2.2. THE NEW DÍA TEAM

Ross Bradshaw

Ross Bradshaw serving as the company CEO, brings a unique skill set that is critical to the success of New Día operations. Ross is a graduate of Holy Name Central Catholic High School and Providence College as a recipient of a Martin Luther King Scholarship. He received his MBA and began his career as a CPA at Price Waterhouse Coopers, completing compliance audits for not-for-profit and pharmaceutical companies, followed by Bose Corporation where he performed operation assessments for manufacturing facilities and retail stores. For the past 7 years Ross has been a successful CPA and entrepreneur involved in a variety of cannabis businesses which has allowed him to develop a unique understanding of the industry, ranging from state regulations, marijuana business licensing, ancillary products and services, to 280E Tax enforcement. Ross has utilized his background in finance and compliance to conduct business with some of the most successful dispensary operators in the country including Massachusetts.

In addition to his business experience, Ross has served as an advocate for Cannabis reform in Massachusetts dating back to 2013. From 2013 to 2015 he served as the treasurer on the Massachusetts Board of Directors of the National Organization Of Marijuana Reform (NORML). In 2014 Ross was nominated as a Massachusetts marijuana activist of the year.

Most recently his advocacy work includes serving as a board of director for the non-profit Equitable Opportunities Now (EON). EON was founded in 2017 and specifically operates in Massachusetts to ensure just representation, equity, and opportunity for people of color within the cannabis industry.

Amanda Bradshaw

Amanda Bradshaw has committed her career as a school psychologist working in one of the state's most underserved public school districts, providing direct services and leading school-based teams in their efforts to provide comprehensive behavioral health services and support to all students and families. She is a graduate of Worcester Academy and attended Providence College as a recipient of the Providence College Dr. Martin Luther King Scholarship, earning a

BA in Psychology. Amanda went on to earn her Masters and CAGS (Certificate of Advanced Graduate Studies) in Psychology from William James College (formerly known as the Massachusetts School of Professional Psychology). Amanda will lead the New Día community outreach and education programs. Amanda will also utilize her professional training in crisis prevention to assist the company in addressing the many challenges New Día may encounter.

Amanda is also well versed in the many unjust systems impacting African American and Latino communities. She has presented at the National Association of School Psychologists Annual Convention on racial disparities in school discipline and the disproportionate impact of exclusionary disciplinary practices on African American students. New Día will utilize her expertise to create concrete and targeted strategies to identify and repair such harms.

Shanel Lindsay

As Founder and CEO of Ardent, a Boston-based biotechnology company, Shanel combines her entrepreneurial passion with her experience as a practicing attorney to effect change in the cannabis industry and bring innovative solutions to medical cannabis patients and the broader community. Shanel was an author of - and spokeswoman for - the successful ballot initiative that made cannabis legal for adults over the age of 21 in Massachusetts. In July 2017 Shanel was appointed to the Massachusetts Cannabis Advisory Board by State Treasurer Deborah Goldberg. Shanel was reappointed for a second term in August 2019.

Shanel remains involved in the development of marijuana laws and new businesses in Massachusetts and across the country as a frequent speaker and expert consultant for other emerging businesses in the cannabis and biotech space. Always focused on creating and empowering a diverse and inclusive industry, Shanel also co-founder of Equal Opportunities Now, which successfully fought to preserve and expand the equity provisions in the new Massachusetts cannabis law and the Northeast Cannabis Coalition, a multi-disciplinary group of business owners and professionals dedicated to ensuring that innovation and access are central features of this new economy.

3.0 THE NEW DÍA APPROACH

New Día will use a community-driven, diversity-centered approach that will benefit community residents and local businesses. This approach includes creating safe, regulated, access to marijuana while simultaneously providing education, employment and economic opportunities to community residents. This commitment includes:

- Investment in community revitalization
- Education workshops
- Technical assistance to individuals entering the cannabis industry
- Community collaboration
- Skilled and knowledgeable staff from within the community
- A safe and professional retail setting
- Laboratory tested products

3.1. EDUCATIONAL WORKSHOPS

New Día will provide ongoing educational workshops within the community to educate and inform residents, parents, coaches, and other community stakeholders of responsible marijuana use, potential risks of over-consumption, and the legalities of recreational marijuana. We will offer these education workshops on an ongoing basis, as well as upon request. Having an educational component within our business model is essential to our commitment to be a responsible, industry-leading, community-based dispensary.

3.2. YOUTH MENTORSHIP

In addition to providing educational workshops, New Día will also seek to engage young members of the community through mentoring services. Mentorship involvement can serve as a protective factor for at-risk youth who may otherwise become involved in risky and/or harmful behaviors. Furthermore, it is especially important for youth from disproportionately harmed communities that have experienced high rates of incarceration, violence, and poverty, to foster positive relationships and influences within their neighborhoods to be set up for future success.

3.3. TECHNICAL ASSISTANCE

A vital component to our mission, anchored in economic empowerment, is providing residents with the tools and resources to become successful participants in the legal marijuana industry. New Día will utilize the expertise of its founder and CEO, Ross Bradshaw. Through his advocacy efforts with Equitable Opportunities Now (EON), Ross has worked extensively with individuals and organizations from disproportionately harmed communities, including many fellow Economic Empowerment applicants. Support and assistance he has provided to individuals and businesses in the past include:

- Interpreting 935 CMR 500: Adult use of marijuana
- Completion of marijuana licensure applications (including the Economic Empowerment Application)
- Navigating Municipal Zoning & Guidance
- Business Incorporation
- Developing Financial Models and Reports
- Understanding Tax Code 280E

New Día will offer similar professional and technical support services to local businesses in collaboration with reputable organizations such as EON.

3.4. COMMUNITY COLLABORATION

A crucial element of the New Día approach will be our representation of the needs, wants, and concerns of the community. New Día will educate and empower its staff, customers, and the greater public to be informed, responsible, and contributing members within the community. As a good neighbor and devoted business to the community, New Día will be proactive in outreach and collaboration efforts with neighborhood leaders to ensure our actions mirror the diversity and ideals of the community. We will develop trust within the community by:

- **Community Partnerships**
 - Work with community service organizations, local businesses, employment agencies, and advocacy groups to coordinate initiatives and collectively address community concerns.
- **Community Leadership and Sponsorship**
 - Participate in community sponsorships, causes, and activism.
- **Community Contributions**
 - Provide annual monetary contributions to community organizations to be used for community services and overall improvement efforts.

This collaboration amongst ownerships, staff and the greater community will empower residents and encourage much needed civic engagement. Emphasis will be placed on neighborhoods and individuals within the immediate community, taking advantage of the education, employment, and empowerment opportunities that are offered by New Día.

3.5. SKILLED AND KNOWLEDGEABLE STAFF

Our staff will undergo extensive training in order to be able to advise customers on such things as specific products and side effects of various strains and delivery methods. Our approach is designed to address any information deficit and education need ranging from first-time to experienced consumers. Our educational approach will be another differentiating factor of our brand and engagement with the community.

3.6. SCIENTIFIC QUALITY CONTROL

Any product sold at our dispensary will be tested for purity and potency by one or more registered, independent testing laboratories, and bear a guarantee of scientific quality control. These facilities will test products for mold, mites, and inorganic pesticides. They will also be testing for THC and CBD content.

3.7. PROFESSIONAL RETAIL SETTING

Our atmosphere will be designed as a safe and welcoming environment to move marijuana away from the outdated association with the “stoner” counterculture. Our dispensary will maintain the professional look and feel of an upscale retail establishment, that will enhance the image of the surrounding business community.

4.0 COMPANY OPERATIONS

4.1. EMPLOYEES AND TRAINING

Employee Needs

Once fully operational New Día will employ a staff of 40 people, in a combination of full and part time positions, including its officers. Employee demand is based on anticipated hours of operations being Monday – Sunday, from 10am to 9pm. Employee positions will include:

- Managers: FT and PT (Operations / Loss Prevention, Merchandise & Inventory, Customer Experience)
- Sales Associates: FT and PT
- Security Offices: FT and PT

This balance of fulltime and part-time employees will ensure that during hours of operation an assigned greeter is always present at the dispensary entrance, sales associate are available at registers to service customers and managers are available to oversee dispensary floor activities. Depending upon position, employees at New Día will receive an hourly rate of \$15 - \$20 per hour, with the potential for overtime .

Employee Recruiting

New Día will concentrate on recruiting from the surrounding community. Emphasis will be placed on hiring women and minorities residing in the Mission Hill and Roxbury areas. It is the policy of New Día to have a majority of its staff from these communities. All staff will be members or volunteers of at least 21 years of age.

After an application and job selection process, all candidates will undergo criminal and background checks, however marijuana related Cori's will not be a factor for non-employment.

Employee Training

All New Día employees will be required to complete training that will include review of employee work handbook, completion of relevant reading materials, and attending presentations by qualified professionals, and hands-on training. In addition, training will consist of:

- **Compliance.** Compliance training will cover all municipal and state laws requirements relating to retail marijuana establishments. Other topics may include the rules and regulations of the dispensary, sexual harassment training, effective interaction with law enforcement personnel, and the rights and responsibilities of marijuana customers.

- **Dispensing.** Staff will be trained in customer care and retail sales. The focus will be on assisting customers in making appropriate decisions about how to choose the type of product that is right for them. Staff will be provided with ongoing training in product information as well as general service philosophy.
- **Safety.** In addition to its focus on safety, security training will include acceptable identification and counterfeit detection, warning signs of possible diversion to the illegal market, lock and alarm procedures, perimeter and entrance control, robbery response techniques, conflict resolution techniques, and diversion detection techniques.
- **Substance Abuse.** Employees will be trained to recognize the signs and symptoms of substance abuse, including tolerance, dependence, and withdrawal. They will also receive training on the differing strengths of marijuana strains, products and the potential drug-to-drug interactions, including interactions with alcohol, prescription drugs, non-prescription drugs, and supplements.
- **Diversity.** Because of our focus on diversity and community-centered service, staff training and education will go beyond the standard diversity and cultural training. This means having socio-cultural, and linguistic competencies needed to communicate effectively with customers regardless of their level of education, language, or socio-cultural background.

4.2 PRODUCTS

Dried Marijuana Flower: Sativa, Indica, & Hybrids

The effect of marijuana is directly related to strain selection, therefore we will recommend care be taken in selecting appropriate strains to meet customers level of experience and desired effects. Customers will be encouraged to use vaporizers, or ingest marijuana to reduce any potential risks from smoking. Dried manicured product will be sold in single gram to 1 ounce increments. New Día plans to begin with 15 varieties of marijuana sourced from local licensed cultivators and product manufactures.

4.3. DISPENSING PROCESS

New Día employees will adhere to the following process when dispensing marijuana products to customers.

Step One: Upon entry to the New Día dispensary, customers must first check in with a dispensary agent at reception before assessing the dispensary floor. The dispensary agent will request that the customer provide verification that the individual is 21 years of age or older, by valid proof of identification. Acceptable proof of identification will include an unexpired government-issued photo ID card with name, photograph, and date of birth. This will be limited

to one of the following: Driver's License, Government-issued ID card, Military ID card, or Passport.

The dispensary agent will first verify the date of birth on the form of identification provided, and then compare the form of identification to the person providing them. If the form of identification does not verify that the individual is 21 years of age or older, or the form of identification does not appear to be a form of identification that belongs to the person providing them, the dispensary agent will deny any sale of marijuana to that person and notify the security officer on duty.

Customers with valid identification will be directed to the dispensary floor where they will be assisted with selecting products.

Step Two: After selected products for purchase, the dispensary agent will verify the amount of marijuana the customer is purchasing does not exceed the limit of one ounce of marijuana or five grams of marijuana concentrate to a customer per transaction. If the amount of marijuana the customer is requesting would cause the customer to exceed the transaction limit, the dispensary agent will deny the sale of marijuana to that person to the degree that any sale would cause the customer to exceed the limit.

Step Three: The dispensary agent will record the sales transaction utilizing an authorized point-of-sale (POS) system. At a minimum, the approved POS system will capture the following:

- Amount of marijuana dispensed
- The date and time the marijuana was dispensed
- A description of the type of marijuana product dispensed
- The identification number of the dispensary agent
- The identification number of the registered product manufacture or cultivator that produced the marijuana product
- The marijuana product retail price and cost of goods

Step Four: The dispensary agent will offer the customer educational materials about the products purchased. Educational materials will be available in commonly spoken languages. Education materials provided by the dispensary agent will include at least the following:

- A warning that marijuana has not been analyzed or approved by the FDA, that there is limited information on side effects, that there may be health risks associated with using marijuana, and that it should be kept away from children
- A warning that when under the influence of marijuana, driving is prohibited and machinery should not be operated

- Information to assist in the selection of marijuana, describing the potential differing effects of various strains of marijuana, as well as various forms and routes of administration
- Materials offered to consumers to enable them to track the strains used and their associated effects
- Information describing proper dosage and titration for different routes of administration. Emphasis will be on using the smallest amount possible to achieve the desired effect and the potential impact of potency
- Facts regarding substance abuse signs and symptoms, as well as referral information for substance abuse treatment programs within the area
- A statement that consumers may not sell marijuana to any other individual
- Information regarding penalties for possession or distribution of marijuana in violation of Massachusetts law
- Any other information required by the Commission.

Step Six: If at any time during any interaction with an individual attempting to purchase marijuana the dispensary agent determines that the individual appears to be impaired or abusing marijuana, the dispensary agent is permitted to deny any sale of marijuana to that person. In any denial of sale event, the dispensary agent will complete a Denial of Sale Form, which will be then reviewed by the General Manager and retained for record retention.

Step Seven: At the conclusion of the sales process, customers will receive the product in an opaque child resistant bag and exit the building to the entrance parking area.

4.4. PRODUCT STORAGE

New Día's marijuana product storage procedures are divided into three categories: Bulk Storage, Final Packaging, and Products to be disposed. All product storage will be maintained within a secure vault with adequate lighting, ventilation, temperature, humidity, space, and equipment. Marijuana that is in final packaging is stored in the vault during non-business hours and in secured, locked display cases within the dispensing area during business hours. Products to be disposed consist of marijuana that is outdated, damaged, deteriorated, mislabeled, contaminated, or whose containers or packaging have been opened or breached. Products to be disposed will be labeled as such and maintained in a separate locked cabinet until they can be properly disposed of in accordance state regulations.

Areas of the dispensary where marijuana is stored, handled, or inspected are secured with electronic locks and video monitoring. This area will be designated as a "Limited Access Area", accessible only to designated personnel. Surveillance cameras shall be directed at all interior and exterior lighted areas and entry points to record any authorized or unauthorized entry into designated limited access areas.

4.5. PREVENTION OF DIVERSION

New Día will implement numerous safeguards throughout our operations to ensure the prevention of diversion of marijuana products to the illicit market and to individuals under the age of 21. In addition to 24/7 video monitoring, weekly, monthly, and annual inventory counts, and enforcement of restricted access areas, New Día will utilize the state approved POS System to identify patterns of purchases that may suggest product diversion. One such diversion pattern, employees will be trained on is the purchasing practice referred to as “Looping”, where a customer buys their legal limit then deposits that purchase somewhere, and returns to make another purchase. This is then repeated, or “looped.” Such “looping” tactics, if discovered will be immediately notified to local law enforcement and the cannabis control commission via our incident reporting procedures. In addition to our internal training and security procedures New Día will continuously educate customers on possession limits and reserves the right to refuse sales to any individual who exhibits suspicious purchasing patterns.

4.6. SECURITY

Customer, employee, and neighborhood security are our highest priority. We have, in partnership with our security consultant, American Alarm, developed a state-of-the-art plan that takes advantage of the security industry’s best practices and most up-to-date technology, ensuring that our dispensary operates at the highest level of legal compliance and security preparedness. A summary of our operating plans are as follows:

Exterior Building Security

The following security protocols will ensure that the exterior of the dispensary is secure while providing a safe, welcoming, and professional environment:

- Video cameras will provide exterior coverage of all entrances and any activities occurring outside or adjacent to the building
- Only one entrance will be used for customer access
- During business hours, a Security Officer will be charged with monitoring the parking lot and area surrounding the dispensary, and strictly enforcing loitering policies
- The entrance to the dispensary sales floor will be protected with a electronically controlled locking mechanism to prevent entrance to the facility without proper authorization
- All windows and any other enclosures that currently provide a view of the inside of the dispensary will be covered with security film
- Exterior lighting will be installed near video surveillance devices to ensure proper illumination for the identification of people, vehicles and license plates.

Loitering

New Día will implement a strict no loitering policy which will include posted signs stating "no loitering" throughout the parking area utilized by customers. Signs shall be placed in locations visible to all customers. The Security Officer will monitor the public areas around the dispensary building to ensure no loitering is taking place and will escort individuals away from the public areas around the dispensary, or if necessary, contact law enforcement for assistance, in the event any loitering occurs.

To address any potential issues identified by neighboring businesses or residents, we will provide customers and neighbors with the name, phone number, and email address of our community relations director who will be responsible for addressing any neighborhood concerns that are brought to our attention.

Interior Building Security

The following security protocols will ensure that the interior of the dispensary is secure for customers and employees:

- Video cameras, which will operate 24/7, in all areas that may contain marijuana, at all points of entry and exit and in the reception area. The cameras shall be directed at all safes, vaults, sales areas and areas where marijuana is stored, handled or dispensed.
- A failure notification system that will provide an audible, text or visual notification of any failure in the surveillance system. The failure notification system shall provide an alert to designated employees of the Marijuana Establishment within five minutes after the failure, either by telephone, email or text message;
- Audible and silent alarms connected to local public safety or law enforcement authorities.
- Panic buttons installed at each point-of-sale location, in the vault, and under the reception stations, and when pressed will immediately contact local law enforcement officials.

Access Control

All dispensary access points will be controlled by an automated access control system. The interior operations will be monitored such that all entry into the building is regulated, and all activity throughout the facility can be tracked. Only personnel that are essential to the operation of a given area will be allowed access to that area.

Limited Access Areas

New Día will establish limited access areas accessible only to specifically authorized personnel. Access to secure areas will be controlled through the use of access control devices, including electronic locks and access cards. Access to the controlled areas will be limited to employees, agents or volunteers permitted by New Día, agents of the Commission, state and local law enforcement and emergency personnel.

New Día will provide all dispensary agents with varying levels of access to limited access areas depending on their position. All access cards granted to dispensary agents must be returned to security personnel at the end of each shift to ensure proper and safe storage.

All visitor access will be strictly controlled. Outside vendors, contractors, visitors, and volunteers must obtain and wear a visitor identification badge prior to entering any limited access area. Visitors will be escorted by a security personnel at all times while inside any area where marijuana is packaged and stored.

Electronic Monitoring

New Día will comply with all regulations in accordance with state regulations with regard to mandatory security and monitoring devices to prevent and detect unauthorized intrusion into the dispensary building. New Día will contract with American Security and Alarm monitoring company to conduct in-person and remote surveillance of the dispensary building on a 24/7 basis. Video recordings will be retained for a minimum of 90 days.

In addition, during business hours, the Security Officer on duty will ensure that all electronically restricted access controlled doors are properly secured with the alarm armed to notify of any unauthorized intrusion. During non-business hours, the Security Officer on duty will ensure that the security system is armed and operational by securing all interior doors, exterior doors, and setting the security system by way of a confidential access code. Security personnel, as well the general manager, will receive email, text, and call notification of the system failure within five minutes after a failure. New Día will conduct electronic monitoring in and around the dispensary building, as well as monitoring of all visitors in the parking lot area. All customers entering the dispensary shall remove their hats, sunglasses, and other similar objects, which obstruct physical identification. To prevent unauthorized access to marijuana, the dispensary will have security equipment to deter and prevent unauthorized entrance into limited access areas, which will include electronic video and visual monitoring.

Panic Buttons

New Día will install and maintain working panic buttons in the interior of the dispensary. All dispensary agents within the dispensary building will be trained to use and will have access to multiple panic buttons throughout the site. Panic buttons will be located within the dispensary at the receptionist desk, cashier stations, and within secured areas. Dispensary agents will be trained on the specific location of panic buttons and the specific circumstances under which panic buttons should be used, including threatening conduct, criminal invasion, and other security emergencies. The General Manager will ensure that all panic buttons are properly functioning at all times. Alarms will be coordinated with local public officials.

Incident Reporting

Security personnel are required to work with the General Manager in reporting a relevant security incident to the local police and the Cannabis Control Commission, including but not limited to; Inventory discrepancies, diversion, theft, or loss of marijuana products, criminal activity or suspicious activity on the premise, unauthorized destruction of marijuana, any loss or unauthorized alteration of records related to marijuana, an alarm activation or other event that

requires response by public safety personnel or security personnel of New Día, the failure of any security alarm system due to a loss of electrical power or mechanical malfunction that is expected to last more than eight hours or any other breach of security.

In the event of an emergency, to notify authorities, management will do one of the following:

- Call 911.
- File in-person with the local police department.
- Submit a written report to the local police department

Security Personnel

Security Officers will be on the premises at all times when customers are in the facility and for at least thirty minutes after closing. The following responsibilities will be required of the security officers:

- Patrol of all areas inside and outside of the dispensary, including parking areas and load dock areas.
- Identify hazards, problems, and potential issues of customer safety, and either resolve noted issues or report them to the proper authorities (e.g.. General Manager, Local Police Department)
- Prevent criminal activities, maintain the peace, and prevent the loitering of customers during business hours and for at least thirty minutes after closing
- Ensure no persons consume marijuana products on dispensary or adjacent property

PLAN FOR RESTRICTING ACCESS TO AGE 21 AND OLDER

Pursuant to 935 CMR 500.050(5)(b), New Día will only be accessible to consumers 21 years of age or older with a verified and valid, government-issued photo ID. Upon entry into the premises of the marijuana establishment by an individual, a New Día agent will immediately inspect the individual's proof of identification and determine the individual's age, in accordance with 935 CMR 500.140(2).

In the event New Día discovers any of its agents intentionally or negligently sold marijuana to an individual under the age of 21, the agent will be immediately terminated, and the Commission will be promptly notified, pursuant to 935 CMR 500.105(1)(l). New Día will not hire any individuals who are under the age of 21 or who have been convicted of distribution of controlled substances to minors, pursuant to 935 CMR 500.030(1).

Pursuant to 935 CMR 500.105(4), New Día will not engage in any marketing, advertising or branding practices that are targeted to, deemed to appeal to or portray minors under the age of 21. New Día will not engage in any advertising, marketing and branding by means of television, radio, internet, mobile applications, social media, or other electronic communication, billboard or other outdoor advertising, including charitable, sporting or similar events, unless at least 85% of the audience is reasonably expected to be 21 years of age or older as determined by reliable and current audience composition data.

New Día will not manufacture or sell any edible products that resemble a realistic or fictional human, animal or fruit, including artistic, caricature or cartoon renderings, pursuant to 935 CMR 500.150(1)(b). In accordance with 935 CMR 500.105(4)(a)(5), any marketing, advertising and branding materials for public viewing will include a warning stating, **“For use only by adults 21 years of age or older. Keep out of the reach of children. Marijuana can impair concentration, coordination and judgment. Do not operate a vehicle or machinery under the influence of marijuana. Please Consume Responsibly.”** Pursuant to 935 CMR 500.105(6)(b), New Día packaging for any marijuana or marijuana products will not use bright colors, resemble existing branded products, feature cartoons or celebrities commonly used to market products to minors, feature images of minors or other words that refer to products commonly associated with minors or otherwise be attractive to minors. New Día's website will require all online visitors to verify they are 21 years of age or older prior to accessing the website, in accordance with 935 CMR 500.105(4)(b)(13).

QUALITY CONTROL AND TESTING

Sanitation Requirements

New Día will comply with the following sanitary requirements:

1. Any New Día agent whose job includes contact with marijuana or nonedible marijuana products, including cultivation, production, or packaging, is subject to the requirements for food handlers specified in 105 CMR 300.00, and all edible marijuana products will be prepared, handled, and stored in compliance with sanitation requirements in 105 CMR 500.00, and with the requirements for food handlers, specified in 105 CMR 300.000.
2. Any New Día agent working in direct contact with preparation of marijuana or nonedible marijuana products will conform to sanitary practices while on duty, including:
 - a. Maintaining adequate personal cleanliness; and
 - b. Washing hands thoroughly in an adequate hand-washing area before starting work, and at any other time when hands may have become soiled or contaminated.
3. New Día's hand-washing facilities will be adequate and convenient and will be furnished with running water at a suitable temperature. Hand-washing facilities will be located in New Día's kitchen areas and where good sanitary practices require employees to wash and sanitize their hands, and will provide effective hand-cleaning and sanitizing preparations and sanitary towel service or suitable drying devices.
4. New Día's facility will have sufficient space for placement of equipment and storage of materials as is necessary for the maintenance of sanitary operations;
5. New Día will ensure that litter and waste is properly removed and disposed of so as to minimize the development of odor and minimize the potential for the waste attracting and harboring pests. The operating systems for waste disposal will be maintained in an adequate manner pursuant to 935 CMR 500.105(12);
6. New Día's floors, walls, and ceilings will be constructed in such a manner that they may be adequately kept clean and in good repair;
7. New Día's facility will have adequate safety lighting in all processing and storage areas, as well as areas where equipment or utensils are cleaned;
8. New Día's buildings, fixtures, and other physical facilities will be maintained in a sanitary condition;
9. New Día will ensure that all contact surfaces, including utensils and equipment, will be maintained in a clean and sanitary condition. Such surfaces will be cleaned and sanitized as frequently as necessary to protect against contamination, using a sanitizing agent registered by the US Environmental Protection Agency (EPA), in accordance with labeled instructions. Equipment and utensils will be so designed and of such material and workmanship as to be adequately cleanable;
10. All toxic items will be identified, held, and stored in a manner that protects against contamination of marijuana products. Toxic items will not be stored in an area containing products used in the cultivation of Marijuana. The Commission may require New Día to demonstrate the intended and actual use of any toxic items found on the premises;
11. New Día will ensure that its water supply is sufficient for necessary operations. Any private water source will be capable of providing a safe, potable, and adequate supply of water to meet the New Día's needs;

12. New Día's plumbing will be of adequate size and design, and adequately installed and maintained to carry sufficient quantities of water to required locations throughout the marijuana establishment. Plumbing will properly convey sewage and liquid disposable waste from New Día. There will be no cross-connections between the potable and waste water lines;
13. New Día will provide its employees with adequate, readily accessible toilet facilities that are maintained in a sanitary condition and in good repair;
14. New Día will hold all products that can support the rapid growth of undesirable microorganisms in a manner that prevents the growth of these microorganisms; and
15. New Día will store and transport finished products under conditions that will protect them against physical, chemical, and microbial contamination, as well as against deterioration of finished products or their containers.

New Día's vehicles and transportation equipment used in the transportation of marijuana products or edibles requiring temperature control for safety will be designed, maintained, and equipped as necessary to provide adequate temperature control to prevent the marijuana products or edibles from becoming unsafe during transportation, consistent with applicable requirements. The interior of the transportation vehicles will be cleaned daily if not at a greater frequency.

New Día will ensure that New Día's facility is always maintained in a sanitary fashion and will comply with all applicable sanitary requirements.

Recalls

New Día will follow established policies and procedures for handling voluntary and mandatory recalls of marijuana products. Such procedures are sufficient to deal with recalls due to any action initiated at the request or order of the Commission, and any voluntary action by New Día to remove defective or potentially defective marijuana products from the market, as well as any action undertaken to promote public health and safety.

Any inventory that becomes outdated, spoiled, damaged, deteriorated, mislabeled, or contaminated will be disposed of in accordance with applicable regulatory provisions, and any such waste will be stored, secured, and managed in accordance with applicable state and local statutes, ordinances, and regulations.

Testing

New Día will not sell or otherwise market marijuana or marijuana products that are not capable of being tested by Independent Testing Laboratories, except as otherwise allowed. No marijuana product will be sold or otherwise marketed for adult use that has not first been tested by an Independent Testing Laboratory and deemed to comply with the standards required pursuant to 935 CMR 500.160. Test results for products pending wholesale transfer to New Día's facility will be reviewed by the Retail Manager and compared against the packaging and labeling information prior to accepting the shipment.

Marijuana will be tested for the Cannabinoid Profile and for contaminants as specified by the Commission including, but not limited to, mold, mildew, heavy metals, plant growth regulators, and the presence of Pesticides. In compliance with the Protocol, testing for all production batches of finished plant material will include pesticides and plant growth regulators and production

batches to be dispensed as finished Product will be tested for Metals, Bacteria, fungi, mycotoxins, and Cannabinoid profile. All Products sold as resin or concentrates will be tested for Solvents (if used) and Metals with only production batches to be dispensed as finished Product tested for Bacteria, fungi, mycotoxins and Cannabinoid profile. Edibles, tinctures and topicals will be tested for bacteria, fungi, mycotoxins and Cannabinoid profile. In addition, all Products will be tested in accordance with Commission guidance and orders in place at the time of testing.

PERSONNEL POLICIES INCLUDING BACKGROUND CHECKS

Overview

New Día will securely maintain personnel records, including registration status and background check records. New Día will keep, at a minimum, the following personnel records:

- Job descriptions for each employee and volunteer position, as well as organizational charts consistent with the job descriptions;
 - A personnel record for each marijuana establishment agent;
 - A staffing plan that will demonstrate accessible business hours and safe cultivation conditions;
 - Personnel policies and procedures; and
 - All background check reports obtained in accordance with 935 CMR 500.030.
- Agent Personnel Records In compliance with 935 CMR 500.105(9), personnel records for each agent will be maintained for at least twelve (12) months after termination of the agent's affiliation with New Día and will include, at a minimum, the following:

- All materials submitted to the Commission pursuant to 935 CMR 500.030(2);
 - Documentation of verification of references;
 - The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
 - Documentation of all required training, including training regarding privacy and confidentiality requirements, and the signed statement of the individual indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters;
 - Documentation of periodic performance evaluations;
 - A record of any disciplinary action taken;
 - Notice of completed responsible vendor and eight-hour related duty training;
- and
- Results of initial background investigation, including CORI reports. Personnel records will be kept in a secure location to maintain confidentiality and be only accessible to the agent's manager or members of the executive management team. Agent Background Checks

- In addition to completing the Commission's agent registration process, all agents hired to work for New Día will undergo a detailed background investigation prior to being granted access to a New Día facility or beginning work duties.

- Background checks will be conducted on all agents in their capacity as employees or volunteers for New Día pursuant to 935 CMR 500.030 and will be used by the Director of Security, who will be registered with the Department of Criminal Justice Information Systems pursuant to 803 CMR 2.04: iCORI Registration and the Commission for purposes of determining the suitability of individuals for registration as a marijuana establishment agent with the licensee.

- For purposes of determining suitability based on background checks performed in accordance with 935 CMR 500.030, New Día will consider:

- a. All conditions, offenses, and violations are construed to include Massachusetts law or like or similar law(s) of another state, the United States or foreign jurisdiction, a military, territorial or Native American tribal authority, or any other jurisdiction.
- b. All criminal disqualifying conditions, offenses, and violations include the crimes of attempt, accessory, conspiracy, and solicitation. Juvenile dispositions will not be considered as a factor for determining suitability.
- c. Where applicable, all look-back periods for criminal conditions, offenses, and violations included in 935 CMR 500.802 commence upon the date of disposition; provided, however, that if disposition results in incarceration in any institution, the look-back period will commence upon release from incarceration.

- Suitability determinations will be made in accordance with the procedures set forth in 935 CMR 500.800. In addition to the requirements established in 935 CMR 500.800, New Día will:

- i. Comply with all guidance provided by the Commission and 935 CMR 500.802: Tables B through D to determine if the results of the background are grounds for Mandatory Disqualification or Presumptive Negative Suitability Determination.
- ii. Consider whether offense(s) or information that would result in a Presumptive Negative Suitability Determination under 935 CMR 500.802. In the event a Presumptive Negative Suitability Determination is made, New Día will consider the following factors:
 - iii. Time since the offense or incident;
 - iv. Age of the subject at the time of the offense or incident;

- v. Nature and specific circumstances of the offense or incident;
- vi. Sentence imposed and length, if any, of incarceration, if criminal;
- vii. Penalty or discipline imposed, including damages awarded, if civil or administrative;
- viii. Relationship of offense or incident to nature of work to be performed;
- ix. Number of offenses or incidents;
- x. Whether offenses or incidents were committed in association with dependence on drugs or alcohol from which the subject has since recovered;
- xi. If criminal, any relevant evidence of rehabilitation or lack thereof, such as information about compliance with conditions of parole or probation, including orders of no contact with victims and witnesses, and the subject's conduct and experience since the time of the offense including, but not limited to, professional or educational certifications obtained; and
- xii. Any other relevant information, including information submitted by the subject.

c. Consider appeals of determinations of unsuitability based on claims of erroneous information received as part of the background check during the application process in accordance with 803 CMR 2.17: Requirement to Maintain a Secondary Dissemination Log and 2.18: Adverse Employment Decision Based on CORI or Other Types of Criminal History Information Received from a Source Other than the DCJIS.

- All suitability determinations will be documented in compliance with all requirements set forth in 935 CMR 500 et seq. and guidance provided by the Commission.

- Background screening will be conducted by an investigative firm holding the National Association of Professional Background Screeners (NAPBS®) Background Screening Credentialing Council (BSCC) accreditation and capable of performing the searches required by the regulations and guidance provided by the Commission.

- References provided by the agent will be verified at the time of hire.

- As a condition of their continued employment, agents, volunteers, contractors, and subcontractors are required to renew their Program ID cards annually and submit to other background screening as may be required by New Día or the Commission.

Personnel Policies and Training

As outlined in New Día 's Record Keeping Procedures, a staffing plan and staffing records will be maintained in compliance with 935 CMR 500.105(9) and will be made available to the Commission, upon request. All New Día agents are required to complete training as detailed in New Día 's Qualifications and Training plan which includes but is not limited to the New Día 's strict alcohol, smoke and drug-free workplace policy, job specific training, Responsible Vendor Training Program, confidentiality training including how confidential information is maintained at the marijuana establishment and a comprehensive discussion regarding the marijuana establishment's policy for immediate dismissal. All training will be documented in accordance with 935 CMR 105(9)(d)(2)(d).

New Día will have a policy for the immediate dismissal of any dispensary agent who has:

- Diverted marijuana, which will be reported the Police Department and to the Commission;
- Engaged in unsafe practices with regard to New Día operations, which will be reported to the Commission; or
- Been convicted or entered a guilty plea, plea of *nolo contendere*, or admission to sufficient facts of a felony drug offense involving distribution to a minor in the Commonwealth, or a like violation of the laws of another state, the United States or a foreign jurisdiction, or a military, territorial, or Native American tribal authority.

RECORD KEEPING PROCEDURES

Overview

New Día has established policies regarding recordkeeping and record-retention in order to ensure the maintenance, safe keeping, and accessibility of critical documents. Unless otherwise dictated, electronic and wet signatures are accepted forms of execution of New Día documents. Records will be stored at New Día in the Chief Executive Officer's office, a secured, locked room. All written records will be available for inspection by the Commission upon request. New Día records are only accessible by the Chief Executive Officer, Chief Operating Officer, and Director of Security as necessary as well as Commission staff.

To ensure that New Día is keeping and retaining all records as noted in this policy, reviewing corporate records, business records, and personnel records to ensure completeness, accuracy, and timeliness of such documents will occur as part of New Día's quarter-end closing procedures. In addition, New Día's operating procedures will be updated on an ongoing basis as needed.

Corporate Records: Those records that require, at a minimum, annual reviews, updates, and renewals, including:

- Insurance Coverage:
 - Directors & Officers Policy
 - Product Liability Policy
 - General Liability Policy
 - Umbrella Policy
 - Workers Compensation Policy
 - Employer Professional Liability Policy
- Commission Requirements:
 - Annual Agent Registration
 - Annual Marijuana Establishment Registration
- Local Compliance:
 - Certificate of Occupancy
 - Special Permits
 - Variances
 - Site Plan Approvals
 - As-Built Drawings
- Corporate Governance:
 - Annual Report
 - Secretary of State Filings
 - Board of Directors Meetings
 - Minutes from Board of Directors Meetings

Business Records: Records that require ongoing maintenance and updates. These records can be electronic or hard copy (preferably electronic) and at minimum include:

- Assets and liabilities;
- Monetary transactions;
- Books of accounts, which will include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers;

- Sales records including the quantity, form, and cost of marijuana products;
- Salary and wages paid to each agent, or stipend, and any executive compensation, bonus, benefit, or item of value paid to any individual having direct or indirect control over New Día;
- List of all executives of New Día, and members, if any, which must be made available upon request by any individual.

Personnel Records: At a minimum will include:

- Job descriptions for each agent and volunteer position, as well as organizational charts consistent with the job descriptions;
- A personnel record for each New Día agent. Such records will be maintained for at least 12 months after termination of the agent's affiliation with New Día and will include, at a minimum, the following:
 - All materials submitted to the Commission pursuant to 935 CMR 500.030(2);
 - The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
 - Documentation of all required training and the signed statement of the individual indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters;
 - Documentation of periodic performance evaluations; and
 - A record of any disciplinary action taken.
 - Notice of completed responsible vendor and eight-hour related duty training.
- Personnel policies and procedures; and
- All background check reports obtained in accordance with 935 CMR 500.030.

Inventory Records

The record of each inventory will include, at a minimum, the date of the inventory, a summary of the inventory findings, and the names, signatures, and titles of the agents who conducted the inventory. As further detailed in our protocols regarding inventory, audits will be conducted at minimum, monthly with a comprehensive inventory conducted annually.

Seed-to-Sale Tracking Records

New Día will use Metrc to maintain real-time inventory. Metrc inventory reporting will meet the requirements specified by the Commission and 935 CMR 500.105(8)(e), including, at a minimum, an inventory of marijuana plants; marijuana plant-seeds and clones in any phase of development such as propagation, vegetation, flowering; marijuana ready for dispensing; all marijuana products; and all damaged, defective, expired, or contaminated marijuana and marijuana products awaiting disposal.

New Día's Point of Sale System, Leaf Logix will integrate with the Metrc system and update records in real time.

Incident Reporting Records

Within ten (10) calendar days, New Día will provide written notice to the Commission of any incident by submitting an incident report, detailing the incident, the investigation, the findings, resolution (if any), confirmation that the local law enforcement and Commission were notified within twenty-four (24) hours of discovering the breach, and any other relevant information. Reports and supporting documents, including photos and surveillance video related to a reportable incident, will be maintained by New Día for no less than one year or the duration of an open investigation, whichever is longer, and made available to the Commission and law enforcement authorities upon request.

Visitor Records

A visitor sign-in and sign-out record will be maintained at the security office. The record will include the visitor's name, address, organization or firm, date, time in and out, and the name of the authorized agent who will be escorting the visitor. The visitor log will be audited daily by either the security agents or reception staff.

Waste Disposal Records

When marijuana or marijuana products are disposed or handled, New Día will create and maintain an electric record of the date, the type and quantity disposed of or handled, the manner of disposal or other handling, the location of disposal or other handling, and the names of the two New Día agents present during the disposal or handling, with their signatures. New Día will keep disposal records for at least 3 years. This period will automatically be extended for the duration of any enforcement action and may be extended by an order of the Commission.

Security Records

Continuous recordings from all video cameras during business hours and motion activated recordings during non-business hours are available for immediate viewing by the Commission upon request and that are retained for at least ninety (90) calendar days or the duration of a request to preserve the recordings for a specified period of time made by the Commission, whichever is longer. A current list of authorized agents and service personnel that have access to the surveillance room will be available to the Commission upon request.

Transportation Records

New Día will retain all shipping manifests for a minimum of one (1) year and make them available to the Commission upon request.

Agent Training Records

Documentation of all required training, including training regarding privacy and confidentiality requirements, Responsible Vendor Training and a signed statement of the individual indicating the date, time, and place he or she received the training, the topics discussed and the name and title of the presenter(s).

Closure

In the event New Día closes, all records will be kept for at least 2 years at New Día's expense in a form (electronic, hard copies, etc.) and location acceptable to the Commission. In addition, New Día will communicate with the Commission during the closure process and accommodate any additional requests the Commission or other agencies may have.

Written Operating Policies and Procedures: Policies and Procedures related to New Día's operations will be updated on an ongoing basis as needed and undergo a review by the executive management team on an annual basis. Policies and Procedures will include the following:

- Security measures in compliance with 935 CMR 500.110;
- Employee security policies, including personal safety and crime prevention techniques;
- A description of the Marijuana Establishment's hours of operation and after-hours contact information, which shall be provided to the Commission, made available to Law Enforcement Authorities on request, and updated pursuant to 935 CMR 500.000;
- Storage and waste disposal of Marijuana in compliance with 935 CMR 500.105(11);
- Description of the various strains of Marijuana to be cultivated, processed or sold, as applicable, and the form(s) in which Marijuana will be sold;
- Price list for Marijuana and Marijuana Products and any other available products, and alternate price lists for patients with documented Verified Financial Hardship, as defined in 935 CMR 501.002, as required by 935 CMR 501.100(1)(f);
- Procedures to ensure accurate recordkeeping, including inventory protocols for Transfer and inventory in compliance with 935 CMR 500.105(8) and (9);
- Plans for quality control, including product testing for contaminants in compliance with 935 CMR 500.160;
- A staffing plan and staffing records in compliance with 935 CMR 500.105(9)(d);
- Emergency procedures, including a disaster plan with procedures to be followed in case of fire or other emergencies;
- Alcohol, smoke, and drug-free workplace policies;
- A plan describing how Confidential Information and other records required to be maintained confidentially will be maintained;
- A policy for the immediate dismissal of any Marijuana Establishment Agent who has:
 1. Diverted Marijuana, which shall be reported to Law Enforcement Authorities and to the Commission;
 2. Engaged in unsafe practices with regard to operation of the Marijuana Establishment, which shall be reported to the Commission; or
 3. Been convicted or entered a guilty plea, plea of nolo contendere, or admission to sufficient facts of a felony drug offense involving distribution to a minor in the Commonwealth, or a like violation of any Other Jurisdiction
- A list of all board of directors, members and Executives of a Marijuana Establishment, and Members, if any, of the Licensee must be made available on request by any individual. This requirement may be fulfilled by placing this required information on the Marijuana Establishment's website;
- Policies and procedure for the handling of cash on Marijuana Establishment Premises including, but not limited to, storage, collection frequency, and transport to financial institution(s), to be available on inspection.

- Policies and procedures to prevent the diversion of Marijuana to individuals younger than 21 years old;
- Policies and procedures for energy efficiency and conservation that shall include:
 - Identification of potential energy use reduction opportunities (including, but not limited to, natural lighting, heat recovery ventilation and energy efficiency measures)
 - Strategies to reduce electric demand (such as lighting schedules, active load management and energy storage);
- Policies and procedures to promote workplace safety consistent with applicable standards set by the Occupational Safety and Health Administration, including plans to identify and address any biological, chemical or physical hazards. Such policies and procedures shall include, at a minimum, a hazard communication plan, personal protective equipment assessment, a fire protection plan, and an emergency action plan.

Record-Retention

New Día will meet Commission recordkeeping requirements and retain a copy of all records for two (2) years, unless otherwise specified in the regulations.

Real-time inventory will be maintained as specified by the Commission and in 935 CMR 500.105(8)(c) and (d). Package tags will be attached to all Finished Marijuana and Marijuana Products. Tracking will occur using a Seed-to-sale methodology in a form and manner to be approved by the Commission.

New Día has established inventory controls and procedures for the conduct of inventory reviews, and comprehensive inventories of Marijuana Products stored Marijuana as additionally detailed in other New Día operating procedures. New Día will conduct a monthly inventory of stored Marijuana at minimum. At the retail facility inventory will be conducted weekly by management. A comprehensive annual inventory will occur at least once every year after the date of the previous comprehensive inventory. In the event inventory is taken by use of an oral recording device it will be promptly recorded. The record of each inventory shall include, at a minimum, the date of the inventory, a summary of the inventory findings, and the names, signatures, and titles of the individuals who conducted the inventory.

MAINTAINING OF FINANCIAL RECORDS

New Día's operating policies and procedures ensure financial records are accurate and maintained in compliance with the Commission's Adult Use of Marijuana regulations (935 CMR 500). Financial records maintenance measures include policies and procedures requiring that:

- Confidential information will be maintained in a secure location, kept separate from all other records, and will not be disclosed without the written consent of the individual to whom the information applies, or as required under law or pursuant to an order from a court of competent jurisdiction; provided however, the Commission may access this information to carry out its official duties.
- All recordkeeping requirements under 935 CMR 500.105(9) are followed, including:
 - Keeping written business records, available for inspection, and in accordance with generally accepted accounting principles, which will include manual or computerized records of:
 - Assets and liabilities;
 - Monetary transactions;
 - Books of accounts, which will include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers;
 - Sales records including the quantity, form, and cost of marijuana products; and
 - Salary and wages paid to each employee, or stipend, executive compensation, bonus, benefit, or item of value paid to any persons having direct or indirect control over the New Día.
- All sales recording requirements under 935 CMR 500.140(5) are followed, including:
 - Utilizing a point-of-sale (POS) system approved by the Commission, in consultation with the DOR, and a sales recording module approved by DOR;
 - Conducting a monthly analysis of its equipment and sales data, and maintaining records, available to the Commission upon request, that the monthly analysis has been performed;
 - Complying with 830 CMR 62C.25.1: *Record Retention* and DOR Directive 16-1 regarding recordkeeping requirements;
 - Adopting separate accounting practices at the point-of-sale for marijuana and marijuana product sales, and non-marijuana sales;

- Maintaining such records that would allow for the Commission and the DOR to audit and examine the point-of-sale system used in order to ensure compliance with Massachusetts tax laws and 935 CMR 500; and
- Additional written business records will be kept, including, but not limited to, records of:
 - Compliance with liability insurance coverage or maintenance of escrow requirements under 935 CMR 500.105(10) and all bond or escrow requirements under 935 CMR 500.105(16);
 - Fees paid under 935 CMR 500.005 or any other section of the Commission's regulations; and
 - Fines or penalties, if any, paid under 935 CMR 500.360 or any other section of the Commission's regulations.
- Application Renewal Records
 - New Día shall keep and submit as a component of the renewal application documentation that the establishment requested from its Host Community the records of any cost to a city or town reasonably related to the operation of the establishment, which would include the city's or town's anticipated and actual expenses resulting from the operation of the establishment in its community. The applicant shall provide a copy of the electronic or written request, which should include the date of the request, and either the substantive response(s) received or an attestation that no response was received from the city or town. The request should state that, in accordance with M.G.L. c. 94G, § 3(d), any cost to a city or town imposed by the operation of a Marijuana Establishment or MTC shall be documented and considered a public record as defined by M.G.L. c. 4, § 7, cl. 26.

QUALIFICATIONS AND TRAINING

New Día will ensure that all employees hired to work at a New Día facility will be qualified to work as a marijuana establishment agent and properly trained to serve in their respective roles in a compliant manner.

Qualifications

In accordance with 935 CMR 500.030, a candidate for employment as a marijuana establishment agent must be 21 years of age or older. In addition, the candidate cannot have been convicted of a criminal offense in the Commonwealth involving the distribution of controlled substances to minors, or a like violation of the laws of another state, the United States, or foreign jurisdiction, or a military, territorial, or Native American tribal authority.

New Día will also ensure that its employees are suitable for registration consistent with the provisions of 935 CMR 500.802. In the event that New Día discovers any of its agents are not suitable for registration as a marijuana establishment agent, the agent's employment will be terminated, and New Día will notify the Commission within one (1) business day that the agent is no longer associated with the establishment.

Training

As required by 935 CMR 500.105(2), and prior to performing job functions, each of New Día's agents will successfully complete a comprehensive training program that is tailored to the roles and responsibilities of the agent's job function. Agent training will at least include the Responsible Vendor Training Program and eight (8) hours of on-going training annually.

All of New Día's current Owners, managers, and employees that are involved in the handling and sale of marijuana at the time of licensure or renewal of licensure will have attended and successfully completed the mandatory Responsible Vendor Training Program operated by an education provider accredited by the Commission to provide the annual minimum of three (3) hours of required training to marijuana establishment agents to be designated a "Responsible Vendor". Once New Día is designated a "Responsible Vendor", all new employees involved in the handling and sale of marijuana will successfully complete a Responsible Vendor Training Program within 90 days of the date they are hired. After initial successful completion of a Responsible Vendor Training Program, each Owner, manager, and employee involved in the handling and sale of marijuana will successfully complete the program once every year thereafter to maintain designation as a "Responsible Vendor".

New Día will also encourage administrative employees who do not handle or sell marijuana to take the "Responsible Vendor" program on a voluntary basis to help ensure compliance. New Día's records of Responsible Vendor Training Program compliance will be maintained for at least four (4) years and made available during normal business hours for inspection by the Commission and any other applicable licensing authority on request.

As part of the Responsible Vendor Training Program, New Día's agents will receive training on a variety of topics relevant to marijuana establishment operations, including but not limited to the following:

1. Marijuana's effect on the human body, including:

- Scientifically based evidence on the physical and mental health effects based on the type of Marijuana Product;
- The amount of time to feel impairment;
- Visible signs of impairment; and
- Recognizing signs of impairment

2. Diversion prevention and prevention of sales to minors, including best practices;

3. Compliance with all tracking requirements;

4. Acceptable forms of identification, including:

- How to check identification;
- Spotting false identification;
- Patient registration cards formerly and validly issued by the DPH or currently and validly issued by the Commission; and
- Common mistakes made in verification

5. Other key state laws and rules affecting Owners, managers, and employees, including:

- Local and state licensing and enforcement;
- Incident and notification requirements;
- Administrative and criminal liability;
- License sanctions;
- Waste disposal;
- Health and safety standards;
- Patrons prohibited from bringing marijuana onto licensed premises;

- Permitted hours of sale;
- Conduct of establishment;
- Permitting inspections by state and local licensing and enforcement authorities;
- Licensee responsibilities for activities occurring within licensed premises;
- Maintenance of records;
- Privacy issues; and
- Prohibited purchases and practices.

ENERGY COMPLIANCE PLAN

Overview

New Día will demonstrate consideration of the following factors:

1. Identification of potential energy use reduction opportunities (such as natural lighting and energy efficiency measures), and a plan for implementation of such opportunities;
2. Consideration of opportunities for renewable energy generation, including, where applicable, submission of building plans showing where energy generators could be placed on the site, and an explanation of why the identified opportunities were not pursued, if applicable;
3. Strategies to reduce electric demand (such as lighting schedules, active load management, and energy storage); and
4. Engagement with energy efficiency programs offered pursuant to M.G.L. c. 25, § 21, or through municipal lighting plants.

New Día's operations do not anticipate any significant changes to the buildings current electric demand / active load management. However, as to maximizing energy efficiency, the implementation of the following measures will be considered:

(a) For lighting equipment and controls:

- {i} Use of fluorescent/LED lighting in all areas of the premises;
- {ii} Use of energy efficient lighting products;

(b) For the building envelope:

- {i} Install and/or increase roof and wall insulation;
- {ii} Control Air Leakage;
- {iii} Install storm doors;
- {iv} Insulate windows;

(c) Use of natural light: where appropriate, unless security needs dictate otherwise; supplement the electrical lighting with natural light and reduce the consumption of electrical light sources

(d) Otherwise attempting to meet or exceed the energy efficiency requirements of the International Energy Conservation Code.

DIVERSITY PLAN

Statement of Purpose

New Día's mission is to be an exceptional minority-owned business, neighbor, and the benchmark for inclusion and diversity within Massachusetts marijuana. Our vision, "Diversity in Action" reaches well beyond being a marijuana retailer. Our diversity-centered philosophy represents doing business in a responsible, ethical, and intentional way that provides opportunity to communities and people who have been previously marginalized and disproportionately harmed by the war on drugs. Our vision and execution relies on our skilled team and network of trusted partners who demonstrate integrity, professionalism, and inclusion, in our efforts to empower and uplift diverse populations across the Commonwealth.

New Día is dedicated to promoting equity in its operations for diverse populations, which the Commission has identified as the following:

1. Minorities;
2. Women;
3. Veterans;
4. People with disabilities; and
5. People who identify as LGBTQ+.

To support such populations, New Día has created the following Diversity Plan and has identified and created goals/programs to promote equity in New Día's operations.

Goals

In order for New Día to promote equity for the above-listed groups in its operations, New Día has established the following goal:

1. Increasing the number of individuals falling into the above-listed demographics working in the establishment;
2. Increasing product supplier diversity with minority-owned business and women owned-businesses.

Diversity Recruitment and Sourcing

New Día's recruitment efforts are designed to maintain a steady flow of qualified diverse applicants. New Día will seek to ensure 50% of its employees identify from diverse backgrounds as identified by the Commission. Measures that New Día will take include:

- Hiring for each Commission-approved diverse demographic as follows;
 1. Minorities – 50%
 2. Women - 50%
 3. Veterans - 10%
 4. People with disabilities – 10%
 5. People who identify as LGBTQ+. - 10%
- Advertising employment opportunities and career fairs in the local publication The Boston Bulletin stating New Día is specifically looking for individuals who identify as minorities, women, veterans, people with disabilities, and people who are LGBTQ+,. At least one (1) job advertisement will occur whenever a job opportunity becomes available and at least two (2) career fair advertisements will occur on an annual basis.
- Advertising employment opportunities and career fairs with organizations serving minorities, women, people who identify as LGBTQ+, veterans, and persons with disabilities for employment referrals, whenever a job becomes available;
- Encouraging employees from diverse groups to refer applicants for employment; and
- Participating in or hosting job fairs with a focus on attracting individuals falling into the above-listed demographics. New Día shall host at least one (1) job fair annually in the Fenway community in public accessible location. The job fair, available opportunities, and the specific time/location will be given at least 2 weeks in advance. New Día expects no less than 10 participants.

Employee Retention, Training and Development

New Día will offer promotions, career counseling, and training to provide employees with opportunity for growth and to decrease turnover. New Día will ensure that all employees are given opportunities for promotion by communicating opportunities, training programs, and clearly-defined job descriptions New Día will ensure that all employees receive opportunities for career counseling, counsel employees on advancement opportunities, and provide training programs to assist them in career development. Training programs will be both internal and external to the company and cannabis industry, and may include topics such as: marijuana cultivation techniques, product manufacturing techniques, retail practices, compliance, writing, management training, and industry seminars. New Día shall host the employee educational

trainings at least twice annually at the marijuana establishment location. Employees will be given at least 2 weeks notice of upcoming training events.

Diversity Suppliers and Sourcing

New Día's supplier and product sourcing efforts are designed to create a supply chain that represents diversity from top to bottom. New Día will seek to ensure that it secures supply agreements with at least 3 minority-owned, women-owned, or EE/SE owned wholesalers.

Programs to assist New Día in achieving its diversity supplier goals include:

- Identify and attend Boston minority business supplier trade shows such as the Massachusetts Black Expo
- Utilizing the state directory to identify and network with MBE & WBE certified businesses
- Developing an internal diversity wholesaler list with CCC licensed cultivators, manufactures, and delivery operators
- Attending CCC sponsored career fairs and EE/SE focused events
- Establishing at least 4 in store pop-up events for minority-owned, women-owned, or EE/SE owned wholesalers

Measuring Progress

The Director of Human Resources at New Día will be responsible for auditing the Diversity Plan annually upon Provisional Certificate Renewal. The audit report setting forth the Company's performance in fulfilling the goals of the Plan will contain:

- Number of employees identifying as from diverse backgrounds;
- Number of promotions for people falling into the above-listed demographics since initial licensure;
- Number of and type of educational trainings held for employees.
- Number of supplier agreements contracted with minority-owned and women-owned businesses.
- Number of supplier agreements contracted with EE and SE wholesalers.

New Día's diversity plan will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of Marijuana Establishments. In addition, New Día's diversity plan and programs

instituted will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.